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Situational Leadership Style and the Employee Performance: A Sequential-Explanatory Study

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Abstract

The researcher assessed the Situational Leadership of leaders on Employees' Performances in business in Rosario and Noveleta, Cavite. The researchers used a survey and interview to ask fifty (50) respondents for the quantitative phase and ten (10) respondents for the qualitative stage that supported the conducted study. The researchers used mixed method research, combining qualitative and quantitative research methods. The approach used is sequential explanatory in collecting quantitative data. The researchers used it as a guide to answer the problem statement. It focuses on the leadership style of the managers that affects the employee's performance. Thematic Analysis, mean,

standard deviation, percentage, and a statistical tool, SPSS, were used to determine how leadership styles affect employees' performances. Based on the respondent's managers and employees. It shows that Employees Performance ($m=3.96$) correlates with LS of Telling ($m=4.27$), LS of Selling ($m=4.16$), LS of Participating ($m=4.24$), and LS Style of Delegating ($m=4.24$). The findings showed a significant relationship between situational leadership style and employee performance. This study recommends that managers assess their situational leadership style and their employee's performances to improve the employee's skills further.

Keywords: Situational Leadership Style, Employee Performance, Philippines

Introduction

Employees' performance is one key to a business being successful. Their effectiveness can measure the employee's performance and efficiency performance. The employee's performance at work can be affected by many reasons, like motivation, experience, and ability (Sinambela & Ernawati, 2021). Employees being motivated in their work affects their performance. Motivation in their leaders also has an impact on their operational performance. Their leadership style in work positively impacts the employee's performance (Erniwati *et al.*, 2020). The leadership style can affect the employee's performance. Ultimately, the researchers aim to determine the situational leadership impact style on the employee's performance in their workplace.

The leadership style in work significantly impacts business and employee performance. People influence others through their personalities and skills in accomplishing goals and directly assigning their subordinates outstanding leadership (Nazarov, 2020). The situational leadership style is highly discussed and studied in management because it influences employees. In rapid societal changes, situational leaders act according to prevailing circumstances (Hutagaluh *et al.*, 2020). Leaders who can act quickly in different situations can lead the team more efficiently.

According to Funk (2022), this situational leadership model is based on the influence of a specific situation on the leader's behavior. This theory was first introduced as the Life Cycle Theory. This model is to help leaders to identify the leadership style in situations where it influences their leadership. The theory believes an efficient leadership style is unavoidable in every situation (Bhasin, 2019). In this theory, the leader's style depends on the situation. This theory provides a way for leaders to improve and learn more about different leadership styles and choose the one that suits them (Henkel & Bourdeau, 2018).

An appropriate leadership style can help employees to perform better (Pitayanon, 2019). One of the factors influencing the employee's performance is the leader's leadership style. The employees should polish and develop more in their performance in the work. Many leadership methods can be used for employees to grow one of them is the situational leadership style. Situational leadership prefers many leaders because of active teamwork (Bahsin, 2019). In dealing with different situations at work, the employees should perform well with their leaders. Situational leadership significantly impacts employees' working performance (Ferdianto *et al.*, 2019). This leadership style is commonly used to improve employees' workability and develop their talents.

There are always unexpected changes in today's business sectors, and leaders must adapt quickly. The researchers found that more data was needed to prove the relationship between situational leadership style and employee performance. The study assesses leaders' situational leadership style and its effect on employee performance. This study also discussed the situational leadership theory that can deepen the understanding of this leadership style. The result of this study is a great help for business leaders and employees to have great teamwork and improve their work abilities.

Objectives of the Study

This study assesses leaders' situational leadership style and its effect on employees' performance. This study seeks to examine the two variables' relationships and the effect of Situational Leadership Styles on employees' performances; it aims explicitly (1) to assess the level of performance of an employee, (2) to determine the situational leadership style of a manager, (3) to know the relationship of situational leadership style and employees' performances, and (4) to determine the effect of the situational leadership style of employees' performance.

Methodology

The mixed method-research design is used in conducting this study. The mixed method mixes quantitative and qualitative methods to answer research questions (George, 2022) [6]. Researchers want to assess the situational leadership style of the leaders and its impact on employee performance, and they believe this design will guide and fill the gaps in the study. It can help the researchers to gather more data needed. The researchers used the approach of sequential explanation. The sequential explanatory approach is a mix of separate data to be collected and analyzed (Othman *et al.*, 2020). The researchers gathered and analyzed the quantitative data before collecting and analyzing the qualitative data. The researcher used a survey questionnaire, and the questionnaire will be distributed to the respondents and analyzed the data for the quantitative phase. After analyzing the data, the researcher used interview questions for the qualitative phase and analyzed it. It will serve as the center for the researcher to explain the impact of situational leadership on employees' performance.

Table 1: Demographic Profile of the Respondents

Description	Frequency	Percentage %
Age Group		
18-23	6	12%
24-29	39	78%
30-35	5	10%
Total	50	
Sex		
Female	18	36
Male	32	64
Total	50	
Years as an Employee		
Less than a year	24	48
1-2 years	2	4
More than two years	24	48
Total	50	

Fifty (50) employees from different companies in Noveleta and Rosario were samples used for the study. The researchers surveyed and interviewed ten (10) individuals

working on establishing each company. They considered the availability of each respondent and the company's participation.

The researchers used a Leadership styles assessment as a survey from Centenary College of Louisiana. This instrument will help the researcher to collect quantitative data. The survey questionnaire will help researchers to know their leadership style. The researchers constructed the survey and personally distributed the questionnaire tools to the desired population. It will help the researchers to gather accurate data to answer the problem statement.

The researchers used Descriptive statistics to analyze the study's quantitative data, specifically Mean and Percentage. It aided the study's proponents in assessing and describing the Situational leadership style and employees' performance. Also, a Correlational Statistics method, namely the Spearman-Rho Correlation method, allows proponents of the study to identify the significant relationship between the two variables.

The Spearman correlation in SPSS will be used to analyze the quantitative data accurately; it measures the two variables' strength of association. The main goal of statistical Analysis was to evaluate confidence regarding the size of an effect of the investigated matter (Ali Alsaqr, 2020). The data will be coded to Microsoft Excel and then transferred to IBM SPSS Statistics software and divided into two parts to discuss the descriptive and correlation and compute the mean of each data collected from each respondent to analyze and summarize the result. The Spearman Correlation method will allow the study's proponents to identify the significant correlation between situational style and employee performance.

After analyzing the quantitative data and making a conclusion, the outcome will serve as the basis for the interview question used for the qualitative phase. The researchers will personally interview five (5) leaders to know how their employees perform and five (5) employees to evaluate how they perform in their workplace.

The collected results in Qualitative data will be analyzed using thematic Analysis. It analyzes qualitative data by compiling the information and identifying the trends within the information significance to locate subjects. According to Robinson (2022) [13], thematic Analysis is a process suited to working and gathering brief text data and purely qualitative analyses. The data collected have undergone steps with the use of the analysis tool. First, familiarize the data by reading the transcripts; Next, generate codes through line-by-line open coding; then sort open codes into sub-themes; Revised, review, and refine themes; Then define and name three key themes and associated sub-themes; Lastly, organized themes to portray participants' perspectives grounded within their own words within defined themes. The researchers will analyze, identify, and interpret the data collected by interviews.

The conclusion and summary are presented after analyzing and interpreting the responses; it supports the quantitative result. The conclusion consists of two phases: Quantitative and Qualitative. It provides the findings and answers in the statements of the problem.

Results and Discussion

This study section discusses the acquired results from the gathered data. It is divided into a two-part analysis and discussion anchored on sequential- explanatory design,

wherein the quantitative data will be collected and analyzed first before gathering the qualitative data. The quantitative data results are computed through IBM SPSS and divided into two parts to discuss the descriptive and correlation and answer the research problem. The qualitative data is collected and undergoes thematic Analysis to explain further and strengthen the results. During the qualitative data collection, the proponents based their questions on the highest and lowest ranking mean on each table to support and explain the results of the quantitative data.

Table 2: Employees Performances'

Questions	General Average	Rank	Interpretation
You are satisfied with your work	4.76	1	Extreme High
You are satisfied with your associate work	4.36	5	Extreme high
Work makes the best use of my abilities.	4.28	8	Extreme High
Having physical working conditions harmful to health and not stressful.	4.36	5.5	Extreme High
I have a job with steady employment.	4.32	7	Extreme High
The salary I receive is a high amount for my work.	4.34	6	Extreme High
My satisfaction with my current salary is being affected by the economy.	4.44	2	Extreme High
I have a relative salary in comparison to others.	4.42	3	Extreme High
You are likely interested in advancement and financial gain.	4.38	4	Extreme High
My workplace opportunities are encouraging me to work better.	4.36	5.5	Extreme High
Total Average	3.96		High

This table contains the situational leadership style of telling. The highest mean, which indicates that the managers discuss the organization's strategic mission with staff ($m = 4.40$), is extremely high. It means the lowest mean states that the managers ensure their team participates in every plan they make ($m = 4.14$) is high.

The general average of the situational leadership style of telling is ($m = 4.24$), interpreted as highly high. It means the managers' leadership style of Participating in their workplace is extremely high.

The participating leadership style is the most preferred by the leaders because it involves participating in the team (Bhasin, 2019). It can help in the decision-making of the team. Leaders can make decisions quickly through team participation, which can also help the members' creativity.

The first theme is broadening their knowledge; the employees explore more advantages that help them perform. According to the interviewees' statements, Communication between managers and employees helps them. According to Silitonga *et al.* (2020), employees with organizational support must assist the organization in achieving its goals for critical performance. These employees also have a high level of commitment to the organization. Because performance is defined and interpreted in different cultures, managers, and employees may have different perceptions of performance. Stress will have an impact on individual efforts and result in an individualistic culture because it demands objective and measurable performance requirements. Some respondents said that they would learn

more, so their bosses may teach them more after the meeting. Managers' responsibilities should include some easier work. One person said that certain events made it possible; you can ask for help to improve your work.

Despite having respondents that genuinely dedicate their time to flowing through commitment, most of the group, possibly managers, affect the employees' performances. According to Editorial (2023), influential leaders influence employees with their actions. It helps them to be productive in a great career succession; based on the result above, Employees' Performance increases their knowledge of what they obtained from the literature.

Table 3: Situational Leadership Style

Question	General Average	Rank	Interpretation
Leadership Style of Telling	4.27	1	Extremely High
I check the staff's work to evaluate their progress	4.50		Extreme High
I appoint staff into task groups to action policies.	4.10		High
I discuss policy changes with staff before acting.	4.32		Extreme High
I meet with staff to discuss their needs.	4.08		High
I explain the benefits of achieving their work goals.	4.36		Extremely High
Leadership Style of Selling	4.16	3	High
I hold periodic meetings to show support for company policy.	4.24		Extremely High
I ensure that staff knows all company policies.	4.38		Extremely High
I check my employees' work after they accomplished it.	4.08		High
I enthusiastically communicate with my members during their work hours.	3.96		High
I ask my staff for their opinions about our company.	4.16		High
Leadership Style of Participating	4.24	2	Extremely High
I discuss the organization's strategic mission with the staff	4.40		Extremely High
I recognize staff's achievement with encouragement.	4.16		High
I explain the benefits of achieving their work goals.	4.14		High
I make sure my team participates in every plan.	4.18		High
I meet my team to show support in every plan.	4.32		Extremely High
Leadership Style of Delegating	4.24	2.5	Extremely High
I set down performance standards for each view of every job.	4.44		Extremely High
I ask staff to develop long-term plans in their areas.	4.22		High
I demonstrate each task involved in the job.	4.12		High
I give staff clear responsibilities and allow	4.18		High

them to decide how to accomplish them.			
I avoid premature evaluations of ideas.	4.26		Extremely High
Total Average	4.22		High

The total General Average ($M = 4.22$) obtained a high mean score. It indicates that the Situational Leadership Style of Employees in Noveleta and Rosario are High how the respondents on Situational Leadership Style of Telling is what Table 3 contains ($M = 4.27$), how the manager checks their progress and learning ($M = 4.50$). The result of Q1 is more excellent than Q4, in which the managers meet with staff regularly to discuss their needs ($m=4.08$). It means the managers' leadership style of telling in their workplace is extremely high ($m=4.27$). The expressive situational leadership style is managers checking their staff's progress to be more productive.

This style is functional when employees require close supervision and guidance (Wolf, 2022). The expressive situational leadership style is more on close supervision of the managers in their employees. It can improve the employees' performance through close supervision of their managers and their work.

The first theme is Progressive; in a business progression of an employee, it is varied as being committed to their work, which leads to their progression—according to Sullivan (2023), committing to your tasks, giving your best, and showing your dedication **by checking their progress through their accomplishments**. The second theme is Communication; with the help of Communication, managers, and employees can apply and be organized in their meetings—a skill regarded as essential to demonstrate the conduct of the individuals within the organization. When individuals effectively communicate with each other, they can develop a more robust organizational culture **the jobs after the employees apply for the meeting**.

In the situational leadership style of telling, the highest mean is 4.40, interpreted as highly high. It means the managers discuss the organization's strategic mission with staff. The lowest mean is 4.14 and is interpreted as high. It means managers ensure their team participates in every plan they make.

The general average of the situational leadership style of telling is 4.24, interpreted as highly high. It means the managers' leadership style of Participating in their workplace is extremely high.

The participating leadership style is the most preferred by the leaders because it involves participating in the team (Bhasin, 2019). It can help in the decision-making of the team. Leaders can make decisions quickly through team participation, which can also help the members' creativity.

The first theme is broadening their knowledge; the employees explore more advantages that help them perform. According to the interviewees' statements, Communication between managers and employees helps them. According to Neves & Eisenberger (2012) and Silitonga *et al.* (2020), employees with high perceived organizational support must assist the organization in achieving its goals for critical performance. These employees also have a high level of commitment to the organization. Because performance is

defined and interpreted in different cultures, managers, and employees may have different perceptions of performance. Stress will have an impact on individual efforts and result in an individualistic culture because it demands objective and measurable performance requirements. Some respondents said that they would learn more, so their bosses may teach them more after the meeting. The respondents stated the following responses: **"I will gain more knowledge."**, **"Some of the tasks are not bearable; the managers should supervise that."**, **"Enable to be guided, and broaden knowledge."**, **"In some circumstances, you can ask for advice to make your work proficient."**, and **"The employees were participating and giving their ideas to improve the business."**

The general average of the situational leadership style of telling is 4.24, which is interpreted as highly high. It means the managers' leadership style of delegating their workplace is extremely high.

The theme of the situational leadership style is **growth**, and it shows that Managers affect Employee Performance. Thus, the environment also affects the employee's overall performance, behavior, and productivity. (Satyendra, 2019). It helps the employees grow at their own pace. The growth of the employees is based on how the manager handles them. To carry out tasks effectively and efficiently, every company needs well-trained workers. It processes the structure that promotes the growth of abilities, knowledge, and skills. The respondents said, **"Yes because that is how they will grow."**

The managers' leadership style of selling in their workplace is high ($m=4.16$). This leadership style is focused on the staff's understanding. According to Himani Bhasin (2019), the Selling leadership style is best used when making final decisions outside the team members' control. It can help make decisions quickly because the members buy the managers' ideas. Selling leadership style, the managers sell their ideas to their employees to buy and help make decisions in the group.

The first theme is **After Thoughts**; employees have after thoughts on sharing their ideas. On the other hand, most of the employee responses indicate that after contributing suggestions to the discussion, they had an afterthought. The interviewees' statements are listed below in the following paragraphs. The respondents stated, **"I am doubting if they will accept my suggestions; there is a possibility that my ideas may be rejected."** and **"Anxiety is building up because I am thinking that my suggestions are wrong."**

The second theme is **Communication**; according to Organizational Culture (2020), these elements' actions and conduct serve as guidance for individuals within the organization. Skills in Communication are viewed as practical approaches to illustrate how persons within the organization. When people effectively talk with one another, they can create a more substantial workplace culture by teaching good manners. The respondents stated, **"Meetings are crucial for an employee; in this way, you will know the problems that the employees may face."** and **"During the meeting, employees and managers may brainstorm and may fix some problems."**

Table 4: The correlation of the variables of the study

S. No	Variables	n	M	SD	1	2	3	4	5
1	Employees Performance	50	3.96		-				
2	Leadership Style of Telling	50	4.27		.730**				
3	Leadership Style of Selling	50	4.16		.597**	.710**			
4	Leadership Style of Participating	50	4.24		.621**	.600**	.596**		
5	Leadership of Delegating	50	4.24		.536**	.530**	.569**	.570**	

The table shows the correlation of the variables of the study. The Leadership of Telling has a solid positive direct correlation with Employee Performance ($r(48) = .730$, $p < 0.001$). Furthermore, Leadership of Selling also has a moderate positive significant relation to Employee Performance ($r(48) = .597$, $p < 0.001$) and a strong positive relation to Leadership of Telling ($r(48) = .710$, $p < 0.001$). The leadership of Participating has a strong positive correlation with Employee Performance ($r(48) = .621$, $p < 0.001$) and moderate positive relation with Leadership of Selling ($r(48) = .596$, $p < 0.001$). In addition, it has a strong positive connection to employee performance ($r(48) = .600$, $p < 0.001$). However, Leadership of Delegating has a moderate positive correlation ($r(48) = .536$, $p < 0.001$) Employee Performance and the Leadership of Participating ($r(48) = .570$, $p < 0.001$). Moreover, it has a moderate positive correlation with employee performance ($r(48) = .530$, $p < 0.001$) and ($r(48) = .569$, $p < 0.001$).

Conclusion

The employee's performance can be affected by job satisfaction, Communication, economy, and leadership style. The situational leadership style is where the managers can adapt quickly to situations that can affect their business. By the manager's Communication with their team and handling the situations quickly and by the style of leadership managers use. Managers can supervise and check their employees' work performance using the situational leadership style. The researchers found the employee's performance is ($M=3.96$) high. This study finds a significant positive correlation between situational leadership style and employees' performance. This result can help the managers to identify their situational leadership style and assess their employees' performance at work to be productive and to have better teamwork.

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