

Correlates of Transformational Leadership Styles and Strategic Planning Skills in Tourism Industry in Bongabon Nueva Ecija

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Abstract:

Many organizations realize the important role of strategic planning skills in influencing the business performance of the tourism industry. But, its relationship to Transformational Leadership is yet to be studied. The purpose of this study is to determine the relationship of transformational leadership styles and strategic planning skills in Tourism industry in Bongabon, Nueva Ecija. A self-administered questionnaire is distributed to the business owners/managers who are part of the tourism industry in the area. This study has the important implications for managers such as encouraging the combination of transformational leadership and strategic planning skills to strengthen the tourism sector. The results draw several pertinent implications for decision makers that will help enhance the performance of the tourism sector. Limitations from the findings and recommendations for further research are put forward.

Keywords —Performance, Strategic Planning, Transformational Leadership, Tourism Industry

I. INTRODUCTION

Transformational leadership styles may encourage and engage employees by cultivating a school culture of accountability, ownership, and workplace autonomy. It is a management style that pushes staff to be more creative and strategic thinkers and develop fresh solutions to old problems. This leadership style motivates and inspires employees to think outside their comfort zones and bring about change to assist the community in growing and molding its future success (White, 2018).

In Tourism industry transformational leadership styles may help them to lead and manage tourism industry in planning most strategic ways. These strategic insights flow directly from the quality of the information

gathering process. The process of strategic planning in tourism is essential as ever.

Tourism managers may need to combine leadership styles and skills in planning in organizing and managing events and activities towards better tourism industry.

Just like in Bongabon, Nueva Ecija, one of the municipalities in Nueva Ecija, there are lots of tourism destination with lots of beautiful places that most of the people wanted to visits. One of which is the twin peak of Mt. Labi, with a sea of clouds, dinosaur-era scenario mossy forest, rare bright-colored and alien-like insects and pastel-colored flowers.

Tourism industry requires an extraordinary leadership ability and planning skills that the managers/owners need to adopt a transformational leadership style. It requires

leaders with visionary thinking, the ability to tackle complex problems and need to have a courage to make difficult choices, and to have a wider-perspectives to be on top of the business. Thus, employees, customers and investors expect organization to play more prominent role in addressing other systemic issues such as climate change and social issues. Tourism officers need to have authentic, effective, more flexible, innovative and strategic planning to make tourism industry on top of the business.

According to Lancefield and Rangen (2021) stated that leading transformational change involves helping the organization transcend its current positioning, performance and capabilities. This requires visionary thinking and ability to tackle complex problems. Leaders must think deeply and manage their emotions in intense situations, all while stakeholders expect to see results. Developing a deeper sense of purpose that guides strategic planning will shape the workplace culture, repositioning the core business and creating new sources of growth and continuous development.

In order to achieved goals, business manager/owner has the ability to resolve challenges and problems encountered in managing business and operations. Managers/owners needs to embrace good transformational leadership practices and strategic planning skills to avoid negative outcomes such as lower job employee performance, decrease of quality service and employee turnover.

In the recent studies of Armstrong and Taylor (2020) revealed that transformational leadership and good strategic planning skills has a significant impact on both improving the individual performance of employees and increasing organizational performances of businesses. Transformational leaders mostly focus on meeting the higher-order intrinsic needs of their followers by improving their personal development and commitment based on trust and meeting their expectations (Zheng et al., 2017).

With the above-mentioned scenarios, the researchers aimed to determine the correlation of transformational leadership styles and strategic planning skills in tourism industry in Bongabon, Nueva Ecija.

Objectives of the Study

The study aims to determine the relationship of transformational leadership styles and strategic planning skills in Tourism industry in Bongabon, Nueva Ecija.

Specifically, it will seek to answer the following questions:

1. How may the profile of business owners/manager in terms of:
 - 1.1. age;
 - 1.2. sex;
 - 1.3. civil status;
 - 1.4. educational attainment (BS Degree); and
 - 1.5. highest educational attainment?
2. How may the profile of tourism business be described in terms of:
 - 2.1. type of tourism business;
 - 2.2. number of tourists/customer a day;
 - 2.3. number of employees;
 - 2.4. operating hours; and
 - 2.5. years in business operations?
3. How may the transformational management leadership style of business owner/manager be described in terms of:
 - 3.1. Individual Consideration;
 - 3.2. Intellectual Stimulation;
 - 3.3. Inspirational Motivation; and
 - 3.4. Idealized Influence?
4. How may the Strategic skills in tourism Industry be described in terms of:

- 4.1. Stakeholders Involvement;
- 4.2. Focus on Tourism Trends;
- 4.3. Familiarity on Tourism Trends;
- 4.4. Political Sensitivity; and
- 3.5. Comprehensive research?
- 5. Is there a significant relationship between the profile of respondents and transformational management leadership styles and strategic skills in tourism industry?
- 6. Is there a significant relationship between the profile of business and transformational leadership styles and strategic skills in tourism industry?

Hypothesis of the Study

- 1. There is no significant relationship between the profile of respondents and transformational management leadership styles and strategic skills in tourism industry.
- 2. There is no significant relationship between the profile of business and transformational leadership styles and strategic skills in tourism industry.

I. RESEARCH METHOD

The researchers used quantitative research design to described and correlates transformational leaders and strategic planning skills in tourism industry in Bongabon, Nueva Ecija. The respondents are the 15 business owners/managers in Tourism Industry and they were selected using purposive sampling technique.

The researchers used personally develop survey questionnaire. Before administered the survey it was subjected to pilot testing for the reliability and validity using CronBach Alpha.

The results of test analysis were 0.89 interpreted as reliable and valid.

To gathered the needed data, the researchers were personally administered survey to the respondents. They discussed and explained the importance of the survey and ensured that all data are used only for the purpose of the study.

The survey questionnaire consisted of Four-point Likert scale as shown below:

Rating Scale	Weights Assigned	Interpretation	Description
4	3.25 – 4.00	Significantly Evident	Strongly Agree
3	2.50 – 3.24	Evident	Agree
2	1.75 – 2.49	Insignificantly Evident	Disagree
1	1.00 – 1.74	Not Evident	Strongly Disagree

TABLE 1:FOUR-POINT LIKERT SCALE

And finally, the data gathered were tested and analysed using SPSS tool.

III. RESULTS AND DISCUSSION

1. Profile of Tourism Business Owners./Managers

Ten (10) out of 15 business owners/managers in Tourism Industry in Bongabon Nueva Ecija were age ranged from 41 to 50 years old, wherein 9 of them were female and married. They are graduated with bachelors’ degree in tourism management and they earned units in Masters’ Degree.

In addition, they are engaged and manage hotel and resorts in the said municipality, with more than 20 employees or staffs in managing 24 hours full of services in tourism industry for almost 5 to 10 years in operations.

The findings revealed that tourism manager/owners are in the right age and have

enough knowledge and skills to manage tourism business just like resort and hotel. They have full potential and lot of opportunities to grow in the tourism industry manifesting the almost 5 years in business operations.

According to Allen (2022), hotel and resort industry is intrinsically linked to the

2. Transformational Management Leadership Styles of Business Owners/Managers

TABLE 2
TRANSFORMATIONAL MANAGEMENT
LEADERSHIP STYLE OF BUSINESS
OWNER/MANAGERS

Transformational Management Leadership Styles	Weighted Mean	Interpretation
Individual Consideration	3.60	Significantly Evident
Intellectual Stimulation	3.27	Significantly Evident
Inspirational Motivation	3.73	Significantly Evident
Idealized Influence	3.58	Significantly Evident
Overall Mean	3.55	Significantly Evident

Table 2 shows the data on the transformational management leadership styles of business owners/managers in tourism industry in Bongabon Nueva Ecija. As shown the overall weighted mean got 3.55 and interpreted as “Significantly Evident”.

Hence, the Inspirational Motivation got the highest weighted mean of 3.73. whereas Intellectual Stimulation got the lowest mean of 3.27 but still both with verbal interpretation of “Significantly Evident”.

The findings meant that tourism business owners/managers are transformational leaders. They show openness to different opinions, changing circumstances and new information to achieved their goals. They are optimistic, considerate, respectful, and open for new ideas and suggestions towards better business tourism performance or to achieve extra ordinary results.

tourism sectors because it serves as the foundation of the tourism experiences. A tourist not only travels but also stay and relax somewhere who have accommodation with different forms of entertainment are provided as attraction at the destinations.

According to Aksoy and Cakir (2023), transformational leadership style is found to be one of the most suitable leadership styles for both the organization, the employees and the leaders themselves in the hospitality and tourism industry

3. Strategic Planning Skills in Tourism Industry

Table 3 shows the data on the strategic planning skills of tourism managers/owners in Bongabong Nueva Ecija. As depicted in the table the overall weighted mean got 3.26 and interpreted as “Significantly Evident”. Familiarity on tourism trends got the highest weighted mean of 3.50 and verbally interpreted as “Significantly Evident” while comprehensive research got the lowest mean of 3.10 with verbal interpretation of “Evident”.

TABLE 3
STRATEGIC PLANNING SKILLS IN TOURISM
INDUSTRY

Strategic Planning Skills	Weighted Mean	Interpretation
Stakeholders Involvement	3.12	Evident
Focus on Tourism Trends	3.35	Significantly Evident
Familiarity on Tourism Trends	3.50	Significantly Evident
Political Sensitivity	3.24	Evident
Comprehensive Research	3.10	Evident
Overall Mean	3.26	Significantly Evident

The findings meant that tourism managers/owners in Bongabon N.E. have evidently has good strategic planning skills in tourism industry especially in familiarity on tourism trends. They always seek updated information and trends on the websites to operates in a global market. And always ensure the attractiveness and accessibility of the location. They must be able to effectively communicate and plan strategically to assist tourism business in reaching its goals and objectives.

4. Relationship between the Profile of Respondents and Transformational Management Leadership Styles and Strategic Planning Skills in Tourism Industry

Educational background had significant relationships with transformational leadership styles and strategic planning skills in familiarity and focusing on tourism trends. Other profilevariables of strategic planning skills such as stakeholder involvement, political sensitivity and comprehensive research had no significant relationships.

The results concluded that as long as educational background is related to the business or career, the better the leadership management styles and strategic planning of tourism managers/owners towards success.

5. Relationship between the Profile of Business and Transformational Leadership Styles and Strategic Planning Skills in Tourism Industry

No profile variables are significantly related to transformational management leadership styles and strategic planning skills of tourism manager/owners in Bongabon Nueva Ecija.

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IV. CONCLUSIONS

Based on the findings of the study, it is concluded that tourism manager/owners in Bongabon Nueva Ecija had evidently shows excellent transformational management leadership ship styles and good strategic planning skills in managing business tourism operations. Additionally, it is concluded that they strategically manage tourism industry in Bongabon Nueva Ecija by keeping everything moving forward and efficiently.

V. RECOMMENDATIONS

providing quality services.

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