

LEADERSHIP STYLE AND IT'S RELATIONSHIP TO THE SELF-EFFICACY OF SHIPBOARD OFFICERS

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ABSTRACT

The central concern of the study is the leadership styles used by the shipboard officers and its relationship to their self-efficacy in governing their bounded human resources. This problem was raised because it is uncertain whether shipboard officers are able to move their people towards the attainment of their established goals. This study used a descriptive and correlational method with 101 Shipboard officers who has just embarked within 2009-2016 as their last contract of employment in working abroad. According to the data collected, there are no significant differences in the level of self-efficacy of the shipboard officers when classified according to age, position, area and span of control except the number of years as a shipboard officer. In conclusion, there is a strong relationship between the leadership styles and self-efficacy of shipboard officers. Their understanding of their own capabilities can affect the leadership style that they adopt. Their concept plus the attitude and behaviour they demonstrate can reflect what type of a leader they are.

Keywords: leadership style, shipboard officers, self-efficacy

INTRODUCTION

BACKGROUND OF THE STUDY

A lot of people tend to say that leaders are born. They are imbued with qualities, like strong personality, persuasiveness, intelligence, and social skills. But of course leadership should be partnered with justice, morality, and compassion.

Leadership is defined as influence and the art or process of influencing people so that they will strive willingly and enthusiastically toward the achievement of group goals (Wehrich, 2009). It is also considered to be one of the most important behavioural roles exercised by managers in their efforts to make organizations perform.

Schermerhorn(2010)stated that ,the process of management involves planning, organizing, leading,

and controlling the use of resources, to accomplish performance goals. All managers, regardless of title, level, and organizational setting, are responsible for the four functions.

Planning is the process of setting objectives and determining what should be done to accomplish them. Organizing is the process of assigning tasks, allocating resources, and coordinating work activities. Leading is the process of arousing enthusiasm and inspiring efforts to achieve goals. And Controlling is the process of measuring performance and taking action to ensure desired result.

To identify talent, organizations must recognize the type of individuals that they really need. The first thing to do is to identify the skills that they believe managers should possess. Organizations need an officer who is good leader and a manager at the same time (Zarate, 2009).

According to Wehrich (2009), every group of people who perform near their total capacity have some person heads who are skilled in the art of leadership. This skill seems to be a compound of at least four major ingredients.

First ingredient is the ability to use power effectively and in responsible manner.

Second is the ability to comprehend that human beings have different motivating forces at different times and in different situations. A manager or any others leader who at least knows the present state of motivation theory and who understands the elements of motivation is more aware of the nature and strength of human needs. Therefore, they are better able to define and design ways of satisfying them their subordinates and administer the policies to get the desired responses.

Third is the rare ability to inspire followers to apply their full capabilities to a project. The best examples of inspirational leadership come from hopeless and frightening situations: an unprepared nation on the eve of battle, a prison camp with exceptional morale or a defeated leader understood by faithful followers. The fourth ingredient of leadership has to do with the style of the leader and the organizational climate he or she develops.

Statement of the problem

The central concern of the study is the Leadership Styles used by the shipboard officers and its relationship to their self-efficacy in governing their bounded human resources. This problem was raised because it is uncertain whether Shipboard Officers are able to move their people towards the attainment of their established goals. As leaders they must have the capabilities to understand, influence, motivate, and direct their subordinates. Seafarers are sent away from their homes and set to work aboard the ship for months up to a year. Thus, it is necessary to build a positive and healthy environment for all.

To provide more clarity in understanding the problem of the inquiry several questions have been raised.

1. What are the leadership styles of the shipboard officers when taken as a whole and when categorized to age, position, area, span of control and number of years' experience as a shipboard officer?
2. Is there a significant difference in the leadership styles of shipboard officers when classified according age, position, area, span of control and number of years' experience as a shipboard officer?

3. What is the level of self-efficacy of the Shipboard officers when taken as a whole and when categorized according to age, position, area, span of control and number of years' experience as a shipboard officer?
4. Is there is significant difference in the level of self-efficacy of the shipboard officers when classified according age, position, area, span of control and number of years' experience as a shipboard officer?
5. Is there a significant relationship between the Leadership Styles and the level of self-efficacy of the Shipboard Officers?

General Objective

In general, the study aims to identify the Leadership Styles used by the Shipboard Officers in governing their bounded human resources and their relationship to its self-efficacy.

Specific Objective

In particular, the study intends to:

1. Identify the leadership styles of the shipboard officers when taken as a whole and when categorized to age, position, area, span of control and number of years' experience as a shipboard officer?
2. Identify the significant difference in the leadership styles of shipboard officers when classified according age, position, area, span of control and number of years' experience as a shipboard officer?
3. Identify the level of self-efficacy of the Shipboard officers when taken as a whole and when categorized according to age, position, area, span of control and number of years' experience as a shipboard officer??
4. Identify the significant difference in the level of self-efficacy of the shipboard officers when classified according age, position, area, span of control and number of years' experience as a shipboard officer?
5. Identify the significant relationship between the Leadership Styles and the level of self-efficacy of the Shipboard Officers?

Null Hypothesis

1. There is no significant difference in the leadership styles of shipboard officers when classified according age, position, area, span of control and number of years' experience as a shipboard officer.
2. There is no significant difference in the level of self-efficacy of the shipboard officers when classified according to age,

position, area, span of control and number of years' experience as a shipboard officer.

3. There is no significant relationship between the leadership styles and self-efficacy of shipboard officers.

Definition of Terms

For the purpose of clarity and better understanding, the following terms used in the study are defined conceptually and operationally:

Attitude, refers to the feelings and beliefs that largely determine how employees will perceive their environment, commit themselves to intended actions, and ultimately behave (Newstrom, 2011).

In this study it refers to the action and performance of the seafarers towards their works and their officials.

Efficiency, refers to achieving maximum productivity, and making the best use of time or resources (Merriam-Webster's Collegiate Dictionary, 2011).

In this study, it refers to the delimitation of the Shipboard Officers and Companies with organizing and controlling their crews. Leadership, is the ability to positively influence people and systems under one's authority to have a meaningful impact and achieve important results (Evans and Lindsay, 2012).

In this study, leadership refers to the ability the shipboard officers must have to manage their subordinates to achieve their desired goals.

Leadership Styles, the total pattern of explicit leaders actions as seen by employees. It represents a consistent combination of philosophy, skills, traits, and attitudes that are exhibited in a person's behaviour (Newstrom, 2011).

In this study, it refers to the type of approach used by the Shipboard Officers in order to manage their crews to achieve full productivity. These basic types of leadership would be Authoritarian, Democratic and Laissez-faire or Free-rein.

Relationship, the state of being related or interrelated and connecting or binding participants in a relationship (Merriam-Webster's Collegiate Dictionary, 2011)

In this study, relationship refers to the association of the shipboard officers with their subordinates, wherein they must have an excellent understanding with each other to create productive environment for all.

Seafarer, refers to one who follows the sea as a business as a business a mariner, a sailor or mariner

(Merriam-Webster's Collegiate Dictionary, 2011).

In this study, seafarers refer to the people whose taking up maritime courses and the one who's working on-board in any kind of ships.

Self-efficacy, a person's belief that he or she has the ability, motivation, correct role perception and favourable situation to complete a task successfully (Mcshane and Von Glinow, 2010)

In this study, it refers to the capacity and ability of seafarers to accomplish a task and to deal with the challenges of life at sea. Self-discipline, ability of a person to intelligently weigh the matter which lie before him, examine the alternative and make responsible choices which leads the goals he seat for himself he doubt prejudice to the welfare and happiness of other people (Merriam-Webster's Collegiate Dictionary, 2011).

In this study, it refers to the attitude that the seafarers must attain in order to be more efficient and productive in their chosen field.

Ship's Officer, refers to a person authorized to serve in a position of authority on a vessel ship's (Ship's Officer).

In this study, it refers to the persons who are in-charge of leading and managing their subordinates to attain the organizational goal.

Span of Control, refers to the number of employees a manager can effectively and efficiently manage (Zarate, 2009).

In this study, it refers to the persons which the leader can effectively manage.

Significance of the Study

The result of the study could be beneficial to the following:

Shipping Companies. The study results could help companies in assessing for their most qualified seafarers to be part of their Industry. They could also develop better understanding on how to take control of their present crews and create a much more manageable environment for all.

Future Seafarers. The study results could benefit the future seafarers by giving them an awareness of what performance level are being required to them by the maritime companies for them to be more competent and productive on board ships.

Maritime Industry. The findings could

help the maritime sector in developing or molding competent, skilled and knowledgeable seafarer.

Ship Officers. The finding could help the shipboard officers in knowing the different strategies and motivations on how to handle every task that is intended for them. They could also be aware for their actions and for their decisions.

Students. The study results could help students to acquire more idea and knowledge about leadership styles so that they could prepare themselves for their future fields.

Teachers. The study results could help the teachers in the developing students to achieve their maximum potentials. Future Researchers. The study results could help future researchers who are interested in pursuing or conducting similar study regarding on the leadership styles and other related topics.

Scope and Limitations

This quantitative research covered the Leadership Styles used by the Shipboard Officers and its relationship to their self-efficacy. The respondents of this study were limited to Shipboard Officers from the Province of Iloilo just embarked within 2009 - 2016 as their last contract employment for working on board. The shipboard officers are classified on to the basic Leadership styles which are the authoritarian, democratic and Laissez-faire Leadership. The study was conducted from the month of July 2016 until April 2017.

Conceptual Literature

Whenever a ship puts to sea, the Master and crew have a duty to navigate safely and efficiently at all times. Their actions determine the successful outcomes of the voyage, the wellbeing of the seafarers, and protection of the marine environment. Vessel Resource Management is the term used by the STCW Convention to describe the process by which the officers and crew work together to achieve this. Vessel Resource Management directly concerns itself with the way the ship operates. It concentrates on four areas of competence, knowledge, understanding and proficiency, seeking to develop best practice through a technique called Situational Awareness.

Situational awareness is use in a variety of work environments, showing how it enhances the individual's ability to perceive and interpret information, in order to improve anticipation. Through a series of case studies and workbook exercises, students will learn how to apply their own situational awareness skills, and meet the challenges and opportunities they face daily. In doing so, they will

add significantly to their management skills with a vital new strategy (Videotel Marine International, 2011).

Leadership Styles

There are several theories on leadership behavior and styles. Some classified the styles on the basis of how leaders use their authority. So for our research study this is where we relate the leadership styles used by the shipboard officer. By means of three basic styles which is the autocratic leader, democratic or participative leader and the free-rein leader.

Wehrich (2009), defined the three basic styles as:

1. **Autocratic leader** – commands and expect compliance, is dogmatic and positive, and leads by the ability to withhold or give rewards and punishment. They may be willing to hear out opinions and concerns but when a decision is to be made, they may be more autocratic than benevolent.
2. **Democratic or Participative leader** – consults with subordinates on proposed actions and decision and encourages participation from them. This type of leader is usually supportive in accomplishing their duties and they consult their followers in carefully considering their opinions.
3. **Free-rein leader** – uses their power very little, if at all, giving subordinates a high degree of independence in their operations. Such leaders depend largely on subordinates to set their own goals and the means of achieving them by adding them with information and acting primarily as a contact with the group's external environment.

Leaders have their means of attaining their goals. Aside from having special qualities within themselves, they also need to lead their people. One can be identified as an autocratic leader who plays a paternalistic role or democratic leader who is open to participation and ideas from others. Or it may be a free-rein leader who gives freedom and independence to his subordinates in doing work.

Leadership Theories

Leaders must exercise all the functions of their role to combine human and material resources to achieve objectives. There is a number of leadership theories which characterize the behaviours and characteristics of successful leaders.

According to Zarate (2009) such theories are:

1. **Great Man Theories** – There is the assumptions that leaders are born with innate qualities; they are destined to lead.

2. **Trait Theory** – In this theory, early researchers believed that leaders such as these had some unique set of qualities or traits that distinguished them from their peers. Moreover, earliest researchers believed that important leadership included intelligence, dominance, self-confidence, energy, activity, and task-relevant knowledge. Trait theories are still used in the military.
3. **Behaviorist Theories** - It is to determine what behaviors are associated with effective leadership. The researchers assumed that the behaviors of effective leaders would be the same across all situations. One famous behaviorist theory is the Douglas McGregor's Theory X and Theory Y. According to Theory X, managers believe workers naturally dislike work and will avoid it as much and Theory Y is the exact opposite of it.
4. **Situational Leadership** – Leadership is seen as specific to a particular situation. This means that the leader adapts to whatever situation they are in. The theory suggests that there are different leadership styles required for the different levels in an organization.
5. **Contingency Theory** – It is the refinement of situational leadership. As it focuses on a particular situation, it predicts the variable that would identify the most effective leadership style to fit the given situation.

A lot of scientists and authors have conducted studies as well as developing order theories to create better understanding about leadership. It is important that leaders should have knowledge to these theories. The theories focused on to the composition of unique qualities, to what attitude they demonstrate and to how they react to certain situation.

Leading Through Motivation

Different types of people have different kinds of needs and interest, and these differences reflect to whom they are and what they do in work. Managers should be able to understand them so they can motivate them to reach their maximum potential. The leader should be able to direct them to greater efficiency, even though one motivating factor is money, leaders should be able to identify what satisfies their people like giving them recognition and belongingness. The attainment of the organizational objectives greatly depends to the effective leadership and motivation.

Schermerhorn (2010), emphasized that **Motivation** is used to describe forces within the individual that account for the level, direction, and persistence of effort expended at work. And motivation began with concept

of individual needs, which are the unfulfilled psychological physiological desires of an individual.

Motivation Theories

Over the years a lot of writers had given their share to the understanding the importance of motivation. These are the few of the motivation theories listed below. As individuals we have our own reasons why we strive to accomplish our goals. It may be for our own benefit like attaining a prominent status or wanting some achievement. It can be for the sake of others, especially if would be for our family. For whatever reasons, the leaders should be able to recognize it from their people. They should use this to make their people work more productively. Particularly the shipboard officers should have their crews and subordinates motivated since they are working aboard the ship for months. They are away from their families with a different environment and different people having different cultures.

Herzberg's Two-factor Theory

Frederick Herzberg has discovered one set of factors that creates job satisfaction and motivation, and another set that produces the opposite effects. He called those factors which produce job satisfaction hygienic factors and those which lead to job satisfaction motivation factors.

The hygienic factors are:

- a. Salary,
- b. Job security,
- c. Working conditions,
- d. Status,
- e. Company policies,
- f. Technical supervision, and
- g. Interpersonal relations.

The motivation factors are:

- a. Achievement,
- b. Recognition,
- c. Responsibility,
- d. Advancement,
- e. Professional growth, and
- f. Nature of work (challenging, personal satisfaction, opportunity for self-expression, etc)

Herzberg claims that the motivation factors are directly related to the real nature of the work people perform. According to him, financial rewards and incentives can only motivate a worker if he is ready to assume responsibility.

McClelland's Need Achievement Theory

David McClelland related three needs: achievement, power, and affiliation. However, his study was centred on the achievement motivation. The

study showed that people are motivated to perform their jobs due to the compelling need for personal achievement, rather than for reasons of financial rewards. Top management should spot achievement-oriented workers, develop them, and utilize their services for the organization.

Expectancy Theory

Victor Vroom explained that motivation is a result of strong desire (valence) and strong beliefs (expectancy). By way of equation: $\text{valence} \times \text{expectancy} = \text{motivation}$. Based on this theory, motivation leads to action or effort to reach the goal. The degree of effort depends on expected rewards for performance and the probability of achieving the goal, and then satisfaction. The expectancy theory guides managers on how to motivate their subordinates. For instance, Managers should relate rewards to performance. Rewards should be fair, appropriate, and adequate, and level of performance should be attainable.

Reinforcement Theory

The behaviors of people depend on the attitudes of or treatments by their superiors. If they are told they are winners. If they are told they are losers.

In his treatise *Beyond Freedom and Dignity*, Skinner said that we are all simply a product of the stimuli that we receive from the external environment. He claimed that jobs well done should be rewarded. According to Skinner, positive reinforcement produces desirable behaviors that lead to the attainment of the established goals of the organization. On the other hand, repeated negative reinforcement only produces unfavorable results. He argued that a person who is punished only learns how to avoid punishment, instead of doing the right performance.

Equity Theory

Equity means fair. Stacy Adams' theory states about rewards or punishments in relation to performance should be fair. Otherwise, they adversely affect the morale of employees. If an employee gets a lower pay than others, and yet they have the same positions and the same job inputs, he feels that management is unfair. Bitterness crops up, and less effort is exerted by the underpaid employee. To properly motivate employees, management should therefore be fair in its rewards to its employees. Discriminations and favoritism in rewards can only destroy the organization.

Organizational Culture and Diversity

R. Roosevelt Thomas Jr. believes that the way people are treated at work-with respect and inclusion, or with disrespect and exclusion-is a

direct reflection of the organization's culture. It is sometimes hard to work well with persons whose home cultures are different from our own. The best international understanding is most likely gained through direct contact and from being open minded.

Multicultural Organization

In studying the business case for diversity, Thomas Kochan and his colleagues found that the presence of diversity alone does not guarantee a positive performance impact. Only when diversity is leveraged through training and supportive human resource practices are the advantages gained. Success is facilitated by a perspective that considers diversity to be a chance for everyone in an organization to learn from each other.

In management the term **multiculturalism** refers to inclusivity, pluralism, and respect for diversity in the workplace. Below is a scenario that shows how different reaction from different nationalities could affect the work and personal relationship among seafarers. It also shows the role of shipboard officers in solving this problem.

Capt. Hildur Friis was once aboard a ship with a mixed crew of Filipinos and a Croatian Chief Officer. It caused a lot of trouble.

"On the last tour, we had a Croatian chief officer aboard. Many East Europeans have a very tough way of talking to people, also to each other. But it is best to speak nicely to Filipinos otherwise they take offence." Hildur Friis, Captain

But the new chief officer bawled people out in public rather than talking to them individually. One of the consequences was that the Filipinos started to sabotage work by going slow and not getting started by themselves.

Hildur Friis dealt with the problem but if he had not intervened, it could have developed badly. The chief officer had started to talk about firing people because they had not done what they had been asked to do. He also said that the Bosun was useless.

So Hildur Friis called the chief officer in for a chat about the problems even though he suspected that it would be difficult to change his way of speaking because Croatian seamen also spoke to each other that way, too.

Hildur drew the chief officer's attention to the fact that the Bosun (senior unlicensed man on the ship in-charge in ensuring that the lowermost workers are effective in their

duties and that the ship's superiors are able to carry out their quota of work without any problems) had been there for more than six months and there had never been problems previously. They also talked through some of the consequences for example of not getting the best work out of the Filipino seamen if their expectations for another way of being addressed were not taken into account.

"He really learnt something because the atmosphere was much better after just a short while." HildurFriis, Captain

Francisco says that there are differences between the temperament of Danes and Filipinos. A Dane may be miserable one day but OK the next. But Filipinos can nurse their grudges for a long time and sometimes practically all their lives. So if there is a conflict, it can become very serious.

"So it is especially important to ensure that problems get sorted or otherwise they can suddenly pop up again even a long time afterwards when management perhaps believed that everything was alright." HildurFriis, Captain (Multicultural Organization).

In this study the understanding of different culture is very important. A leader should develop a harmonious environment for all. There would be people coming from different nations having different cultures. It's hard to work in one area where there is problem with communication. The relationship of the leaders and crews of the ship can greatly affect the desired outcome for the established goals of the organization. But against all the odds, all must work together to steer the ship in one direction. As a leader one must impose respect with each other and treat everyone fairly.

Shipboard Officers

These are persons authorized to serve in a position of authority on a ship vessel. They are categorized into two departments: The Deck and Engine Department, and the following are the listed positions.

Deck Department

The Deck Department is in charge of navigating and monitoring the overview of the vessel.

The Captain- also may act in the Shipping Commissioner's capacity in signing off a crew after a coastwise trip. It is required of a master, as well as all his mates, that he has a first aid certificate and be capable of administering, if necessary, to the medical needs of the crew.

The Master is the agent of the company which owns the ship and is not a member of the crew. He represents the company in every operation of the ship under his command. He takes full responsibility of the ship.

The First or Chief Mate- is responsible for the maintenance of the ship and proper stowage of cargo. He handles the fore deck in tying up, is a good navigator, a thorough seaman, possesses the necessary qualities of leadership and will assume command of the vessel in the event of the master's death or inability to command the ship. He stands the 4 to 8 watch.

The Second Mate- usually the navigation officer, plots courses and takes celestial and terrestrial fixes. In peacetime he is the communications officer but the Naval officer in charge of the armed guard crew is rapidly assuming those duties because many of the messages now received are in secret code. The second mate also handles the after deck when tying up. He stands the 12 to 4 watch.

Second Mate or the navigation officer, he is also the communications officer but the Naval officer in charge of the gun crew assumes that duty now. Officer on watch may be the first, second or third mate. His station is up on the bridge and he commands the ship in the captain's absence. Here he sounds the ship's whistle during a fog.

Radio Operator sends very few messages in wartime unless an emergency arises. Mostly he monitors the radio direction finder and stands a watch.

The Third Mate- is the junior deck officer and normally stands the 8 to 12 watch. He is responsible for all life-saving equipment. In addition, the third mate keeps the ship's log, follows the captain's orders, and assists in the navigation of the vessel. In port, he will assist or supervise in the loading and discharging of cargo. His place is on the bridge with the captain while docking (Deck Department).

Engine Department

The Engineering Department is also responsible for all technical operations and mechanical equipment on board the cruise ship, as well as ship's electrical system, safety and fire fighting systems, HVAC and waste disposal systems.

Chief Engineer – is responsible for the entire technical operations of the vessel including engineering, electrical, and mechanical divisions. He is the head of the entire engine department, the highest ranking officer within the department and along with the captain/master one of the most important figure in the Marine operations division on the ship.

The Second Engineer or First Assistant Engineer – acts as the Engineer Watch Officer in the engine control room overseeing the operation, supervising the daily maintenance and operation of the engine department. He or she reports directly to the chief engineer.

Third Engineer/Second Assistant Engineer– is usually in charge of boilers, fuel, auxiliary engines, condensate and feed systems, and is the third most senior marine engineer on board. Depending on usage, “the Second” or “the Third” is also typically in charge of fuelling (a.k.a bunkering), granted the officer holds a valid Person in Charge (PIC) endorsement for fuel transfer operations.

Fourth Engineer or Third Assistant Engineer – is junior to the second assistant engineer/third engineer in the engine department. The most junior marine engineer of the ship, he or she is usually responsible for electrical, sewage treatment, lube oil, and oily water separation systems. Depending on usage, this person is called “The Third”, or “The Fourth”, and usually stands a watch. Moreover, the fourth engineer may assist the third mate in maintaining proper operation of the lifeboats (Engine Department).

Related Studies

Local Studies

A study conducted by Aquino (2015) **“The Effectiveness of Leadership Style of Managers and Supervisors to Employee’s Job Satisfaction in Cooperative Organizations in the Philippines”** aimed to determine the effect of the manager’s leadership style on the employee’s satisfaction and employee’s performance of selected cooperatives in San Miguel, Bulacan, Philippines. The research instrument used in conducting the survey is through a survey questionnaires distributed at random to 150 staff. Based on the respondents, the leadership style by the managers covered in this study is participative, the effect of the leadership style on employee’s performance is productive and finally the effect of the leadership style on employee’s satisfaction is satisfactory. The researcher concluded that since the managers are using participative style of leadership employees must stick in using this kind of leadership style which then resulted positively to their employees making them more efficient and productive in their workplace.

This relates to our study since they also aimed to determine the effect of the leaders on how they lead their subordinates to be more efficient and productive with the use of their leadership styles.

A study by Andaya and Ganal (2015) entitled

“Perceived Management and Leadership Styles of Graduates Student of Philippine normal University- Isabela” this study aimed to determine the perceived styles in management, leadership, range and adaptability of educational management graduate students of PNU- Isabela during the school year 2007-2008. Management is necessary to achieve systematic results through other people. Leadership is also necessary to create and direct change, and accomplish goals. Findings of the study revealed that the perceived management styles is theory Z, a style which places a large amount of freedom and trust with workers and assumes that workers have strong loyalty and interest in team-working in the organization.

This study relates to our study as it aims to determine the leadership styles used by the shipboard officers and it helped to gain some positive insight to integrate the best and desired practices of shipboard officers and leaders. More importantly, to know how consistent their perceptions are with how their behavior is perceived by others. A shipboard officer must know his workers well enough so that he can point out adjustments for the betterment of his people. Teamwork must be developed among all since everyone is in a place where having mutual understanding is very important.

A study conducted by Jabagat and Dalluay (2016) **“Impact of Leadership Style Effectiveness on Managers and Department Heads to Employee’s Job Satisfaction and Performance on selected Small-scale Business in Cavite Philippines”** this study aimed to determine the impact of leadership style effectiveness of managers and department heads to employee’s job satisfaction and performance on selected small-scale business in Cavite, Philippines. Findings of the study revealed that the leadership style prevalent is the participative/democratic leadership. The impact of the leadership style on employees job satisfaction is satisfactory as well as increased productivity in terms of performance. Based on these findings, the authors concluded that the company should continuously utilized and sustain the participative/democratic leadership style which will promote employee’s productive performance and satisfactory level of job satisfaction although there is always room of improvement.

This relates to our study as they also aimed to determine the leadership style that can affect the human behavior and work relationships.

Foreign Studies

A study conducted by Aijaz and Fouzia (2012) entitled **“A study of the effect of Management Styles on performance of students at Secondary**

Level in Sargodha” major objectives of the study was to find out the effect of the school head’s management styles on the performance of secondary class students in Sargodha. It was found that head teachers had adopted different style of decision making. One of them disclosed that they made pre-planning before decision making and some take decision under pressure. A few head teachers like self-working. Head teachers were found self-centred only one of them quoted that sometimes he gave opportunity to students for discussing the issues relevant to them.

This relates to our study as it aimed to find out relationship between management styles and their subordinates performance that could enable the shipboard officers to guide their crews in realizing their full potential in their works.

A study conducted by Xiang (2014) **“Transformational Leadership and Its Implication for Leadership at Sea”** aimed that with more and more seafarers of different ethnic, cultural and national groups working together on board vessels in international trade, it is a growing conviction that managing a multicultural crew has become a pressing concern for maritime industry. Perhaps the greatest challenge in dealing with a multicultural crew is leading in a way that effectively motivates and inspires those with different work-related values and beliefs. This paper concluded that there are potential for exploring transformational leadership on board vessel. Through identification of situational moderators of effective crew performance, this paper argued that transformational leadership may be instrumental for promoting team cohesion.

This relates to our study since they talked about how leadership affects the management of employees with multicultural differences. For in our study we also aimed to know the leadership styles of shipboard officers on they lead and manage their subordinates to achieve their goal, and this include managing multicultural differences as well. For as a leader you must understand how to communicate with them effectively to attain organizational goals and become efficient as a team.

A study conducted by Kotsiopoulos et al.(2014) **“Leadership Profiling of Ocean Going Ship Masters”** focused on the ocean going ship Master and aims at identifying their leadership profiles and understanding their attitudes and reactions in given circumstances. It analyses and discusses the results of a field study of ship officers of different nationalities employed as Masters on board ships of a leading international maritime group. Masters identified using the specially developed questionnaire, are compatible with those proposed by situational leadership theories. Ship Master seems to give priority to the people on board and their need and try to be supportive in their decisions.

This relate to the study is to examine the ways in which field of Leadership is evolving and the consequences of its evolutionary paths for the model, methods and specific populations examined. The main goal is to examine the leadership behaviours and convictions of Masters of ocean going ships through the prism of leadership theories. The aim is to connect the term leadership and the traits of ship Masters while performing their duties.

Theoretical Framework

Managing involves in leadership styles theory carrying out the managerial functions effectively and efficiently. One of these functions relates to leading in general and to leadership in particular.

According to Wehrich (2009), **Transactional leaders** identify what subordinates need to do to achieve objectives, clarify organizational roles and tasks, set up an organization structure, reward performance and provide for the social need of the followers. Such leaders work hard and try to run the organization effectively and efficiently.

Max Weber made an extensive study of leadership styles and divided them into three categories: traditional, charismatic and rational-legal, or bureaucratic. In 1947, Weber was the first to describe rational-legal leadership — the style that would come to be known as transactional leadership — as “the exercise of control on the basis of knowledge.”

And **Transformational Leaders** articulate a vision and inspire followers. They also have the capacity to motivate, shape the organization culture, and create a favourable for organizational change.

Evans and Lindsay (2012) explained, Transactional leadership theory assumes that certain leaders may develop the ability to inspire their subordinates to exert extraordinary efforts to achieve organizational goals, through behaviours that may include contingent rewards, and active passive management by exception. Contingent reward behaviour includes clarification of the work required to obtain rewards to influence motivation. Passive management by exception includes use of contingent punishments and other corrective actions in response to deviations from acceptable performance standards. Active management by exception is defined in terms of looking for mistakes and enforcing rules to avoid mistakes.

And Transformational leadership theory, leaders who have long-term perspective, focus on customers, promote a shared vision and values, work to stimulate their organizations intellectually, invest in training, and take some risks and treat employees as individuals.

The Researchers chose these theories because it relates how important transactional and transformational leaderships are in an organization. The shipboard officers, as leaders, should be able to guide their subordinates to achieve their objectives and improve their self-efficacy as what transactional leaders should do. And as for transformational leaders, the shipboard officers must embody the ability to transform and motivate their people to provide direction and implement changes for the betterment of their performances and attitudes. Leaders should give equal treatment and due recognition to their members because it is what everyone wants because we all know that we deserve to be treated right.

Conceptual Framework

This study focused on the leadership styles used by the shipboard officers in governing their bounded resources and their relationships to their self-efficacy. Leading is concerned with productivity, which implies effectiveness and self-efficacy. In this study the independent variable are the Age, Position, Span of control and Number of years as a shipboard officer. The process variable is the Determination of the leadership styles used by the shipboard officers and its relationship to self-efficacy. The dependent variable is the Leadership Styles and its relationship to the self-efficacy of shipboard officers.

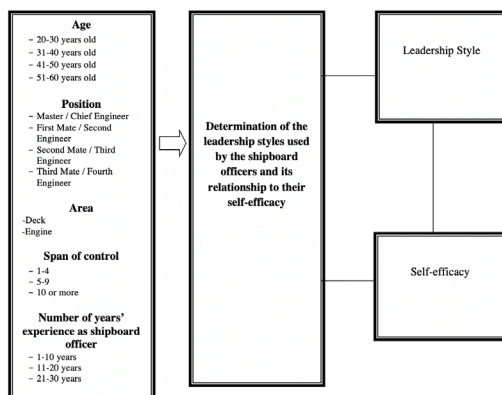


Figure 2. The research paradigm shows the Independent Variable which includes the Age, Position, Span of control; and the Number of years' experience as shipboard officer; the Process Variable is the Determination of Leadership styles of shipboard officers and its relationship to self-efficacy; and the Dependent Variable is the Leadership styles of shipboard officers and its relationship to self-efficacy.

Methodology

Research Design

The study focused on determining the

Leadership Styles used by the Shipboard Officers and its relationship to their self-efficacy in governing their bounded resources. This descriptive and correlational study is the most appropriate method because information about existing conditions and activities is being determined and utilized.

Descriptive approach describes a given state of affairs as fully and carefully as possible. Descriptive research requires a more detailed analysis of the various aspects of phenomena and their interrelationships (Fraenkel and Wallen, 2010).

Furthermore, it is used to describe the level of leadership styles used and it's to the relationship to the self-efficacy of the shipboard officers.

Sampling Technique

In this study the sampling technique used is the purposive sampling. Purposive sampling is the procedure that involves the selection of persons who represents the desired population and samples are deliberately chosen on judgement, certain criteria and rules laid down by the researchers. For the purpose of the study, participants were selected based on the qualifications designated by the researchers which are Shipboard officers, who have just embarked within 2009 - 2016 as their last contract employment for working on board.

Respondents of the Study

The study focused to determine the leadership styles and its relationship to the self- efficacy of the shipboard officers in governing their bounded human resources. The respondents of the study were limited to Shipboard Officers from the Province of Iloilo who has just embarked within 2009 - 2016 as their last contract of employment for working on board.

Table 3. *Distribution of Respondents according to age, position, area, span of control and number of years' experience as a shipboard officer*

Category	N	Percentage
Age		
20-30 years old	24	23.76%
31-40 years old	34	33.66%
41-50 years old	31	30.69%
51-60 years old	12	11.88%
Position		
Master / Chief Engineer	31	30.69%
First Mate / Second Engineer	19	18.81%
Second Mate / Third Engineer	33	32.67%
Third Mate / Fourth Engineer	18	17.82%
Area		
Deck	45	44.55%
Engine	56	55.45%
Span of control		
1-4	45	44.55%
5-9	35	34.65%
10 or more	21	20.79%
Number of years' experience as a Shipboard Officer		
1-10 years	55	54.56%
11-20 years	33	32.67%
21-30 years	13	12.87%
Total	101	100.00%

Research Instrument

The study focused to determine the leadership styles used by the shipboard officers in governing their bounded human resources and their relationship to the self-efficacy of the shipboard officers. The research instrument was taken from internet, which had undergone validity and reliability testing. The first page consist of the filling up the Respondents Name (optional), Age, Position, Span of control and Number of years' experience as shipboard officer. The second page is the checklist for assessing the Leadership Styles of the shipboard officers categorized as Authoritarian, Democratic or Laissez-Faire Leadership. The third part is the self-assessment checklist for measuring self-efficacy.

Validity of the Research Instrument

Validity is the most important idea to consider when preparing or selecting an instrument for use. In recent years, it has defined as referring to the appropriateness, correctness, meaningfulness and usefulness of the specific inferences researchers make based on the data they collect (Fraenkel and Wallen, 2010).

The instrument was validated by the experts and they based their judgement on the Good and Scates' Criteria. The experts were composed of two panel members and one industry practitioner. All the corrections and comments were addressed for the improvement of the final instrument. The research instrument was distributed to the shipboard officers in the province of Iloilo.

Reliability of the Research Instrument

Reliability refers to the consistency of the scores on answers provided by an instrument (Fraenkel and Wallen, 2010).

A pre-test was conducted among 18 Shipboard Officers in St. Therese MTC-Colleges, Magdalo Site. The reliability of the study has been based on the Cronbach Alpha Criteria. The result of the pre-test was 0.86 thus the instrument was considered reliable.

Data Gathering Procedures

To be able to start the study, the researchers personally asked permission from the Managers of NEWSIM- New Simulator Center of the Philippines, Inc. and Cebu Gems- Innovation and Career Development Center, Inc. to conduct a survey in their premises. When the Managers agreed to conduct the survey, 110 copies were distributed to the review and training centers.

Upon completion of the questionnaires, they were gathered, scored, tabulated and prepared for statistical data analysis.

Statistical Tools

The gathered data through the responses from the shipboard officers in Iloilo City and was subjected to statistical treatment using the T-Test and ANOVA for the inferential statistics, and mean and percentage for the descriptive statistics.

The measures of the central tendency are different values that scattered towards the centre of distribution or the elements that move towards the arithmetic mean. They are the average or what are common in a group or norms of a group (Adanza, 2011).

Percentage. This statistical tool is used to express the proportion of population responding to the particular item.

Mean. It is another average of all the scores in a distribution. It is determined by adding up all the scores and then dividing this sum by the total number of scores (Fraenkel and Wallen, 2010). This statistical tool is used to determine the level of self-efficacy of the Shipboard Officers in governing their bounded human resources.

T-Test. It is a parametric statistical test used to see whether a difference between the means of two samples is significant. The test produces a value for t (called an obtained t) (Fraenkel and Wallen, 2010). This statistical tool is used to measure the significant differences in the level of self-efficacy of the Shipboard Officers in governing their bounded human resources.

ANOVA. When researchers desire to find out whether there are significant differences between the means of more than two groups, they commonly use a technique called analysis of variance (ANOVA) (Fraenkael and Wallen 2010).

Pearson-r. Is a measure of the correlation (linear dependence) between two variables X and Y, giving a value between +1 and -1 inclusive (Calmeron, 2010).

Presentation, Analysis and Interpretation of Data

The central concern of the study is the Leadership Styles used by the Shipboard Officers and its relationship to their self-efficacy in governing their bounded human resources. This problem was raised because it is uncertain whether Shipboard Officers are able to move their people towards the attainment of their established goals. As leaders they must have the capabilities to understand, influence, motivate, and direct their subordinates. Seafarers are sent away from their homes and set to work aboard the ship for months up to a year. Thus, it is necessary to build a positive and healthy environment for all.

To provide more clarity in understanding the problem of the inquiry several questions have been raised.

1. What are the Leadership styles of the shipboard officers when taken as a whole and when categorized to age, position, area, span of control and number of years' experience as a shipboard officer?
2. Is there a significant difference in the leadership styles of shipboard officers when classified according age, position, area, span of control and number of years' experience as a shipboard officer?
3. What is the level of self-efficacy of the Shipboard officers when taken as a whole and when categorized according to age, position, area, span of control and number of years' experience as a shipboard officer?
4. Is there is significant difference in the level of self-efficacy of the shipboard officers when classified according age, position, area, span of control and number of years' experience as a shipboard officer?
5. Is there a significant relationship between the Leadership Styles and the level of self-efficacy of the Shipboard Officers?

Details of the leadership styles of shipboard officer when taken as whole

According to the gathered data, when the leadership styles of shipboard officer was taken as a whole ranked the Democratic leadership as the most used leadership style by the respondents with cluster mean of (M=4.04) and interpreted as agree, followed by Authoritarian leadership with the cluster mean of (M=3.48) and interpreted as agree, lastly ranked is the Laissez-fair leadership with cluster mean of (M=3.33) and interpreted as neutral by the shipboard officers.

Table 2. Leadership styles of shipboard officers when taken as a whole

INDICATOR	Mean	VI
A. Authoritarian Leadership		
1. Employees need to be supervised closely, or they are not likely to do their work	3.75	A
4. It is fair to say that most employees in the general population are lazy.	2.33	D
7. As a rule, employees must be given rewards or punishments in order to motivate them to achieve organizational objectives.	3.41	A
10. Most employees feel insecure about their work and need direction.	3.12	N
13. The leader is the chief judge of the achievements of the members of the group.	4	A
16. Effective leaders give orders and clarify procedures	4.26	SA
Cluster Mean	3.48	A
B. Democratic Leadership		
2. Employees want to be a part of the decision-making process.	4.01	A
5. Providing guidance without pressure is the key to being a good leader.	4.06	A
8. Most workers want frequent and supportive communication from their leaders.	4.25	SA
11. Leaders need to help subordinates accept responsibility for completing their work.	4.06	A
14. It is the Leader's job to help subordinates find their passion	3.71	A
17. People are basically competent and if given a task will do a good job.	4.14	A
Cluster Mean	4.04	A
C. Laissez-Faire Leadership		
3. In complex situations, leaders should let subordinates work problems out on their own.	3.10	N
6. Leadership requires staying out of the way of subordinates as they do their work.	3.07	N
9. As a rule, leaders should allow subordinates to appraise their own work	3.88	A
12. Leaders should give subordinates complete freedom to solve problems on their own.	3.60	A
15. In most situation, workers prefer little input from the leader	3.27	N
18. In general, it is best to leave subordinates alone	3.03	N
Cluster Mean	3.33	N
Composite Mean	3.62	A

Scale Verbal Interpretation

- 4.21-5.00 - Strongly Agree (SD)
- 3.41-4.20 - Agree (A)
- 2.61-3.40 – Neutral (N)
- 1.81-2.60 – Disagree (D)
- 1.00-1.80 - Strongly Disagree (SD)

Details of the leadership styles of shipboard officer when categorized according to age

According to the gathered data, when classified according to age, in 20-30 years old the Democratic leadership style (M=4.07) is the most used, followed by the authoritarian leadership style (M=3.51), and lastly ranked is Laissez-Faire leadership (M=2.82). For 31-40 years old, the Democratic leadership style (M=4.03) is the most used, followed by the authoritarian leadership style (M=3.43), and lastly ranked is Laissez-Faire leadership (M=3.36). For 41-50 years old, the Democratic leadership style (M=4.02) is the most used, followed by the authoritarian leadership style (M=3.52), and lastly ranked is Laissez-Faire leadership (M=3.31). For 51 years old and above, the Democratic leadership style (M=4.04) is the most used, followed by the authoritarian leadership style (M=3.43), and lastly ranked is Laissez-Faire leadership (M=3.14).

Table 2.A Leadership styles of shipboard officers when categorized according to age

Indicator	Age							
	20-30 yrs. old		31-40 yrs. old		41-50 yrs. old		51 yrs. old and above	
	Mean	VI	Mean	VI	Mean	VI	Mean	VI
A. Authoritarian Leadership								
1. Employees need to be supervised closely, or they are not likely to do their work	3.63	A	3.71	A	3.77	A	4.08	A
4. It is fair to say that most employees in the general population are lazy.	2.08	D	2.44	D	2.45	D	2.17	D
7. As a rule, employees must be given rewards or punishments in order to motivate them to achieve organizational objectives.	3.67	A	3.32	N	3.45	A	3	N
10. Most employees feel insecure about their work and need direction.	3.25	N	2.97	N	3.23	N	3	N
13. The leader is the chief judge of the achievements of the members of the group.	4.04	A	3.91	A	4.06	A	4	A
16. Effective leaders give orders and clarify procedures	4.42	SA	4.21	SA	4.16	A	4.33	SA
Cluster Mean	3.51	A	3.43	A	3.52	A	3.43	A
B. Democratic Leadership								
2. Employees want to be a part of the decision-making process.	4.04	A	4.12	A	3.90	A	3.92	A
5. Providing guidance without pressure is the key to being a good leader.	4.00	A	4.06	A	4.10	A	4.08	A
8. Most workers want frequent and supportive communication from their leaders.	4.25	SA	4.32	SA	4.13	A	4.33	SA
11. Leaders need to help subordinates accept responsibility for completing their work.	4.13	A	4.03	A	4.13	A	3.83	A
14. It is the Leader's job to help subordinates find their passion	3.79	A	3.71	A	3.65	A	3.75	A
17. People are basically competent and if given a task will do a good job.	4.21	SA	3.97	A	4.19	A	4.33	SA
Cluster Mean	4.07	A	4.03	A	4.02	A	4.04	A
C. Laissez-Faire Leadership								
3. In complex situations, leaders should let subordinates work problems out on their own.	3.04	N	3.38	N	2.94	N	2.83	N
6. Leadership requires staying out of the way of subordinates as they do their work.	2.96	N	3.24	N	3.06	N	2.83	N
9. As a rule, leaders should allow subordinates to appraise their own work	3.92	A	3.79	A	3.94	A	3.92	A
12. Leaders should give subordinates complete freedom to solve problems on their own.	3.71	A	3.47	A	3.68	A	3.58	A
15. In most situation, workers prefer little input from the leader	3.21	N	3.44	A	3.32	N	2.75	N
18. In, general, it is best to leave subordinates alone	2.88	N	2.82	N	2.94	N	2.92	N
Cluster Mean	2.82	N	3.36	N	3.31	N	3.14	N
Composite Mean	3.62	A	3.61	A	3.62	A	3.44	A

Scale Verbal Interpretation

4.21-5.00 - Strongly Agree (SD)

3.41-4.20 - Agree (A)

2.61-3.40 – Neutral (N)

1.81-2.60 – Disagree (D)

1.00-1.80 - Strongly Disagree (SD)

Details of leadership styles of shipboard officers when categorized according to position

According to the gathered data, when categorized according to cluster and when classified according to position, in Master/ Chief Engr. the democratic leadership style (M=3.99) is the most used, followed by the authoritarian leadership style (M=3.40), and lastly ranked is Laissez-Faire leadership (M=3.13). For Chief Mate/ 2nd Engr., the Democratic leadership style (M=3.98) is the most used, followed by the authoritarian leadership style (M=3.60), and lastly ranked is Laissez-Faire leadership (M=3.29). For 2nd Mate/3rd Engr., the Democratic leadership style (M=4.15) is the most

used, followed by the authoritarian leadership style (M=3.56), and lastly ranked is Laissez-Faire leadership (M=3.44). 3rd Mate/ 4th Engr., the authoritarian leadership style (M=3.90) is the most used, followed by the Democratic leadership style (M=3.51), and lastly ranked is Laissez-Faire leadership (M=3.32).

Table 2.B. *Leadership styles of shipboard officers when categorized according to position*

Indicator	Position							
	Master/ Chief Engr.		Chief Mate/ 2 nd Engr.		2 nd Mate/3 rd Engr.		3 rd Mate/ 4 th Engr.	
	Mean	VI	Mean	VI	Mean	VI	Mean	VI
A. Authoritarian Leadership								
1. Employees need to be supervised closely, or they are not likely to do their work	3.65	A	3.79	A	3.91	A	3.61	A
4. It is fair to say that most employees in the general population are lazy.	2.29	D	2.26	D	2.42	D	3.94	A
7. As a rule, employees must be given rewards or punishments in order to motivate them to achieve organizational objectives.	3.23	N	3.68	A	3.58	A	4.06	A
10. Most employees feel insecure about their work and need direction.	2.97	N	3.26	N	3.24	N	4.11	A
13. The leader is the chief judge of the achievements of the members of the group.	4.00	A	4.21	SA	3.94	A	3.56	A
16. Effective leaders give orders and clarify procedures	4.26	SA	4.37	SA	4.27	SA	4.11	A
Cluster Mean	3.40	N	3.60	A	3.56	A	3.90	A
B. Democratic Leadership								
2. Employees want to be a part of the decision-making process.	4.00	A	3.58	A	4.30	SA	3.94	A
5. Providing guidance without pressure is the key to being a good leader.	4.00	A	3.84	A	4.30	SA	3.27	N
8. Most workers want frequent and supportive communication from their leaders.	4.23	SA	4.37	SA	4.27	SA	3.72	A
11. Leaders need to help subordinates accept responsibility for completing their work.	3.97	A	4.05	A	4.12	A	3.72	A
14. It is the Leader's job to help subordinates find their passion	3.68	A	3.84	A	3.76	A	3.67	A
17. People are basically competent and if given a task will do a good job.	4.10	A	4.21	SA	4.15	A	2.72	N
Cluster Mean	3.99	A	3.98	A	4.15	A	3.51	A
C. Laissez-Faire Leadership								
3. In complex situations, leaders should let subordinates work problems out on their own.	2.71	N	3.16	N	3.55	A	2.28	D
6. Leadership requires staying out of the way of subordinates as they do their work.	2.90	N	2.74	N	3.30	N	3.11	N
9. As a rule, leaders should allow subordinates to appraise their own work	3.87	A	3.95	A	3.94	A	3.00	N
12. Leaders should give subordinates complete freedom to solve problems on their own.	3.48	A	3.58	A	3.67	A	3.89	A
15. In most situation, workers prefer little input from the leader	3.00	N	3.32	N	3.27	N	4.11	A
18. In general, it is best to leave subordinates alone	2.84	N	3.00	N	2.94	N	3.54	A
Cluster Mean	3.13	N	3.29	N	3.44	A	3.32	N
Composite Mean	3.51	A	3.62	A	3.72	A	3.58	A

Scale Verbal Interpretation

4.21-5.00 - Strongly Agree (SD)

3.41-4.20 - Agree (A)

2.61-3.40 – Neutral (N)

1.81-2.60 – Disagree (D)

1.00-1.80 - Strongly Disagree (SD)

Details of Leadership styles of shipboard officers when categorized according to area

According to the gathered data, when categorized according to cluster when classified according to area, for deck department the democratic leadership style (M=4.05) is the most used, followed by the authoritarian leadership style (M=3.49), and lastly ranked is Laissez-Faire leadership (M=3.31). For engine department, the Democratic leadership style (M=4.03) is the most used, followed by the authoritarian leadership style

(M=3.47), and lastly ranked is Laissez-Faire leadership (M=3.29).

Table 2.C Leadership styles of shipboard officers when categorized according to area

Indicator	Area			
	Deck		Engine	
	Mean	VI	Mean	VI
A. Authoritarian Leadership				
1. Employees need to be supervised closely, or they are not likely to do their work	3.82	A	3.70	A
4. It is fair to say that most employees in the general population are lazy.	2.36	D	2.30	D
7. As a rule, employees must be given rewards or punishments in order to motivate them to achieve organizational objectives.	3.60	A	3.25	N
10. Most employees feel insecure about their work and need direction.	3.00	N	3.21	N
13. The leader is the chief judge of the achievements of the members of the group.	3.89	A	4.09	A
16. Effective leaders give orders and clarify procedures	4.24	SA	4.27	SA
Cluster Mean	3.49	A	3.47	A
B. Democratic Leadership				
2. Employees want to be a part of the decision-making process.	4.16	A	3.89	A
5. Providing guidance without pressure is the key to being a good leader.	3.96	A	4.14	A
8. Most workers want frequent and supportive communication from their leaders.	4.20	A	4.29	SA
11. Leaders need to help subordinates accept responsibility for completing their work.	4.13	A	4.00	A
14. It is the Leader's job to help subordinates find their passion	3.80	A	3.64	A
17. People are basically competent and if given a task will do a good job.	4.07	A	4.20	A
Cluster Mean	4.05	A	4.03	A
C. Laissez-Faire Leadership				
3. In complex situations, leaders should let subordinates work problems out on their own.	3.11	N	3.09	N
6. Leadership requires staying out of the way of subordinates as they do their work.	3.11	N	3.03	N
9. As a rule, leaders should allow subordinates to appraise their own work	3.89	A	3.88	A
12. Leaders should give subordinates complete freedom to solve problems on their own.	3.69	A	3.64	A
15. In most situation, workers prefer little input from the leader	3.13	N	3.38	N
18. In, general, it is best to leave subordinates alone	2.93	N	2.84	N
Cluster Mean	3.31	N	3.29	N
Composite Mean	3.62	A	3.60	A

Scale Verbal Interpretation

4.21-5.00 - Strongly Agree (SD)

3.41-4.20 - Agree (A)

2.61-3.40 – Neutral (N)

1.81-2.60 – Disagree (D)

1.00-1.80 - Strongly Disagree (SD)

Details of Leadership styles of shipboard officers when categorized according to span of control

According to the gathered data, when categorize according to cluster when classified according to span of control, for 1-4 employees the democratic leadership style (M=4.01) is the most used, followed by the authoritarian leadership style (M=3.50), and lastly ranked is Laissez-Faire leadership (M=3.47). For 5-9 employees, the Democratic leadership style (M=3.98) is the most used, followed by the authoritarian leadership style (M=3.39), and lastly ranked is Laissez-Faire leadership (M=3.13). For 10 and above employees,

the Democratic leadership style (M=4.20) is the most used, followed by the authoritarian leadership style (M=3.56), and lastly ranked is Laissez-Faire leadership (M=3.22).

Table 2.D Leadership styles of shipboard officers when categorized according to span of control

Indicator	Span of control					
	1-4		5-9		10 and above	
	Mean	VI	Mean	VI	Mean	VI
A. Authoritarian Leadership						
1. Employees need to be supervised closely, or they are not likely to do their work	3.78	A	3.63	A	3.90	A
4. It is fair to say that most employees in the general population are lazy.	2.47	D	2.11	D	2.38	D
7. As a rule, employees must be given rewards or punishments in order to motivate them to achieve organizational objectives.	3.44	A	3.26	N	3.57	A
10. Most employees feel insecure about their work and need direction.	3.18	N	3.09	N	3.05	N
13. The leader is the chief judge of the achievements of the members of the group.	3.96	A	4.03	A	4.05	A
16. Effective leaders give orders and clarify procedures	4.20	A	4.23	A	4.43	SA
Cluster Mean	3.50	A	3.39	N	3.56	A
B. Democratic Leadership						
2. Employees want to be a part of the decision-making process.	4.04	A	3.97	A	4.00	A
5. Providing guidance without pressure is the key to being a good leader.	4.04	A	4.09	A	4.05	A
8. Most workers want frequent and supportive communication from their leaders.	4.09	A	4.29	A	4.52	SA
11. Leaders need to help subordinates accept responsibility for completing their work.	4.07	A	3.91	A	4.29	SA
14. It is the Leader's job to help subordinates find their passion	3.71	A	3.63	A	3.86	A
17. People are basically competent and if given a task will do a good job.	4.11	A	3.97	A	4.48	SA
Cluster Mean	4.01	A	3.98	A	4.20	A
C. Laissez-Faire Leadership						
3. In complex situations, leaders should let subordinates work problems out on their own.	3.29	N	3.09	N	2.71	N
6. Leadership requires staying out of the way of subordinates as they do their work.	3.36	N	2.89	N	2.76	N
9.As a rule, leaders should allow subordinates to appraise their own work	3.89	A	3.80	A	4.00	A
12. Leaders should give subordinates complete freedom to solve problems on their own.	3.71	A	3.34	N	3.81	A
15.In most situation, workers prefer little input from the leader	3.49	A	3.14	N	3.00	N
18.In general, it is best to leave subordinates alone	3.07	N	2.54	D	3.05	N
Cluster Mean	3.47	A	3.13	N	3.22	N
Composite Mean	3.66	A	3.50	A	3.66	A

Scale Verbal Interpretation

4.21-5.00- Strongly Agree (SD)

3.41-4.20- Agree (A)

2.61-3.40 – Neutral (N)

1.81-2.60 – Disagree (D)

1.00-1.80-Strongly Disagree (SD)

Details of Leadership styles of shipboard officers when categorized according to number of years' experience as shipboard officer

According to the gathered data, when categorize according to cluster when classified according to number of years as a shipboard officers, for 1-10 years the democratic leadership style (M=4.05) is the most used, followed by the authoritarian leadership style (M=3.53), and lastly ranked is Laissez-Faire leadership (M=3.35). For 11-20 years, the authoritarian leadership

style (M=3.32) is the most used, followed by the laissez-faire leadership style (M=3.23), and lastly ranked is democratic leadership style (M=2.91). For 21- 30 years, the democratic leadership style (M=4.32) is the most used, followed by the authoritarian leadership style (M=3.87), and lastly ranked is Laissez-Faire leadership (M=3.40).

Table 2.E Leadership styles of shipboard officers when categorized according to number of years' experience as shipboard officer

Indicator	Number of years' experience as a shipboard officer					
	1-10 years		11-20 years		21-30 years	
	Mean	VI	Mean	VI	Mean	V
A. Authoritarian Leadership						
1. Employees need to be supervised closely, or they are not likely to do their work	3.73	A	3.64	A	4.15	A
4. It is fair to say that most employees in the general population are lazy.	2.49	D	2.12	D	2.15	D
7. As a rule, employees must be given rewards or punishments in order to motivate them to achieve organizational objectives.	3.75	A	3.18	N	3.54	A
10. Most employees feel insecure about their work and need direction.	3.25	N	2.82	D	3.31	N
13. The leader is the chief judge of the achievements of the members of the group.	3.95	A	4.00	A	4.23	SA
16. Effective leaders give orders and clarify procedures	4.25	SA	4.18	A	4.46	SA
Cluster Mean	3.53	A	3.32	N	3.87	A
B. Democratic Leadership						
2. Employees want to be a part of the decision-making process.	4.07	A	3.88	A	4.08	A
5. Providing guidance without pressure is the key to being a good leader.	4.02	A	4.00	A	4.38	SA
8. Most workers want frequent and supportive communication from their leaders.	4.27	SA	4.06	A	4.38	SA
11. Leaders need to help subordinates accept responsibility for completing their work.	4.13	A	3.97	A	4.62	SA
14. It is the Leader's job to help subordinates find their passion	3.65	A	3.61	A	4.00	A
17. People are basically competent and if given a task will do a good job.	4.16	A	3.94	A	4.23	SA
Cluster Mean	4.05	A	2.91	N	4.32	SA
C. Laissez-Faire Leadership						
3. In complex situations, leaders should let subordinates work problems out on their own.	3.25	N	3.03	N	2.62	N
6. Leadership requires staying out of the way of subordinates as they do their work.	3.09	N	3.15	N	2.77	N
9. As a rule, leaders should allow subordinates to appraise their own work	3.87	A	3.76	A	4.23	SA
12. Leaders should give subordinates complete freedom to solve problems on their own.	3.58	SA	3.42	A	4.15	A
15. In most situation, workers prefer little input from the leader	3.36	N	3.18	N	3.08	N
18. In general, it is best to leave subordinates alone	2.91	N	2.82	N	2.92	N
Cluster Mean	3.35	N	3.23	N	3.40	N
Composite Mean	3.64	A	3.49	A	3.86	A

Scale Verbal Interpretation

4.21-5.00 - Strongly Agree (SD)

3.41-4.20 - Agree (A)

2.61-3.40 - Neutral (N)

1.81-2.60 - Disagree (D)

1.00-1.80 - Strongly Disagree (SD)

Differences in leadership styles of the shipboard officers according to area

Results revealed that the significant p-value of leadership styles of shipboard officers when grouped by area is 0.792. Since the level of significance is greater than 0.05 this indicates that there is no significant differences in the leadership styles of shipboard officers when group according to area. This implied that regardless of the area in which

shipboard officers are located, reasons are the same.

Table 3. Significant differences in leadership styles of the shipboard officers according to area:

T-Test					
Variables	t-value	Df	Sig (2-tailed)	Decision	Interpretation
Area	.265	99	.792	Retain the null hypothesis (p>0.05)	Not significant

(p>0.05)

Details of Significant difference in the leadership styles of shipboard officers according age, position, span of control and number of years' experience as a shipboard officer

Results revealed that the significant p-value of leadership styles of shipboard officers when grouped by age is 0.122, by position is 0.921, and by span of control is 0.112. Since the level of significant is greater than 0.05 this indicates that there is no significant differences in the leadership styles of shipboard officers when group according to age, position and span of control. While the significant p-value of leadership styles of shipboard officers when grouped according to number of years' as a shipboard officers is 0.050. Since the level of significant is lower than 0.050 this indicates that there is a significant difference in the leadership style of shipboard officers when grouped according to number of years as a shipboard officer.

Table 3.A Differences in the leadership styles of shipboard officers according age, position, span of control and number of years' experience as a shipboard officer

ANOVA						
	Sum of Square	Df	Mean Square	F	Sig	Interpretation
Age	0.784	3	0.261	1.979	0.122	Not Significant
Within groups	12.805	97	0.132			
Position	0.068	3	0.023	0.162	0.921	Not Significant
Within group	13.521	97	0.139			
Span of control	0.594	2	0.297	2.242	0.112	Not Significant
Within groups	12.994	98	0.133			
Number of years' experience as a shipboard officer	0.805	2	0.402	3.085	0.050	Significant
Within groups	12.784	98	0.130			

(p>0.05)

Details of the self- efficacy of the shipboard officers when taken as whole

According to the gathered data of the self-efficacy of the shipboard officers when taking as a whole ranked the "I can remain calm when facing difficulties because I can rely on my coping abilities" (M=4.10) as the highest and interpreted as high, followed by "I can always manage to solve difficult problems if I try hard enough" (M=4.07) and interpreted as high, next was "When I am confronted with a problem, I can usually find several solutions" (M=4.05) and

interpreted as agree, while the "If I am in trouble, I can usually think of solution" (M=3.08) ranked last and interpreted as high by the shipboard officers. The composite mean is (M=3.97) and interpreted as high.

Table 4. Level of self-efficacy of shipboard officers when taken as a whole

Indicator	Mean	VI
1. I can always manage to solve difficult problems if I try hard enough.	4.07	H
2. If someone opposes me, I can find the means and ways to get what I want.	3.56	H
3. It is easy for me to stick to my aims and accomplish my goals.	3.98	H
4. I am confident that I could deal efficiently with unexpected events.	3.90	H
5. Thanks to my resourcefulness, I know to handle unforeseen situations.	3.94	H
6. I can solve most problems if I invest necessary effort.	4.04	H
7. I can remain calm when facing difficulties because I can rely on my coping abilities	4.10	H
8. When I am confronted with a problem, I can usually find several solutions.	4.05	H
9. If I am in trouble, I can usually think of solution.	4.04	H
10. I can usually handle whatever comes in my way.	3.08	MH
Cluster Mean	3.97	H

Scale Verbal Interpretation

- 4.21-5.00- Very High (VH)
- 3.41-4.20- High (H)
- 2.61-3.40- Moderately High (MH)
- 1.81-2.60- Fairly High (FH)
- 1.00-1.80- Very low (VL)

Details of the self-efficacy of shipboard officers when categorized according to age

According to the gathered data of the self-efficacy of the shipboard officers when categorized according to 20-30 yrs. old ranked the "I can always manage to solve difficult problems if I try hard enough" (M=4.25) as the highest and interpreted as very high, followed by "I can remain calm when facing difficulties because I can rely on my coping abilities" and "When I am confronted with a problem, I can usually find several solutions" (M=4.08) and interpreted as high, next was "I can solve most problems if I invest necessary effort" (M=4.00) and interpreted as high, while the "If someone opposes me, I can find the means and ways to get what I want." (M=3.58) ranked last and interpreted as high by the shipboard officers.

Moreover according to 31-40 yrs. old ranked the "When I am confronted with a problem, I can usually find several solutions." (M=4.18) as the highest and interpreted as high, followed by "I can remain calm when facing difficulties because I can rely on my coping abilities" and "If I am in trouble, I can usually think of solution" (M=4.15) and interpreted as high, next was "I can solve most problems if I invest necessary effort" (M=3.97) and interpreted as high, while the "If someone opposes me, I can find the means and ways to get what I want" (M=3.47) ranked last and interpreted as high by the shipboard officers.

In addition when categorized according to 41-50 yrs. old ranked the "I can solve most problems if I invest necessary effort" (M=4.13) as the highest and interpreted as high, followed by "It is easy for me to stick to my aims and accomplish my goals" (M=4.10)

and interpreted as high, next was “I can remain calm when facing difficulties because I can rely on my coping abilities” (M=4.06) and interpreted as high, while the “If someone opposes me, I can find the means and ways to get what I want” (M=3.65) ranked last and interpreted as high by the shipboard officers.

Moreover, when categorized according to 51 years. old and above ranked the “I can always manage to solve difficult problems if I try hard enough.” (M=4.25) as the highest and interpreted as very high, next was “Thanks to my resourcefulness, I know to handle unforeseen situations” (M=4.17) and interpreted as high, followed by “I can solve most problems if I invest necessary effort”, “When I am confronted with a problem, “I can usually find

several solutions”,” I can remain calm when facing difficulties because I can rely on my coping abilities”, “When I am confronted with a problem, I can usually find several solutions” If I am in trouble, I can usually think of solution” and “I can usually handle whatever comes in my way”(M=4.03) and interpreted as high, while the “If someone opposes me, I can find the means and ways to get what I want.” (M=3.58) ranked last and interpreted as high by the shipboard officers.

When categorize according to cluster when classified according to age, the 51 years old and above with the cluster mean of (M=4.00) ranked first, followed by the 20-30 years old and 41-50 years old (M=3.96), and lastly the 31-40 years old (M=3.95).

Table 4.A Self-efficacy of shipboard officers when categorized according to age

to Master/ Chief Engr. ranked the” I can solve most

Indicator	Age							
	20-30 yrs. old		31-40 yrs. old		41-50 yrs. Old		51 yrs. old and above	
	Mean	VI	Mean	VI	Mean	VI	Mean	IV
1. I can always manage to solve difficult problems if I try hard enough.	4.25	VH	3.91	H	4.03	H	4.25	VH
2. If someone opposes me, I can find the means and ways to get what I want.	3.58	H	3.47	H	3.65	H	3.58	H
3. It is easy for me to stick to my aims and accomplish my goals.	3.95	H	3.91	H	4.10	H	3.92	H
4. I am confident that I could deal efficiently with unexpected events.	3.88	H	3.91	H	3.90	H	3.92	H
5. Thanks to my resourcefulness, I know to handle unforeseen situations.	3.92	H	3.82	H	4.00	H	4.17	H
6. I can solve most problems if I invest necessary effort.	4.00	H	3.97	H	4.13	H	4.03	H
7. I can remain calm when facing difficulties because I can rely on my coping abilities	4.08	H	4.15	H	4.06	H	4.03	H
8. When I am confronted with a problem, I can usually find several solutions.	4.08	H	4.18	H	3.87	H	4.03	H
9. If I am in trouble, I can usually think of solution.	3.92	H	4.15	H	4.00	H	4.03	H
10. I can usually handle whatever comes in my way.	3.96	H	4.03	H	3.90	H	4.03	H
Cluster Mean	3.96	H	3.95	H	3.96	H	4.00	H

Scale Verbal Interpretation

- 4.21-5.00- Very High (VH)
- 3.41-4.20- High (H)
- 2.61-3.40- Moderately High (MH)
- 1.81-2.60- Fairly High (FH)
- 1.00-1.80- Very low (VL)

Details of Self-efficacy of shipboard officers when categorized according to position

According to the gathered data of the self-efficacy of the shipboard officers when categorized according

problems if I invest necessary effort” (M=4.19) as the highest and interpreted as high, followed by “I can remain calm when facing difficulties because I can rely on my coping abilities” and “If I am in trouble, I can usually think of solution” (M=4.13) and interpreted as high, next was “I can always manage to solve difficult problems if I try hard enough” and “Thanks to my resourcefulness, I know to handle unforeseen situations” (M=4.10) and interpreted as high, while the “If someone opposes me, I can find the means and ways to get what I want” (M=3.65) ranked last and interpreted as high by the shipboard officers.

Moreover when categorized according to Chief Mate/2nd Engr. ranked the” I can solve most problems if I invest necessary effort” (M=4.26) as the highest and interpreted as very high, followed by “ I can remain calm when facing difficulties because I can rely on my coping abilities”(M=4.21) and interpreted as high, next was “When I am confronted with a problem, I can usually find several solutions” (M=4.16) and interpreted as high, while the “If someone opposes me, I can find the means and ways to get what I want.” (M=3.32) ranked last and interpreted as high by the shipboard officers.

In addition when categorized according to 2nd Mate/ 3rd Engr. ranked the” I can always manage to solve difficult problems if I try hard enough” (M=4.18) as the highest and interpreted as high, followed by” I can remain calm when facing difficulties because I can rely on my coping abilities” (M=4.12) and interpreted as high, next was “If I am in trouble, I can usually think of solution” (M=4.09) and interpreted as high, while the “If someone opposes me, I can find the means and ways to get what I want” (M=3.67) ranked

Table 4.B *Self-efficacy of shipboard officers when categorized according to position*

Indicator	Position							
	Master/ Engr.	Chief	Chief 2nd Engr.	Mate/	2nd Mate/3rd Engr.	3rd Mate/ 4th Engr.		
	Mean	VI	Mean	VI	Mean	VI	Mean	VI
1. I can always manage to solve difficult problems if I try hard enough.	4.10	H	4.15	H	4.18	H	3.72	H
2. If someone opposes me, I can find the means and ways to get what I want.	3.65	H	3.32	MH	3.67	H	3.50	MH
3. It is easy for me to stick to my aims and accomplish my goals.	4.06	H	4.00	H	4.00	H	3.78	H
4. I am confident that I could deal efficiently with unexpected events.	3.90	H	3.95	H	3.94	H	3.78	H
5. Thanks to my resourcefulness, I know to handle unforeseen situations.	4.10	H	4.00	H	3.82	H	3.83	H
6. I can solve most problems if I invest necessary effort.	4.19	H	4.26	VH	4.00	H	3.61	H
7. I can remain calm when facing difficulties because I can rely on my coping abilities	4.13	H	4.21	VH	4.12	H	3.89	H
8. When I am confronted with a problem, I can usually find several solutions.	4.00	H	4.16	H	4.06	H	4.00	H
9. If I am in trouble, I can usually think of solution.	4.13	H	4.05	H	4.09	H	3.78	H
10. I can usually handle whatever comes in my way.	4.03	H	4.00	H	4.00	H	3.83	H
Cluster Mean	4.03	H	4.01	H	3.99	H	3.77	H

Scale Verbal Interpretation

4.21-5.00- Very High (VH)

3.41-4.20- High (H)

2.61-3.40- Moderately High (MH)

1.81-2.60- Fairly High (FH)

1.00-1.80- Very low (VL)

last and interpreted as high by the shipboard officers.

Moreover when categorized according to 3rd Mate/ 4th Engr. ranked the” When I am confronted with a problem, I can usually find several solutions” (M=4.00) as the highest and interpreted as high, followed by “ I can remain calm when facing difficulties because I can rely on my coping abilities”(M=3.89) and interpreted as high, next was “Thanks to my resourcefulness, I know to handle unforeseen situations” and “I can usually handle whatever comes in my way” (M=3.83) interpreted as high, while the “If someone opposes me, I can find the means and ways to get what I want” (M=3.50) ranked last and interpreted as high by the shipboard officer.

When categorized according to cluster when classified according to position, the Master/Chief Engr. with the cluster mean of (M=4.13) ranked first, followed by the Chief Mate/ 2nd Engr. (M=4.01,) next 2nd Mate/ 3rd Engr. (M=3.99), and lastly the 3rd Mate/ 4th Engr. (M=3.77).

Details of Level of self-efficacy of shipboard officers when categorized according to Area

According to the gathered data of the self-efficacy of the shipboard officers when categorized according to Deck ranked the” When I am confronted with a problem, I can usually find several solutions” and “If I am in trouble, I can usually think of solution” (M=4.07)

as the highest and interpreted as high, followed by “I can always manage to solve difficult problems if I try hard enough” (M=4.02) and interpreted as high, next were “It is easy for me to stick to my aims and accomplish my goals” and “I can solve most problems if I invest necessary effort” (M=3.98) and interpreted as high, while the “If someone opposes me, I can find the means and ways to get what I want” (M=3.60) ranked last and interpreted as high by the shipboard officers.

Furthermore when categorized according to Engine ranked the” I can remain calm when facing difficulties because I can rely on my coping abilities” (M=4.16) as the highest and interpreted as high, followed

by “I can always manage to solve difficult problems if I try hard enough”(M=4.11) and interpreted as high, next was “It is easy for me to stick to my aims and accomplish my goals” (M=3.98) interpreted as high, while the “If someone opposes me, I can find the means and ways to get what I want” (M=3.54) ranked last and interpreted as moderately high by the shipboard officer.

When categorized according to cluster when classified according to area, the deck department with the cluster mean of (M=3.93) ranked first, and lastly the engine (M=3.63).

Table 4.C *Level of self-efficacy of shipboard officers when categorized according to area*

Indicator	Area			
	Deck		Engine	
	Mean	VI	Mean	VI
1. I can always manage to solve difficult problems if I try hard enough.	4.02	H	4.11	H
2. If someone opposes me, I can find the means and ways to get what I want.	3.60	H	3.54	MH
3. It is easy for me to stick to my aims and accomplish my goals.	3.98	H	3.98	H
4. I am confident that I could deal efficiently with unexpected events.	3.84	H	3.95	H
5. Thanks to my resourcefulness, I know to handle unforeseen situations.	3.80	H	4.05	H
6. I can solve most problems if I invest necessary effort.	3.98	H	4.09	H
7. I can remain calm when facing difficulties because I can rely on my coping abilities	4.02	H	4.16	H
8. When I am confronted with a problem, I can usually find several solutions.	4.07	H	4.04	H
9. If I am in trouble, I can usually think of solution.	4.07	H	4.02	H
10. I can usually handle whatever comes in my way.	3.96	H	4.00	H
Cluster Mean	3.93	H	3.63	H

Scale Verbal Interpretation

- 4.21-5.00- Very High (VH)
- 3.41-4.20- High (H)
- 2.61-3.40- Moderately High (MH)
- 1.81-2.60- Fairly High (FH)
- 1.00-1.80- Very low (VL)

Details of level of self-efficacy of shipboard officers when categorized according to span of control

According to the gathered data of the self-efficacy of the shipboard officers when categorized according to 1-4 ranked the “I can always manage to solve difficult problems if I try hard enough” (M=4.09) as the highest and interpreted as high, followed by “I can solve most problems if I invest necessary effort” (M=3.98) and interpreted as high, next were “If I am in trouble, I can usually think of solution” and “I can usually handle whatever comes in my way” (M=3.98) and interpreted as high, while the “When I am

confronted with a problem, I can usually find several solutions” (M=3.02) ranked last and interpreted as moderately high by the shipboard officers.

Moreover when categorized according to ranked the” I can remain calm when facing difficulties because I can rely on my coping abilities” and” If I am in trouble, I can usually think of solution” (M=4.11) as the highest and interpreted as high, followed by “I can always manage to solve difficult problems if I try hard enough”, It is easy for me to stick to my aims and accomplish my goals” and “I can solve most problems if I invest necessary effort” (M=4.09) and interpreted as high, next was “When I am confronted with a problem, I can usually find several solutions” (M= 4.06) while the “If someone opposes me, I can find the means and ways to get what I want” (M=3.54) ranked last and interpreted as moderately high by the shipboard officers.

Furthermore when categorized according to 10 and above ranked the” If I am in trouble, I can

usually think of solution” (M=4.19) as the highest and interpreted as high, followed by “Thanks to my resourcefulness, I know to handle unforeseen situations”,” I can solve most problems if I invest necessary effort” and “When I am confronted with a problem, I can usually find several solutions” (M=4.01) and interpreted as high, next were “I can remain calm when facing difficulties because I can rely on my coping abilities” and “I can usually handle whatever comes in my way” (M=4.05) interpreted as high, while the “If someone opposes me, I can find

the means and ways to get what I want” (M=3.57) ranked last and interpreted as moderately high by the shipboard officer.

When categorized according to cluster when classified according to span of control, the 10 and above employees with the cluster mean of (M=4.01) ranked first, followed by the 5-9 employees (M=4.00), and lastly the 1-4 (M=3.72).

Table 4.D *Level of self-efficacy of shipboard officers when categorized according to span of control*

Indicator	Span of control					
	1-4		5-9		10 and above	
	Mean	VI	Mean	VI	Mean	VI
1. I can always manage to solve difficult problems if I try hard enough.	4.09	H	4.09	H	4.00	H
2. If someone opposes me, I can find the means and ways to get what I want.	3.58	MH	3.54	MH	3.57	MH
3. It is easy for me to stick to my aims and accomplish my goals.	3.89	H	4.09	H	4.00	H
4. I am confident that I could deal efficiently with unexpected events.	3.84	H	3.94	H	3.95	H
5. Thanks to my resourcefulness, I know to handle unforeseen situations.	3.87	H	3.94	H	4.10	H
6. I can solve most problems if I invest necessary effort.	3.98	H	4.09	H	4.10	H
7. I can remain calm when facing difficulties because I can rely on my coping abilities	3.11	MH	4.11	H	4.05	H
8. When I am confronted with a problem, I can usually find several solutions.	3.02	MH	4.06	H	4.10	H
9. If I am in trouble, I can usually think of solution.	3.91	H	4.11	H	4.19	H
10. I can usually handle whatever comes in my way.	3.91	H	4.03	H	4.05	H
Cluster Mean	3.72	H	4.00	H	4.01	H

Scale Verbal Interpretation

- 4.21-5.00- Very High (VH)
 3.41-4.20- High (H)
 2.61-3.40- Moderately High (MH)
 1.81-2.60- Fairly High (FH)
 1.00-1.80- Very low (VL)

Details of level of self-efficacy of shipboard officers when categorized according to number of years' experience as a shipboard officer

According to the gathered data of the self-efficacy of the shipboard officers when categorized according to 1-4 ranked the “When I am confronted with a problem, I can usually find several solutions” (M=4.05) as the highest and interpreted as high, followed by “I can always manage to solve difficult problems if I try hard enough” and “I can remain calm when facing difficulties because I can rely on my coping abilities” (M=4.04) and interpreted as high, next were “I can solve most problems if I invest necessary effort”,

“If I am in trouble, I can usually think of solution” and “. I can usually handle whatever comes in my way” (M=3.96) and interpreted as high, while the “If someone opposes me, I can find the means and ways to get what I want” (M=3.02) ranked last and interpreted as moderately high by the shipboard officers.

Moreover when categorized according to ranked the” I can solve most problems if I invest necessary effort”,” I can remain calm when facing difficulties because I can rely on my coping abilities” and” If I am in trouble, I can usually think of solution” (M=4.06) as the highest and interpreted as high, followed by “I can always manage to solve difficult problems if I try hard enough” and “It is easy for me to stick to my aims and accomplish my goals” , (M=4.00) and interpreted as high, next was “Thanks to my resourcefulness, I know to handle unforeseen situations” and “When I am confronted with a problem, I can usually find several solutions” (M= 3.94) while the “If someone opposes me, I can find the means and ways to get what I want” (M=3.54) ranked

last and interpreted as high by the shipboard officers.

Furthermore when categorized according to 10 and above ranked the "I can remain calm when facing difficulties because I can rely on my coping abilities" (M=4.46) as the highest and interpreted as very high, followed by "I can always manage to solve difficult problems if I try hard enough" (M=4.38) and interpreted as very high, next were "I can solve most problems if I invest necessary effort", "When I am confronted with a problem, I can usually find several

solutions" and "If I am in trouble, I can usually think of solution" (M=4.31) interpreted as very high, while the "If someone opposes me, I can find the means and ways to get what I want" (M=3.62) ranked last and interpreted as high by the shipboard officer.

When categorized according to cluster when classified according to number of years as a shipboard officer, the 10 and above and with the cluster mean of (M=4.25) ranked first, followed by 5-9 (M=3.94) lastly the 1-4 (M=3.91).

Table 4.E *Self-efficacy of shipboard officers when categorized according to number of years experience as a shipboard officer*

Indicator	Number of years' as a Shipboard Officer					
	1-10 years		11-20 years		21-30 years	
	Mean	VI	Mean	VI	Mean	VI
1. I can always manage to solve difficult problems if I try hard enough.	4.04	H	4.00	H	4.38	VH
2. If someone opposes me, I can find the means and ways to get what I want.	3.49	MH	3.67	H	3.62	H
3. It is easy for me to stick to my aims and accomplish my goals.	3.87	H	4.00	H	4.38	VH
4. I am confident that I could deal efficiently with unexpected events.	3.87	H	3.82	H	4.23	VH
5. Thanks to my resourcefulness, I know to handle unforeseen situations.	3.87	H	3.94	H	4.23	VH
6. I can solve most problems if I invest necessary effort.	3.96	H	4.06	H	4.31	VH
7. I can remain calm when facing difficulties because I can rely on my coping abilities	4.04	H	4.06	H	4.46	VH
8. When I am confronted with a problem, I can usually find several solutions.	4.05	H	3.94	H	4.31	VH
9. If I am in trouble, I can usually think of solution.	3.96	H	4.06	H	4.31	VH
10. I can usually handle whatever comes in my way.	3.96	H	3.88	H	4.23	VH
Cluster Mean	3.91	H	3.94	H	4.25	VH

Scale Verbal Interpretation

- 4.21-5.00- Very High (VH)
- 3.41-4.20- High (H)
- 2.61-3.40- Moderately High (MH)
- 1.81-2.60- Fairly High (FH)
- 1.00-1.80- Very low (VL)

Details of the significant differences in the level self-efficacy of the shipboard officers according to area

Results revealed that the significant p-value of self-efficacy of shipboard officers when grouped by area is .482. Since the level of significant is greater than 0.05 this indicates that there is no significant differences in the leadership styles of shipboard officers when group according to area. This implied that regardless of the area in which shipboard officers are located, reasons are the same.

Table 5. *Significant differences in the level self-efficacy of the shipboard officers according to area:*

Area	T-Test			Decision	Interpretation
	t-value	df	Sig (2-tailed)		
	.705	99	.482	Retain the null hypothesis (p>0.05)	Not Significant

(p>0.05)

Details of Significant difference of self-efficacy of the shipboard officers according to age, position, span of control and number of years' experience as a shipboard officer

The test of the hypothesis showed that the significant p-value of age was 0.964, this value is higher than the test-value of 0.05, and thus the null hypothesis was accepted. Therefore, there is no significant

Table 5.A *Significant difference of self-efficacy of the shipboard officers according to age, position, span of control and number of years' experience as a shipboard officer*

ANOVA						
	Sum of Square	Df	Mean Square	F	Sig	Interpretation
Age	0.051	3	0.017	0.093	0.964	Not Significant
Within groups	17.635	97	0.182			
Position	0.853	3	0.284	1.638	0.186	Not Significant
Within group	16.833	97	0.174			
Span of control	0.175	2	0.088	0.491	0.614	Not Significant
Within groups	17.510	98	0.179			
Number of years' experience as a shipboard officer	1.184	2	.592	3.517	0.034	Significant
Within groups	16.501	98	.168			

(p>0.05)

Details of the relationship between leadership styles and self-efficacy of shipboard officers

The results showed that the significant correlation is .000, this value is lower than 0.01, thus

difference in self-efficacy of shipboard officers when categorized according to age.

Moreover, the significant p-value of position was 0.186 this value is higher than the test-value of 0.05, and thus the null hypothesis was accepted. Therefore, there is no significant difference in the leadership styles of shipboard officers when categorized according to position.

Moreover, the significant p-value of span of control was 0.614 this value is higher than the test-value of 0.05, and thus the null hypothesis was accepted. Therefore, there is no significant difference in the leadership styles of shipboard officers when categorized according to span of control.

the null hypothesis is not accepted. Therefore, there is a significant relationship between leadership styles and self-efficacy of shipboard officers.

Table 6. *The relationship between leadership styles and self-efficacy of the shipboard officers*

Variables Tested	Pearson r	Sig. (2-tailed)	Decision	Interpretation
Leadership- Self-efficacy	0.445	.000	Reject null hypothesis	Significant

Test value = 0.05

Summary of the Study

This study was conducted to identify the leadership Styles used by the shipboard officers when taken as a whole and when categories to age, position, area, span of control and number of years as a shipboard officers, and the level of self-efficacy of the shipboard officers when taken as a whole and according to age, position, area, span of control and number of years as a shipboard officers, and the relationship between the leadership styles and the level of self-efficacy of the shipboard officers.

The researchers used the descriptive research design. They gathered information through checklist from 101 shipboard officers at NEWSIM and Cebu Gems Training and Review Centers. The researchers used the accidental sampling as their sampling technique.

The inferential statistics used in determining the significant differences were T-test and ANOVA.

The inferential statistics used to determine the significant relationship is Pearson-r.

Summary of Findings

Results of the study revealed following:

1. The leadership style of shipboard officers when taken as a whole and when categorized according to age, position, area, span of control and number of years' as a shipboard officer ranked the democratic leadership first, followed by authoritarian leadership and lastly the laissez-faire leadership styles
2. There are no significant differences in the leadership styles of shipboard officers when classified according to age, position, area and span of control except the number of years' experience as a shipboard officer.
3. The level of Self efficacy of shipboard officers when taken as a whole and when categorized according to age, position, area, span of control and number of years' experience as a shipboard officer is interpreted as High.
4. There are no significant differences in the level of self-efficacy of the shipboard officers when classified according to age, position, area and span of control except the number of years' experience as a shipboard officer.
5. There is a strong relationship between the leadership styles and self-efficacy of shipboard officers.

Conclusions

In view of the foregoing findings, the following conclusions were drawn:

1. The leadership style that should be adopted is the Democratic Leadership since it has been ranked as the most dominant leadership style by the respondents in almost all categories.
2. The level of self-efficacy of the shipboard officers was interpreted as High, which indicates that shipboard officers understand their belief upon their own set of capabilities. For it is important for them to understand their own capabilities so that they can produce a positive and healthy environment for his crews and subordinates. This will be their moment to know when is the time that they need to take full control or to ask support from his subordinates.
3. There is a strong relationship between the leadership styles and self efficacy of shipboard officers. Their understanding to the extent of their own set of capabilities can affect the type of leadership style that they could adopt. For their self-concept plus the attitude and behaviour they demonstrate can reflect what type of a leader they are.

Recommendations

On the basis of the findings and conclusions of this study, the following recommendations are suggested:

1. The shipboard officers should adopt the Democratic Leadership style for it is the best in terms of utilizing the knowledge and skills of their subordinates. Furthermore, the exchange of ideas and free-flowing conversation could also set an enthusiastic atmosphere that helps in building confidence and interpersonal relationship within one another.
2. The Leadership styles of shipboard officers may vary upon the quality of his subordinates and the situation that may arise.
3. Shipboard officers should take time to evaluate their self-efficacy to understand their capabilities. For there is a strong relationship between the leadership styles of shipboard officers and their self-efficacy. Plus, they will be able to know when to take command, to consider the proposed actions and decisions from his subordinates. This could help them to have better interaction with their people to achieve their goal.

4. The training centers should give interactive activities and lectures to their trainees, which includes the shipboard officer, to the advantages and disadvantages in using the different styles and when to use them.
5. The future researchers should conduct the same type of research and use this as their reference. They could also add the officers in the Steward Department, so that they can identify and have a larger scope about their leadership styles and its relationship to their self-efficacy.

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