

IMPACT OF LEADERSHIP STYLES ON THE ORGANIZATIONAL PERFORMANCE OF SAN JUAN RESORTS OWNERS

By *Alexander Corachea**, *Bernadette Caguimbal***, *Nicole Ann De Villa**** & *Mary Joy Huertas[^]*

**Researcher, St. Thomas More Association of Lawyers for Transformation (SALT) Inc, Philippines*

***4th Year BSBA Student, Batangas State University, San Juan Campus, Philippines*

**** 4th Year BSBA Student, Batangas State University, San Juan Campus, Philippines*

[^] 4th Year BSBA Student, Batangas State University, San Juan Campus, Philippines

ABSTRACT

The study focused on the impact of leadership styles on the organizational performance of San Juan resorts owners. It sought to answer the issue on how leadership in terms of supporting, coaching, delegating, and directing affects organizational performance of resorts owners in Laiya, San Juan, Batangas particularly regarding financial performance, market performance and shareholder value. The methodology of this study used quantitative research approach among 129 respondents. The statistical tools used in the study were raosoft, weighted mean, composite mean, analysis of variance and Cronbach's alpha. As a result, there is no significant relationship between the leadership styles in terms of directing and the assessed organizational performance in terms of the financial performance, market performance and shareholder value. However, there is a significant relationship between the leadership styles in terms of coaching, supporting, and delegating and the assessed organizational performance in terms of financial performance, market performance and shareholder value. This study proposed a development strategy for an effective and efficient leadership style necessary to increase productivity of resorts owners.

Keywords: Leadership Styles, Organizational Performances, Laiya, San Juan Resorts, Financial, Market and Shareholder Value.

INTRODUCTION

The tourism industry in the Municipality of San Juan, Batangas, is one of the pillars of economic development and progress. To cater the needs of the tourism industry, resort owners play a vital role in providing convenience and comfort for tourists, guests, and the public at large. For the resort owners to be efficient, effective, and productive for tourism purposes, their leadership attributes and qualities must be analyzed and studied in order to form part of San Juan's economic development and progress.

Leadership styles is a key determinant of the success or failure of any organization. A leader is a person who influences, directs, and motivates others to perform specific tasks and also inspires his subordinates for efficient performance towards the accomplishment of the stated corporate objectives. A leader's technique for encouraging others, implementing plans, and giving guidance is referred to as their leadership styles. It involves influencing others' commitment to achieving their full potential by achieving a valuable, shared vision with passion and integrity. The nature of this influence is such that the team members cooperate with each other voluntarily in order to achieve the goals that the leader has set for each member as well as for the group.

However, organization performance has been the most important consideration for every organization be it profit or nonprofit organization. It has been very important for managers to know which factors influence an organization's performance in order for them to take full advantage and appropriate steps to initiate them. This provides justification for organization to be guided by objective performance criteria when evaluating employees work based performance. This is beneficial for formulating strategic plans for an organization's future performance as well as for assessing the accomplishment of organizational goals.

Organizational performance and leadership styles have a direct cause-and-effect relationship. Values, culture, change tolerance, and employee motivation are all determined by the leadership team. They influence organizational strategies as well as how effectively and successfully they are implemented. To be clear, leaders aren't just found in management; they can be observed at all organizational levels (Igbaekemen, 2015). Everyone is affected by a leader's actions, which aid in achieving team and organizational goals. However, it has been pointed out that, at a particular time, using a proper leadership style might help a company function better.

On the other hand, resorts often experience fluctuations in demand based on seasonal factors, such as peak vacation periods or slower periods during off-peak seasons. Managing revenue during these periods can be a challenge, as resort owners need to balance expenses while ensuring profitability. In addition, meeting guest expectations and delivering a memorable experience is crucial in the hospitality industry. Negative reviews or guest dissatisfaction can harm the resort's reputation and affect future bookings. Ensuring a high level of customer satisfaction is essential for the success of a resort. Owners must address any issues or complaints promptly and provide exceptional service to maintain positive reviews and repeat business.

STATEMENT OF THE PROBLEM

The aim of the study was to find out the impact of leadership styles on the organizational performance of San Juan Resorts owners.

Specifically, this sought answer for the following questions:

1. How may the leadership styles of resorts owners be described in terms:
 - 1.1 supporting;
 - 1.2 coaching;
 - 1.3 delegating; and
 - 1.4 directing?
2. How do the respondents assess the organizational performance of the resorts in terms of:
 - 2.1 financial performance;
 - 2.2 market performance; and
 - 2.3 shareholder value?
3. Is there any significant relationship of leadership styles and organizational performance of the resorts in San Juan, Batangas?
4. Based in the study, what mentoring activity may be proposed to further enhance the performance of the San Juan resorts owners?

METHODOLOGY

The distribution of questionnaire was conducted among employees of San Juan resorts located at San Juan, Batangas. Respondents gone through the questionnaire. The study utilized the descriptive-quantitative design in gathering data and information needed to fulfil this research endeavor with questionnaire as the main tool in data gathering procedure. The overall number of respondents is 129 out of the total number of populations. The researchers used the Raosoft Calculator to determine the respondents. The sampling technique used by the researchers is the purposive sampling technique. To assess the reliability of the pre-survey, often known as a dry run, questionnaire for the survey. Since the study's primary focus was on employees in San Juan, Batangas, only thirty (30) employees of Resorts in Padre Burgos, Quezon participated in the aforementioned dry run.

The data collection process occurred on July 21, 2023. The data gathered from the dry run were subjected to a reliability test resulting in a Cronbach's Alpha of 0.85 on a scale of directing, while 0.87 for coaching and 0.81 for delegating. Otherwise, 0.89 for financial performance and also 0.88 on a scale of market performance which are verbally interpreted as Good. Meanwhile, 0.77 on a scale of supporting and verbally interpreted as Acceptable. However, the result for shareholder value is 0.95 and verbally interpreted as Excellent, which means the questionnaire is reliable. The validated questionnaire was once again generated after the reliability was proven, and it was distributed to the respondents for the actual survey.

The researchers will use the four-points scale where the scale of four (4) reflects the highest point and one (1) as the lowest. This scale used to analyze the assessment of the respondents in terms of leadership qualities towards the productive organizational performance. The responses of the respondents will be tallied, and the score will be tabulated using statistical treatment, in order to obtain the scores and the percentage of the respondents' answers. The criteria that are stated below will be used to interpret the data that has been acquired for the study.

Table 1. Scoring and interpretation

Response Scale	Mean Score	Interpretation
4	3.25 – 4.00	Always
3	2.50 – 3.24	Sometimes
2	1.75 – 2.49	Seldom

1	1.00- 1.74	Never
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RESULT OF THE STUDY

Leadership Styles

Leadership styles of resort owners can be described in terms of the Hersey-Blanchard Situational Leadership Model, which categorizes leadership behaviors based on levels of support and direction. It provides leaders with an understanding of the relationship between an effective quality of leadership and the level of readiness followers exhibit for a specific task. Here's how each leadership styles may be described in terms of directing, coaching, supporting, and delegating.

Directing involves resort owners providing high levels of direction and guidance. The mean of 3.93 implies that this includes providing constructive feedback and guidance to help employees improve. The manager of the directing leadership qualities is approachable and listens to employee concerns (3.92) and encourages open communication and values input from employees (3.90). They take a more authoritative role in decision-making and task assignment. In this approach, leaders offer specific instructions and closely monitor progress. While this quality may seem more controlling, it can be effective in situations where employees are new or unfamiliar with their tasks, ensuring that they receive clear instructions and support. The generated composite mean of 3.881 shows that the resort owners always use the directing leadership qualities (Whitehead, 2016).

Table 2. Leadership Styles in terms of Directing

As an employee, I can see that our manager ...	Weighted Mean	Verbal Interpretation
1. Is approachable and listens to employee concerns	3.92	Always
2. Provides constructive feedback and guidance to help me improve	3.93	Always

3. Encourages open communication and values input from employees	3.90	Always
4. Holds themselves to a high level, and anticipates others to do the same	3.84	Always
5. Sets clear goals and expectations for our team	3.87	Always
6. Goes into great length on what employees ought to do	3.83	Always
Composite Mean	3.881	Always
<i>Legend: 3.25 - 4.00 = Always; 2.50 - 3.24 = Sometimes; 1.75 - 2.49 = Seldom; 1.00 - 1.74 = Never</i>		

The initial phase of leadership is characterized by a directive style, particularly suited for new employees who are in their early developmental stages with limited or no experience in their roles. During this formative period, followers exhibit low competence but high commitment, often struggling to comply and potentially feeling insecure. At this juncture, a leader's focus should primarily be on tasks rather than establishing a strong interpersonal rapport with the direct report, as the relationship is still in its nascent stages.

In cases where the direct report lacks the necessary knowledge to perform their job, the leader must dedicate significant time to working closely with the employee, providing explicit instructions and consistent follow-up. The emphasis lies on fostering motivation and encouragement, acknowledging positive outcomes, and offering guidance and corrective measures for less favorable results. The ultimate goal is to inspire the follower to elevate their abilities to the next level. The directing phase is heavily leader-driven and guided and usually works for enthusiastic beginners (Blanchard, 2019).

Resort owners who adopt a coaching style continue to provide high levels of support but shift more towards encouraging their employees to take on more responsibility and decision-making. Such leaders mentor each team member to promote participation in project status meetings and work with the team to help them discover their best responsibilities in achieving the project's objectives. This is evidently illustrated by the mean of 3.84. A coaching manager

acknowledges and appreciates the adherents for their actions or behavior (3.78). They still offer guidance and feedback but also empower their team members to contribute ideas and solutions.

Table 3. Leadership Styles in terms of Coaching

As an employee, I can see that our manager ...	Weighted Mean	Verbal Interpretation
1. Works with our team to help them discover their best responsibilities in achieving the project's objectives	3.84	Always
2. Mentors each team member to promote participation in project status meetings	3.84	Always
3. Acknowledges and appreciates the adherents for their actions or behavior	3.78	Always
4. Responds to employees' inquiries about their task	3.65	Always
5. Works closely with employees to help them grow in many things	3.74	Always
6. Occasionally watches the followers' performance	3.55	Always
Composite Mean	3.733	Always

Legend: 3.25 - 4.00 = Always; 2.50 - 3.24 = Sometimes; 1.75 - 2.49 = Seldom; 1.00 - 1.74 = Never

These leaders emphasize collaboration and seek to develop their employees' skills through constructive feedback and skill-building opportunities. The composite mean of 3.733 indicates that coaching is suitable for followers who have attained a certain level of competence accompanied by an enhanced commitment. While these followers still harbor some uncertainty about their capabilities, they are steadily making strides toward greater confidence.

During this phase, the leader's attention remains devoted to tasks, which may still demand a substantial time investment. However, the scope of focus can now expand to encompass the evolving relationship with the employee, leveraging the trust that has begun to take root and

the encouragement that has been consistently demonstrated. Once again, the leader should allocate significant time to active listening and dispensing guidance. The primary objective is to engage the follower in a manner that propels their progression to the next level. In this context, there is a reduced emphasis on direct instruction and a greater emphasis on offering suggestions, akin to assuming the role of a coach. Recognizing their advancements serves as a motivational catalyst for further growth and development (Whitehead, 2016).

Table 4. Leadership Styles in terms of Supporting

As an employee, I can see that our manager ...	Weighted Mean	Verbal Interpretation
1. Builds the self-confidence of the employees so they feel capable of finishing tasks successfully and that their actions have an impact	3.84	Always
2. Believes that making mistakes is a necessary part of learning	3.85	Always
3. Helps their followers through the creation of favorable work environments that promote respect, trust, cooperation, and psychological support	3.81	Always
4. Gives employees complete freedom to solve problems on their own	3.72	Always
5. Puts emphasis on attending to their needs and aspirations leading to an energized workforce who feel loved by their leaders and this boosts their motivation to work	3.78	Always
6. Encourages employees to fulfill organizational goals,	3.69	Always

rewards, and punishment must be administered		
Composite Mean	3.782	Always
<i>Legend: 3.25 - 4.00 = Always; 2.50 - 3.24 = Sometimes; 1.75 - 2.49 = Seldom; 1.00 - 1.74 = Never</i>		

In Table 3 above, employees observe that managers believe that making mistakes is a necessary part of learning, gauging from the highest mean of 3.85. Moreover, leaders build the self-confidence of the employees so they feel capable of finishing tasks successfully and that their actions have an impact (3.84). Such managers with a supporting style help their followers through the creation of favorable work environments that promote respect, trust, cooperation, and psychological support (3.81). All these characteristics are evident in the composite mean of 3.782, that the supporting style may always be practiced for highly efficient productive organizational performance marked by a strong emphasis on the follower's initiatives and a heightened focus on cultivating relationships.

In these qualities, resort owners provide high levels of support and guidance to their employees. They are actively involved in coaching and helping their team members develop the necessary skills and confidence. Resort owners who use these qualities are focused on both nurturing their employees' abilities and achieving the desired outcomes. They communicate openly and encourage two-way feedback, aiming to build trust and a positive work environment.

Supporting pertains to followers who have achieved a level of competence in their roles, yet exhibit some inconsistency and a degree of unfulfilled commitment. These followers might display tendencies of uncooperativeness or a tendency to complete the minimum amount of work necessary, despite possessing the necessary skills for the tasks. The leader's involvement in this phase shifts to collaborating with and providing assistance to the follower. The need for providing detailed instructions and frequent follow-up diminishes, but periodic check-ins remain crucial to ensure that the work maintains the required standards (Blanchard, 2019).

While the follower has reached a state of high competence, there lingers a lack of full conviction in their own abilities or a complete dedication to performing at their utmost potential. Consequently, the leader's focus now pivots away from the tasks themselves and towards fostering and nurturing the relationships between the follower, the leader, and the larger group.

Table 5. Leadership Styles in terms of Delegating

As an employee, I can see that our manager ...	Weighted Mean	Verbal Interpretation
1. Ensures that the employees have meaningful jobs and are accountable for the results of their hard work	3.84	Always
2. Creates a strong relationship with employees and customers	3.83	Always
3. Ensures that they have trust in employees and feel a sense of loyalty to the company	3.83	Always
4. Provides detailed instructions on how to complete the activity	3.74	Always
5. Takes time to carefully choose the appropriate individual for the assignment	3.67	Always
6. Makes certain that the intended plans' objectives can be accomplished	3.72	Always
Composite Mean	3.769	Always

Legend: 3.25 - 4.00 = Always; 2.50 - 3.24 = Sometimes; 1.75 - 2.49 = Seldom; 1.00 - 1.74 = Never

Self-reliant employees need leaders with a delegating style, those who ensure that the employees have meaningful jobs and are accountable for the results of their hard work clearly implied by the mean of 3.84. Such leaders ensure that they have trust in employees and feel a sense of loyalty to the company while creating a strong relationship with employees and customers (3.83). The indicators generated a composite mean of 3.769 which may directly implicate that resort owners using a delegating style provide moderate levels of support while giving their employees a greater degree of autonomy and decision-making authority. They trust their team members' capabilities and allow them to take the lead in their respective roles. While these leaders remain available for guidance, they focus on giving employees the space to execute tasks and make decisions independently (GC, 2023).

The ultimate objective is delegating, to nurture a follower who possesses the complete empowerment and competence to independently handle responsibilities, requiring minimal oversight. In this state, the follower exhibits a combination of exceptional competence, unwavering commitment, self-motivation, and a strong sense of empowerment because this stage is prominently characterized by the follower's self-driven initiative and autonomy (Whitehead, 2016).

As a leader, you can now entrust tasks to the follower and observe with minimal intervention, confident that they will achieve satisfactory, and perhaps even exceptional, outcomes. The focus on tasks and interpersonal relationships diminishes. While it is unnecessary to offer praise for every task, it is important to continue acknowledging exceptional performances through appropriate commendation because the development level varies from goal to goal or task to task.

In the summary table below, the directing leadership styles is the most evident in the management of the resort owners in San Juan. It generated the highest mean (3.88) which is a clear indication of the immense value of a directing style for beginners. This constitutes the core learning and experiences of enthusiastic beginners and forms the foundation of their high regard for the company, co-employees, and customers. This may be the stage where employees have the lowest competence, but the highest commitment. Directive leadership is a task-centered approach where the leader actively engages in defining explicit goals and ensuring that employees adhere to these objectives. This style proves particularly advantageous when employees encounter uncertain challenges that possess inherent gratification. It should not be a one-size-fits-all approach to management. Rather, it is best applied to particular situations (Shonk, 2023).

Blanchard (2019) in his article *A Situational Approach to Effective Leadership*, identified these four basic leadership qualities that correspond with four basic development levels: “Enthusiastic Beginners need a *directing* style, Disillusioned Learners need a *coaching* style, Capable but Cautious Contributors need a *supporting* style and Self-Reliant Achievers need a *delegating* style.”

Table 6. SUMMARY of Leadership Styles of Resorts Owners

Leadership Style	Weighted Mean	Verbal Interpretation
Directing	3.88	Always
Coaching	3.73	Always
Supporting	3.78	Always
Delegating	3.77	Always
Composite Mean	3.791	Always

Legend: 3.25 - 4.00 = Always; 2.50 - 3.24 = Sometimes; 1.75 - 2.49 = Seldom; 1.00 - 1.74 = Never

Leadership and management styles play a crucial role in shaping the organizational performance of resort owners. The way resort owners lead and manage their teams can significantly impact employee morale, guest satisfaction, and overall business success. Some insights into how different leadership qualities can influence the organizational performance of resort owners are presented in the tables below to provide a broader perspective of how organizational performance is shaped by varying leadership styles (Shonk, 2023).

It is important to note that effective leadership often requires a dynamic approach that can shift between these styles based on the situation and the needs of the employees and the organization. Resort owners may need to adapt their leadership styles based on factors such as employee experience, task complexity, and the overall goals of the resort. A balanced approach that combines the appropriate level of support and direction will contribute to positive productive organizational performance and a satisfied team (Whitehead, 2016).

Ultimately, the most effective leadership styles for resort owners depends on the unique context, goals, and challenges of their specific resort. A combination of leadership styles, tailored to different situations, can help create a well-rounded approach that enhances organizational performance and guest satisfaction. Each one of us is situated at various stages of progress, contingent upon the particular task we're engaged in. In order to elicit optimal performance from others, leadership should be customized to suit each person and circumstance. Offering either excessive or insufficient guidance can detrimentally affect their growth and advancement (Blanchard, 2019).

Organizational Performance of the Resorts

Subsequent to the leadership styles, assessing the organizational performance of resorts is of equally immense value. This involves evaluating various factors that contribute to their success as well as examining a company's financial statements and related information to gauge its overall fiscal well-being and operational effectiveness. This evaluation is undertaken by financial experts, investors, and other professionals in the financial domain, and it proves highly valuable in comprehending financial figures and deriving insightful conclusions.

Respondents, such as stakeholders, investors, customers, and industry analysts, may use different metrics and indicators to assess performance. Here's how the three aspects were assessed based on the responses

Table 7. Assessment of Organizational Performance: Financial Performance

As an employee, I can see that our manager is...	Weighted Mean	Verbal Interpretation
1. Having financial statements available and giving a timeline of the business's financial status	3.61	Always
2. Aware of and applies partial budgeting approaches while assessing business partial shifts	3.58	Always
3. Preparing a cash flow projection that details all the sources and uses of money	3.65	Always
4. Consistently using and having access to financial tools and knowledge for maximizing capital acquisition decision	3.61	Always
5. Persistent in having reports, comparing the monthly or quarterly budget to actual spending	3.50	Always

6. Creating quarterly profit and loss projections and discusses them with the management team	3.49	Always
Composite Mean	3.572	Always
<i>Legend: 3.25 - 4.00 = Always; 2.50 - 3.24 = Sometimes; 1.75 - 2.49 = Seldom; 1.00 - 1.74 = Never</i>		

Financial performance focuses on the economic aspects of the resort's operations. Respondents assess financial performance using indicators such as: preparing a cash flow projection that details all the sources and uses of money, gaining a mean of 3.65. The resort's financial performance also includes having financial statements available with a given timeline of the business's financial status and consistently using and having access to financial tools and knowledge for maximizing capital acquisition decisions (3.61). These practices on financial performance focus on revenue and profitability by examining the resort's revenue and profitability over time. They calculate the return on investment (ROI) for shareholders and investors and assess the percentage of revenue or gross operating profit margin that remains after accounting for direct operational costs. The composite mean of 3.572 points out the high extent that financial performance always sustains.

Janice Edwards (2019) shared that the key facets scrutinized during financial performance analysis encompass working capital, a parameter established by computing the disparity between a company's current assets and its obligations. She also shared that the financial framework needs to cover the blend of equity and additional investment avenues furnished by the company. Lastly, activity assessment must include the scrutiny of business undertakings, including cost evaluation, pricing strategies, and accounting practices.

Similarly, an organization's performance can be measured by assessing various factors, including sales revenue, market share, profitability, competitive edge, as well as customer satisfaction, and loyalty. In Table 7, employees see the value when the managers collect feedback and measure customer satisfaction regularly. This is an implication from the generated mean of 3.68. It is deemed imperative as well that managers create the mission and vision to give themselves and employees a distinct picture of corporate success (3.65). Subsequently, assessing and building a long-term marketing plan to determine whether it will be feasible or insufficiently beneficial is of valuable importance. The responses indicate that

the consistent and comprehensive market performance will maintain performance evaluation of how well the resort competes within its industry and meets customer expectations.

Table 8. Assessment of Organizational Performance: Market Performance

As an employee, I can see that our manager ...	Weighted Mean	Verbal Interpretation
1. Gains insight from multiple stakeholders	3.41	Always
2. Gathers and analyzes data from multiple platforms	3.43	Always
3. Assesses and builds a long-term marketing plan to determine whether it will be feasible or insufficiently beneficial	3.62	Always
4. Reviews the business's bottom line performance	3.57	Always
5. Collects feedback and measures customer satisfaction regularly	3.68	Always
6. Creates the mission and vision to give themselves and employees a distinct picture of corporate success	3.65	Always
Composite Mean	3.559	Always

Legend: 3.25 - 4.00 = Always; 2.50 - 3.24 = Sometimes; 1.75 - 2.49 = Seldom; 1.00 - 1.74 = Never

This is evident in the generated composite mean of 3.559 which the researchers believe is gauged by a few key indicators such as market share, for measuring the resort's share of the total market in terms of guests or revenue; customer satisfaction by gathering feedback from guests through surveys, reviews, and ratings to assess their overall experience; repeat business determined by analyzing the percentage of customers who return for future stays, indicating customer loyalty; online reputation done by consistently monitoring online reviews and social media mentions to gauge public sentiment and perception; competitive positioning through

comparing the resort's offerings, pricing, and services against direct competitors; and innovation and differentiation assessed through the resort's ability to introduce new and unique offerings to attract guests (Edwards, 2019).

In terms of shareholder value, a resort business reflects the return on investment for the resort's owners and investors following key metrics and considerations. Stock price performance tracks changes in the resort's stock price over time and compares it to relevant market indices. Dividend yield calculates the annual dividend income relative to the stock's current market price. In addition, earnings per share (EPS) measures the portion of the resort's profit allocated to each outstanding share of stock while the total shareholder return (TSR) combines stock price appreciation and dividends to assess the overall return to shareholders. Finally, market capitalization calculates the total market value of the resort's outstanding shares of stock (Edwards, 2019).

An assessment of the productive organizational performance in terms of shareholder value is shown in Table 7 below. Responses indicate that resort managers ensure the business has effective profit-boosting techniques, gauging from the mean of 3.63. Employees have observed as well that managers ensure that when making choices, shareholder interests are taken into account (3.53). This strengthens the loyalty of the shareholders and provides a safety net for their investments. Consequently, they make the essential choices for reducing or eliminating unneeded expenses to boost savings. These metrics incorporate a deep sense of security indicated in the composite mean of **3.504** that will always result in harmony in all aspects of the business.

Table 9. Assessment of Productive Organizational Performance: Shareholder Value

As an employee, I can see that our manager ...	Weighted Mean	Verbal Interpretation
1. Monitors the value of shares frequently to make sure there won't be a shortage when it comes to acquiring deceased shares	3.43	Always
2. Makes the essential choices for reducing or eliminating	3.52	Always

unnecessary expenses to boost the savings		
3. Ensures that when making choices, shareholder interests are taken into account	3.53	Always
4. Provides explicit direction to the organization to strive for ever-higher levels of performance	3.45	Always
5. Ensures the business has effective profit-boosting techniques.	3.63	Always
6. Encourages investors to monitor the performance and the effectiveness of the decisions	3.47	Always
Composite Mean	3.504	Always

Legend: 3.25 - 4.00 = Always; 2.50 - 3.24 = Sometimes; 1.75 - 2.49 = Seldom; 1.00 - 1.74 = Never

Marketing experts asserted that another useful indicator of organizational effectiveness is to gauge how well an organization meets its goals. Measuring productive organizational performance can be accomplished by comparing actual achievements against set goals and comparing the projected aims, such as profit and innovation, against actual results (WalkMe, 2021).

Table 10. SUMMARY of Assessment of Organizational Performance

	Weighted Mean	Verbal Interpretation
Financial Performance	3.57	Always
Market Performance	3.56	Always
Shareholder Value	3.50	Always
Composite Mean	3.545	Always

Legend: 3.25 - 4.00 = Always; 2.50 - 3.24 = Sometimes; 1.75 - 2.49 = Seldom; 1.00 - 1.74 = Never

In summary, when it comes to evaluating organizational performance, examining the financial aspect is merely the initial step. The concept of the "balanced scorecard" urges managers to additionally oversee customer satisfaction, internal operations management, and the groundwork laid for future enhancements. This approach offers a swift yet all-encompassing glimpse into the organization's overall status (Edwards, 2019).

Correlations and Significant Relationships

This section provides information on the significant relationship between management or leadership styles and the overall organizational performance of resort owners. The relationship lies in how these qualities directly influence various aspects of the resort's financial performance, marketing performance, and shareholder value.

Akparep, Jengre, and Mogre (2019) wrote that the management or leadership approach adopted by resort owners can greatly impact a broad range of aspects of the organization including employee morale and efficiency. Different leadership styles can foster a positive work environment, leading to higher employee morale, motivation, and commitment. On matters of customer experience, Leadership styles that prioritize customer-centricity and strong service orientation can enhance the guest experience. Resorts with leaders who prioritize customer satisfaction tend to deliver better services, leading to higher guest retention rates and positive word-of-mouth referrals. Likewise, operational efficiency suggests focusing on process improvement and efficient operations that can lead to streamlined processes, reduced wastage, and cost-effective resource utilization. This, in turn, can contribute to higher profitability and smoother day-to-day operations.

Other aspects include innovation and adaptability can help resorts stay ahead of industry trends and meet changing guest expectations. Forward-thinking leadership fosters an environment where creative ideas are encouraged and implemented. Such innovations can lead to employee development and training who can in turn deliver higher-quality services, contribute innovative ideas, and handle challenges more effectively (Ebrahimi et.al.,2016).

Additionally, a positive and inclusive organizational culture, fostered by leadership, can attract and retain top talent, leading to improved performance and customer satisfaction with transparent communication and collaboration among teams that can lead to better coordination, reduced conflicts, and improved overall performance. All these positive impacts of leadership

can guide the organization toward a well-defined direction, ensuring that all efforts align with the resort's long-term objectives.

In essence, the management or leadership styles employed by resort owners has a profound impact on the financial performance, market performance, and shareholder value of resorts. The chosen style shapes how the resort is managed, how employees interact, and ultimately, how the resort performs in terms of guest experiences, financial success, and overall market competitiveness. Table 10 summarizes the details of the relationships and the researchers have presented their understanding of these results.

Although the directing style has a weak to a very strong degree of relationship with organizational performance, it is not deemed significant due to some factors. A directing leadership style involves clear and explicit instructions given by leaders to employees. In certain situations, this style can lead to short-term improvements in efficiency and productivity, potentially positively impacting financial performance. Similarly, while directing may help achieve immediate goals, it may limit innovation and adaptability, potentially affecting market performance over the long term. As a consequence, directing leadership may contribute to short-term shareholder value by achieving immediate targets, but its limitations in fostering long-term growth and strategic vision could impact sustained shareholder value.

Table 11. SUMMARY of RELATIONSHIPS

Variables	<i>r</i> – value	Degree of Relationship	<i>p</i> – value	Decision on H_0	Interpretation
Directing					
▪ Financial Performance	.052	Strong	.558	FR	NS
▪ Market Performance	.081	Very Strong	.368	FR	NS
▪ Shareholder Value	.025	Weak	.779	FR	NS
Coaching					
▪ Financial Performance	.402	Moderate	.000	R	S
▪ Market	.496	Moderate	.000	R	S

Performance					
▪ Shareholder Value	.518	Strong	.000	R	S
Supporting					
▪ Financial Performance	.385	Moderate	.000	R	S
▪ Market Performance	.442	Moderate	.000	R	S
▪ Shareholder Value	.478	Moderate	.000	R	S
Delegating					
▪ Financial Performance	.466	Moderate	.000	R	S
▪ Market Performance	.463	Moderate	.000	R	S
▪ Shareholder Value	.473	Moderate	.000	R	S

Legend: FR – Failed to Reject, R – Reject, NS – Not Significant, S – Significant

Coefficient of correlation (r): +1.0 (Perfect relationship), +.76 to .99 (Very Strong relationship), +.51 to .75 (Strong relationship), +.26 to .50 (Moderate Relationship), +.11 to .25 (Weak relationship), +.01 to .10 (Very weak relationship), .00 (No relationship)

The computed *p* – values are greater than the 0.05 level of significance, thus, the researchers failed to reject the hypothesis. This result validates that there is no significant relationship between the directing style of leadership and organizational performance.

On the other hand, coaching leadership can lead to employee development and skill enhancement, which may result in improved efficiency and productivity, positively impacting financial performance. Moreover, a coaching approach can foster innovation and a learning culture, positively influencing market performance through the introduction of new ideas and approaches. This equates to a coaching leadership’s contribution to sustained shareholder value by nurturing a skilled workforce and promoting long-term growth and innovation. The

estimated r – values in the table indicate that the coaching leadership style has a moderately significant relationship with financial and market performances and shareholder value. The computed p – values are .000 and are less than the 0.05 level of significance, hence the null hypothesis is to be rejected. As a result, there is a significant relationship between the coaching style of leadership and organizational performance.

Similar results were obtained in the cases of supporting leadership and delegating leadership styles. A supporting leadership style emphasizes employee well-being and satisfaction, which can lead to increased motivation and engagement, positively impacting financial performance. Such motivation can subsequently lead to a positive organizational culture that attracts customers through enhanced service quality, thus contributing to improved market performance. Furthermore, a supportive leadership approach may contribute to shareholder value by fostering a positive reputation and customer loyalty, which can lead to sustained financial success.

Similarly, delegating leadership styles empowers employees to take ownership of their tasks, potentially leading to increased accountability and efficiency, thereby positively impacting financial performance. Delegating may encourage creativity and independent decision-making, which could positively affect market performance through innovation and responsiveness. In effect, it can contribute to shareholder value by promoting a flexible and adaptive organization that can effectively respond to changing market dynamics.

In sum, the coaching, supporting, and delegating styles of leadership have a statistically significant relationship with the financial performance, market performance, and shareholder value of resorts and resort owners in San Juan. The directing leadership styles does not necessarily impact organizational performance because its effects are short-term.

It's important to note that the effectiveness of each leadership styles depends on the specific context, organizational culture, industry, and other factors. Additionally, a combination of leadership styles might be more suitable for achieving a balanced approach to enhancing financial performance, market performance, and shareholder value. Effective leadership involves understanding when and how to apply different styles to best align with the organization's goals and circumstances.

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