Resilient Analysis on the Military Stakeholders' Approaches to Leadership

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Abstract—*Conjoint analysis gives a potential method for figuring out the preferred styles of leadership across military stakeholders. It is a reliable measure of preferences. Conjoint analysis is used in this research along with both qualitative and quantitative approaches. The qualitative findings from the data indicate that honest, servant, transformational, and transactional leadership is the optimal military leadership style for stakeholders in Baguio City and Benguet. The research's conclusions prompted the creation of a data-collection tool for the quantitative technique to ascertain the average utility weight that the stakeholders give to their preferences for military leadership and the trade-offs that they made when deciding what those preferences should be. Quantitative findings show that, in decreasing order of significance, military stakeholders place a higher value on military officers who demonstrate transformational, transactional, servant, and authentic leadership. Within the four distinct leadership categories, the respondents properly traded off leadership philosophies.*

Indexed Terms—*Authentic Leadership, Conjoint Analysis, Military Leadership, Stakeholder Theory, Transactional Leadership*

I. INTRODUCTION

The concept of military authority holds true for all military personnel, although the application may vary between communities, countries, and the officers' behavioral leadership (Dimitrov, 2021). Military leadership relates to a strategy for influencing people by providing meaning, direction, and motivation while working to complete the task at hand and advance the group. The Philippine Military Academy (PMA), the nation's top military institution, has a four-year upgrading program for military superiors. The cadet training cycle progresses from followership in the first year to self-restraint in the second, compact unit of administration in the third, and organizational leadership in the fourth. The Armed Forces of the Philippines (AFP) and the Department of National Defense (DND) will be established by these future military pioneers. Since the beginning, military pioneers in the Philippines have fought difficult and multifaceted issues with uprisings. Revolt is defined as a planned development targeted at an established government that uses disruption and prepared collision and is designed to be a kind of ongoing hostility. A few of the factors that have led to revolts in the nation include differences in belief systems and levels of confidence, problems with underdevelopment and neediness, and societal despair (Baker et al., 2023).The Communist Party of the Philippines-New People's Army (CPP-NPA) and its affiliated groups, which are primarily based in the islands and the Southern Philippines Secessionist Movements active in Mindanao, are waging the country's longest-running uprisings. The utilitarian ethical theory, which holds that aid from the government is the fundamental human good, is included in the study to supplement research into spouses' preferences for military leadership. The core of the theory, the principle of utility, provides depth to the line of reasoning and provides substance to the applied structure as well as to the analysis and justification of the findings of the course of the probe. The results of this study may aid military commanders in comprehending the presumptions of the partners they are collaborating with to achieve the IPSP purpose of projecting initiative inclinations, and realizing true cooperation between military partners and the AFP.

A. Stakeholder Theory

In the words of Freeman et al. (2016), a stakeholder is broadly defined as any group or individual that has the power to affect or is affected by an association's motive. Stakeholder theory emphasizes the value of

taking into account hierarchical partners when choosing a leadership structure. It deals with authoritative administration and governance. Stakeholders are those who push the organization forward and have an interest, direct or indirect, in its success.To carry out such a realm of duty, where non-battle borders should be seen concurrently responding to the stakeholders' standards in tending to harmony and uniformity, military-prepared pioneers are put to the test. Given that it has recently been stated that stakeholders have the potential to be unsuccessful or to support the activities of the association (Galvin and Allen, 2019), understanding the authority inclinations of the stakeholders promotes altruism between them, thereby making entirely collaboration toward the shared objective simple to accomplish.As stated by Zainullin and Zainullina (2020), morality is one indicator of genuine authority that is taken into account in this study. The Army leadership continued to conduct morale preparations for both military and civilian employees. It is essential that military chiefs possess military morality in this age of reality, sensuous gratification, and escalating technical innovations. Military leaders ought to influence, uplift, and inspire their troops, especially in crucial situations like those that arise during combat. Another duty of a military official is to maintain order and harmony in the country. However, carrying out this duty in accordance with partners' expectations can be challenging because partners have different ideas about what constitutes order and harmony.

B. Military Leadership
Military leadership is developed through a rigorous and progressive sequence of purposefully planned training, educational, and experience opportunities—certainly more time-consuming and expensive than comparable training in business or government. Additionally, military commanders will typically have high levels of responsibility and influence inside the associations (Maine et al., 2019). Finally, and perhaps most significantly, military administration is reliant on the concepts of commitment, management, and goodwill. However, it has not yet been proven that these authority styles reflect the leadership of the military officials who experienced this leadership preparation in the foundation, despite the fact that the leadership progression model in PMA is conceptually

perfect. If it conforms to the quickly evolving technological development of the present, if it satisfies stakeholder expectations, and if it concurs with the current organization that centers around the peacefulness boundary of promoting harmony in the nation, the current advancement stages in cadet training are not also demonstrated (Prem, 2021).Nevertheless, this study is confined to providing research-based data on the stakeholders' preferred forms of leadership in order to support the President's security agenda.

II. METHODOLOGY

There were two phases of the investigation. Phases 1 and 2 each used a qualitative and quantitative methodology. The first stage of this study, which is undertaken immediately following the conceptualization of the research subject, is qualitative. 25 members of the military organization in Baguio and Benguet participated in the study's first phase as respondents. With the aid of stratified random sampling, the stakeholders were chosen. An open-ended questionnaire was employed as the data collection technique in this phase, and the respondents' responses supplied information on their views of the ideal military leadership to help the researcher create the stimulus profile required in the study's second phase.

Only senior officers (Major to Generals) were chosen for the survey by the Armed Forces of the Philippines (AFP), the main stakeholder of the military officers. The elected mayors, board members, governors, and congressmen served as political leaders. The priests, pastors, and ministers served as church leaders. Business owners, managers, and chief executives made up the business leadership. Government officials who worked at the administrative level were the leaders. The organization's founders or elected officers are non-governmental organizations (NGOs). The Sangguniang Kabataan (SK) elected officials and the elected officers in tertiary institutions made up these student leaders, as specified by them.

The significance that the stakeholders place on their preferences for military leadership was ascertained using a quantitative technique. Conjoint analysis was used to the four leadership philosophies that were

discovered during the qualitative phase. Using multi-stage stratified random sampling, 243 stakeholders from the seventeen regions of the nation served as the respondents for this phase. First-stage sampling uses the same respondents who were divided into the seven separate sectors as in the qualitative technique. In this investigation, a fractional-factorial experiment was used, which is often a smaller subset of a full-factorial design. All-high or all-low attribute combinations or profiles are frequently disregarded. In relation to the leadership differences developed in the paper by Main, et al. (2019), the profiles are all high in servant, transformational, authentic, and transactional leadership, which may not be a possible characteristic of a military leader. In profile 8, only servant leadership is high, while the other three leadership attributes are low, which does not offer a set of leadership combinations. Only ten profiles or combinations are utilized in the study's second phase as a result.

III. RESULTS AND DISCUSSIONS

The 25 stakeholders' responses to the open-ended questionnaire were categorized to provide the leadership indicators and several leadership trajectories.

A. Qualitative Result

Following the research by McCormick, et al. (2019), the stakeholders in Baguio and Benguet's identified leadership preferences were categorized. The outcome demonstrates that honest, servant, transformational, and transactional leadership is the favored style of leadership in the military. Among the 25 military stakeholders, 8 replies (32%) met the definition of authentic leadership, 8 (32%) fit the definition of servant leadership, 6 (24%) fit the definition of transformational leadership, and 3 (12%) fit the definition of transactional leadership. The study's open-ended questionnaire allows for unlimited responses, which allows the respondents to freely express themselves. It has been observed that, as a result, the stakeholders described their ideal military leadership in terms of their own ideas and beliefs. The other three initiative leadership theories can also be used with genuine administration. Whatever the case, Trachik et al.'s investigation establishes the distinctions between these leadership theories and illustrates the varied methodologies of diverse authority styles, which serve as the main tool in assembling the similitude of the qualitative result.

Authentic leadership. For 32% of the participants, it is the perfect military initiative. Three stakeholders show serving with respectability, while two stakeholder replies highlight certified leadership. These imply that military chiefs are ideal in the eyes of the stakeholders, that they have a responsibility to take genuine initiative, and that they must lead honorably. Pursuant to the research, authentic pioneers are protected by a profound belief of self-worth; they are aware of where they stand on important topics, traits, and convictions, as demonstrated by a corporate executive in his ideal military strategy, according to which a leader must be true to himself. As stated by two church leaders, the perfect military leader is one who can command with respectability, cannot be swayed by any enticements, and is able to stand resolutely even if everyone else surrenders. A further sign of an authentic leader is when they are equally motivated by their heart, passion, and compassion as they are by their brains. They create enduring relationships with people and lead with meaning, purpose, and values. They exhibit consistency and self-control and are committed to growing as individuals.

Servant leadership. The 8 stakeholders in Baguio and Benguet (32%) contend that this is the other model of military leadership. This suggests that these stakeholders—2 from the church and 1 from each of the other groups—prefer military officials who lead by example rather than by giving orders or giving remarks. In accordance with Good (2019), serving others is the top priority of leaders who practice servant leadership. They are distinct from other people of good intent because they live out their convictions. Both a student leader and a church leader agreed that the ideal military leadership must put others before oneself, just like Jesus did. Military leadership must also be demonstrated by action. Listening comprehension, empathy, recuperation, awareness, influence, conceptualization, prescience, stewardship, responsibility for the growth of persons, and community building are other characteristics of servant leadership.

Transformational leadership. Six participants agreed that a good military administration should improve things for the better of the country, instill acquired manners, and have a positive outlook on life. These parties included two students, one government agency, one business, one church, and one AFP. In Salam and Khan's (2020) study, these articulated models fit the description of transformational leadership's qualities. Particularly idealistic, enthusiastic, formatively structured, and of great character are transformative pioneers. Leaders prioritize achieving greater standards since doing so involves affecting the attitudes and character traits of their followers. It is convincing, motivating, and morally superior. A corporate executive claims that military commanders must demonstrate and practice the right etiquette they are taught by the organization they represent. Through an outstanding optimistic vision, a psychologically energized thought, consideration for motivating the wants of followers, and having a clear sense of direction, transformational leaders typically have the capacity to change others and associations (Moreno, et al., 2021). Military experts have stated that a military leader must be intellectually adaptable to the actual circumstances surrounding his assignment because there are cultural or geographical distinctions in our nation.

Transactional leadership. For three stakeholders (one AFP, one church, and one company), it is the perfect military leadership. In transactional administration, stakeholders employ rewards and solidarity of authority in return for measures to meet urgent needs; the leader's goals, needs, and interests are the exclusive focus of the exchange impact measure. According to a business leader, a military leader's main goal in carrying out their chosen task during times of crisis is to help and defend the people and the country (Brown, et al., 2022).Fortifications are a part of transactional authority. Pioneers either create tasks or consult with followers about what may be done in exchange for clear or implicit rewards and the best asset designation. The three main characteristics of this approach are the importance of personal affairs, reward-based behavior, and trade-based behavior.

B. Quantitative Result

The quantitative origin reveals the management preferences of the stakeholders based on the results of the conjoint additional substance model, the weight that the partners gave to the initiative preferences, and the concessions that the stakeholders made to the acknowledged authority characteristics.

Degree of importance attributed by the stakeholders to their leadership preferences using conjoint analysis

The average utility weight of the four leadership dimensions according to the military stakeholders from all over the country is shown in Table 1.

Leadership	Average Importance Utility Weight
Transformational	29.29
Transactional	25.35
Servant	24.20
Authentic	21.16

Average Importance Utility Weight

This demonstrates that transformative leadership had the highest importance and utility weight from stakeholders from all across the Philippines, at 29.29%. Servant leadership comes in second with 24.20%, followed by authentic leadership (21.16%), and transactional leadership (25.35%). The frequency ranking in the qualitative phase does not match the ranking of utility weight's relevance. The utility weight, however, suggests that these leadership styles, which were provided by the initial phase, are quite dependable because each style nearly attained its projected percentage share. These four leadership philosophies should have an average relevance and utility weight of 25% if stakeholders favor them equally. The additive constant is specifically 9.58% according to the study's simplified conjoint model. This suggests that 9.58% is a military leader's constant utility weight. An average utility weight of 24.20% is applied to the leader's leadership rating if they exhibit servant leadership traits. Additionally, 21.16% is added if authentic leadership is present, and 25.35% is added to transactional leadership if stakeholders regard the leader as having transformational leadership qualities. This result demonstrates that transformational authority, as

suggested by Baker et al. al.'s studies (2023), is the necessary administration in the military. The analysis concludes that visionary intuition is essential to military training, much as the ability to awaken, enable, and network. The majority of the 243 stakeholders believe that a military officer should emulate a leader who is upbeat, hopeful, developmentally oriented, and of high character. It is clear that the military stakeholders of a developing nation like the Philippines want to see transformative development in the military service because strong leadership protects the country's security, which is what every citizen wants in order to live in peace. According to Chapman et al.'s study from the year 2022, transformational leadership is advantageous for emerging nations since no other type of leader can meet the conflicting demands of bringing about change and resolving specific cultural variations. These young adults in the Philippines, who have little experience in leadership, want to see the military chiefs replaced so that the whole nation can benefit. Because they are leaders in their own associations or communities, their goals are admirable and should be acknowledged.The stakeholders' attitudes toward military rule vary greatly from one respondent to the next. While some stakeholders have their own personal preferences, political and understudy stakeholders seek transformational leadership. The outcome supports the notion that political stakeholders and students are upbeat and moral. They are also looking up at outstanding pioneers because they believe that they are catalysts for advancement within the group or society at large. However, it is expected that participants from the AFP, the church, and the government will select servant leadership as their preferred method of military command over other forms of leadership. The congregation and AFP heads frequently put the needs of their followers before their own, although public authority pioneers are required by law to put the needs of individuals first. This analysis demonstrates that their preferred military leadership for one military official must be a servant chief, someone who chooses to put others before themselves. Business and NGO stakeholders favor value-based government because it best represents their roles to the wider public. They can control behavior by providing supporters with goods or services in exchange for their reliability (Goode, 2019).

CONCLUSION

This study supports the idea that a new methodology for identifying stakeholders' preferred forms of leadership is provided by conjoint analysis. The stakeholders were asked to rate various combinations of leadership qualities, which were treated together. Other leadership studies often evaluate preferences using a single set of tabular questionnaires and then analyze the results using a weighted mean, correlation, or ANOVA. These instruments can only measure averages, connections between variables or qualities, and notable differences. The qualities are measured collectively, as opposed to a conjoint experiment. The study utilized quantitative and qualitative methodologies to ascertain the stakeholders' preferred styles of leadership. The stakeholders in Baguio and Benguet preferred authentic, servant, transformational, and transactional leadership, according to the qualitative approach. The outcome of the quantitative method reveals that the average utility weights are clustered between twenty-one and twenty-nine percent, indicating how much value these stakeholders gave to their leadership choices. This indicates that the four leadership styles are valued nearly equally by the stakeholders. The initial output is strengthened by this outcome. According to quantitative measures, transformational leadership is the most favored type of military leadership, followed by transactional, servant, and authentic leadership. As it has been mentioned that man is an insatiable being, the outcome shows that the stakeholders are not steadfast in their leadership preferences. They cannot strictly adhere to their choices because they are only given ten sets of the four leadership pairings. To be adaptable enough to meet their needs, military leaders must therefore learn to implement the comprehensive military leadership that these stakeholders seek. Ultimately, since this output is restricted to Filipino military leaders, a study on the leadership preferences of military stakeholders in other nations may be necessary to see whether these preferences vary or are comparable.

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