

## Research Article

### LEADERSHIP PATTERNS OF MASTER OF PUBLIC SAFETY SCHOLARS IN THE PHILIPPINES

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#### ABSTRACT

This study aimed to determine the leadership patterns of the 45 scholars of the MPSA 2022-24 of the Philippine Public Safety College (PPSC). The scholars are coming from various institutions of the government, private, and academe who hold several leadership posts and are exposed to multitude of leadership elements. The central tendency was used to determine averages of subscription to pre-selected leadership styles including quantum leadership, servant leadership, innovative leadership, VUCA leadership and Level 5 leadership. These are the most recent leadership paradigms. Using averages, the scholars were most likely to be Level 5 leaders who according to Jim Collins are those who are humble yet possesses the fierce professional will, closely following is the servant leadership. Least subscription was noted, though relatively, is quantum leadership. When data reduction technique using Exploratory Factor Analysis (EFA) was used, it was found that the MPSA scholars are generally servant leaders, and maintain multiplicity of leadership patterns. This is suggestive that the scholars have a fluid practice of leadership encompassing qualities quantum, VUCA, innovative, humility with stern professional will, all in the platform of servant leadership.

**Keywords:** Quantum, VUCA, Innovative, Level 5, Servant leadership.

#### INTRODUCTION

The study of leadership has brought a lot of attention because organizational outcome depends on the exercise of leadership in the face of crises or in moments of success. As there abound multiple and very fluid definition of leadership dependent on the angle of view and degree of importance such as culture and interrelationships, institutional targets and outcomes, it is coming as fundamentally important to understand the meaning of leadership and its many conceptions (Daniëls, Hondeghem, & Dochy, 2019). In this digital age and hyper-connected world, people exchange voluminous information coming every second which caused Cortellazzo, Bruni and Zampieri (2019) to push the idea that leaders are crucial actors in the development of digital culture which will help the organization survive in a drastically changing and dynamic cyber community. Leadership is so important in the organization that Rudolph, Murphy and Zacher (2020) predicated leadership with health to emphasize how the practice or malpractice of leaders will cause physical or psychological diseases. AlKhajeh (2018) elevated the impact of leadership from the individual employee to the whole organization particularly underscoring the impact and outcome. He even forewarned that the triumph or catastrophe that befalls an organization is a result of the kind of leadership exercised by the authorities. Another interesting paradigm is public leadership of Hartley (2018) which shed light on the idea of leadership in the public sphere. His proposition of leadership involve context, conflict and contest, purpose, leadership with political astuteness, duality of leadership, leadership projections, resilience, authority and legitimacy, complexity and dynamism. In all of these meanings, it is of due importance to seek patterns of leadership exercised by individuals in an organization. The Philippine Public Safety College (PPSC) is "recognized as premier leadership and governance public safety and security institution in Asia (PPSC, online reference). The PPSC's mandate include the provision of responsive and relevant training, human resource development, and continuing education to the personnel of the PNP, BJMP, and the BFP as well as to the stakeholders of the public safety and security

with the objective of creating a pool of well-equipped national security practitioners, leaders and managers. In March 2022, the PPSC constituted the MPSA Batch 2022-24 composed of executives, leaders, managers from the public sector, academe, and the private sector. It is coming as a unique privilege to converge professionals who have sizable leadership experience, and detect configuration of leadership among the group of individuals. With the unique experience and views which reflect the foundation of leadership attitude, it is also interesting to explore the pattern and manifest of leadership of the scholars coming from various fields and are learning together national security concepts and concerns. As already purported, the environment and beliefs are factors of leadership. Hence, this study was conducted to determine leadership patterns of the MPSA Batch 2022-24 scholars in the background of the pre-selected leadership styles including quantum leadership, VUCA leadership, innovative leadership, servant leadership, and level 5 leadership. These leadership styles are recently-espoused corporate and public leadership styles in the global community.

#### METHODOLOGY

##### Design

The study employed a descriptive design as the intention was to obtain information to systematically describe the leadership patterns of the forty-five (45) Master of Public Safety Administration (MPSA) Class 2022-24. The data obtained were presented to determine patterns of subscription to pre-determined leadership styles namely Level 5 leadership, Servant leadership, Innovative Leadership, Contextual leadership, VUCA leadership and Quantum leadership.

##### Respondents

A set of questions was crafted to approximate the subscription of the scholars of the MPSA Class 2022-24 which were converted into Google form. The data were converted into recognizable information. A total of 45 scholars responded to the online survey. Survey period

was April 1-11, 2022. In addition, to determine categories of responses, the following range of distribution, as shown in Table 1, was used.

**Table 1. Range of distribution**

Lower bound	Upper bound	Manifestation of leadership pattern
4.30	5.00	Very high
3.50	4.20	High
2.70	3.40	Moderate
1.90	2.60	Low
1.00	1.80	Very low

**Statistical analysis**

The study employed the central tendencies including mean, percentages and frequencies. To determine patterns of leadership, the Exploratory Factor Analysis (EFA) was employed. The factor analysis is a data reduction technique where a large number of variables are trimmed to smaller number (Thomson, 2004). As part of the General Linear Model, the EFA follows basic assumptions of linearity, none co linearity of the variable, and citing factors that are component of the analysis (Harerimana & Mtshali, 2020). The Statistical Package for the Social Sciences version 14 was used.

**RESULTS AND ANALYSIS**

As presented in table 2, most of the MPSA Class 2022-24 are males affording 80% to total, a huge majority are married (80%) and have obtained doctorate degrees in the fields of medicine, juris and philosophy taking 73% of the total.

**Table 2. Demographic profile**

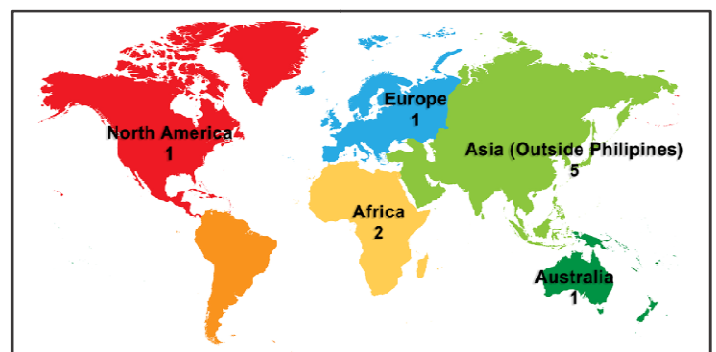
Variables	f	%
Sex		
Male	36	80
Female	9	20
Total	45	100
Status	f	%
Single	9	20
Married	36	80
Total	45	100
Education	f	%
College	11	24
Master's/Fellowship	1	2
Doctorate(MD,JD)	33	73
<b>Total</b>	<b>45</b>	<b>100</b>

Of the total, 24% have the privilege to study abroad, while some went abroad for employment (20%). The experience abroad may influence the thinking and leadership manifestation of the respondents. Figure 1 presented the locations where the respondents went to study or for employment. Most of them were in Asia outside of the Philippines, Africa, Europe, North America, and Australia. By type of agency, 3 in 7 are working in the national government agencies followed by those in the law enforcement (37%) while some others are either in the LGUs (7%), or in the private sector (4%). More than half of the respondents reveal that they belong to an organization with more than a thousand workers which is true for national agencies.

**Table 3. Education and employment profile**

Variable	f	%
<b>Study abroad</b>		
Yes	11	24
No	33	73
No response	1	2
Total	45	100
Employment abroad	f	%
Yes	9	20
No	36	80
Total	45	100
<b>Agency type</b>	f	%
Constitutional commission	1	2
Department of Education	1	2
Law enforcement	17	37
Local Government Units	3	7
Multinational Corporation (MNCs)	1	2
National Government Agency	19	42
Private sector	2	4
Self employed	1	2
Total	45	100
<b>Size organization</b>	f	%
<50 workers	8	18
>100 to <200 workers	3	7
>200 to <500 workers	2	4
>1000 workers	26	58
>50 to <100 workers	3	7
Undefined	3	7
Total	45	100
<b>Management position</b>	f	%
Rank and file/Staff level	6	13
Low-level management	3	7
Middle management	26	58
Top management	10	22
<b>Total</b>	<b>45</b>	<b>100</b>

A huge majority of the respondents, taking 87% of the total, maintain a managerial position either as low-level manager (3%), middle manager (58%) and top management (22%). Given that most of the respondents profess managerial experience, then it is no more difficult to relate to them questions that can approximate their leadership tendencies.



**Fig 1. Distribution of respondents' work or study abroad**

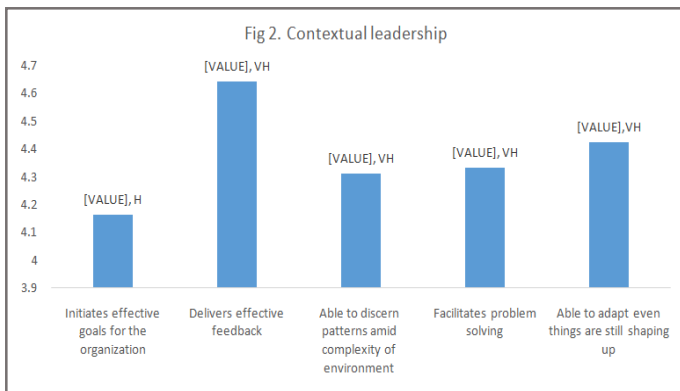
**Styles of leadership**

Contextual leadership takes its roots from the contingency model of leadership where the approach takes a branching out by determining the impact of context and outcomes of systematic approaches in the leadership function. As Oc (2018) explains that leadership is not contained in a vacuum but is found in the context where leaders exercise their roles. The same was exhorted by Ayman and Roya (2018) where they scaled up understanding of leadership by taking contingencies, context and situations as reference of leadership

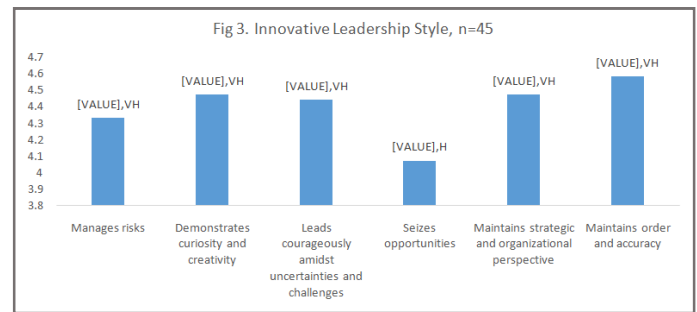
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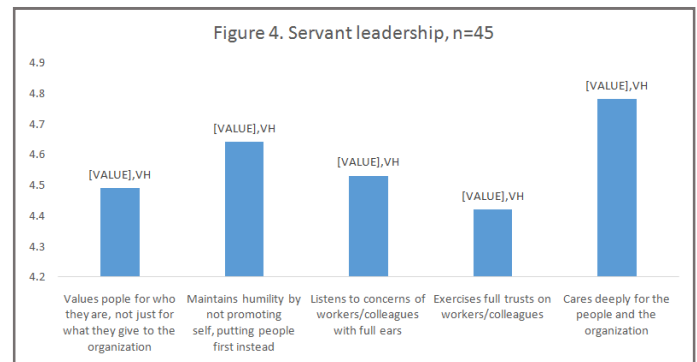
functions and roles. In effect, this leads to the functional definition of contextual leadership as the manifestation of the behavior of the leader that is not anchored on the influence of people rather focused on developing, maintaining and changing the context such that the context will influence the attitude and behavior of the group, and that influence is expected to remain for a long time. Similar view was expropriated by Halinger (2018) in a study where he employed contexts including institutional, socio-cultural, political, economic, community in learning how contexts shaped practice of school leadership. In this manner, cursory questions adapted from published articles were constituted to form the elements of contextual leadership. As noted in figure 2, MPSA Batch 2022-24 scholars have very high subscription to the delivery of effective feedback (4.64), ability to adapt even when things are still shaping up (4.42), on facilitating problem solving (4.33), and the ability to discern patterns amid complexity of the environment (4.31). Meanwhile, the MPSA scholars demonstrated high subscription to initiating effective goals for the organization (4.16). It may seem that the contextual leadership manifested by the scholars is built on the effective feedback to develop the big picture of an emerging situation to address problem and seek patterns in the complex environment, and steer the achievement of the organizational goals.



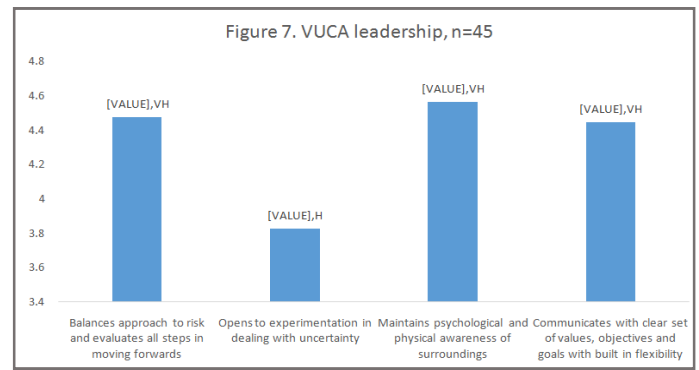
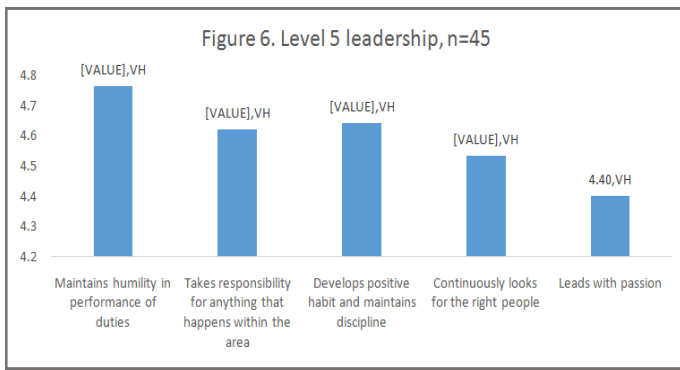
Innovative leadership is a leader’s style to evoke imagination among the followers to produce creative products and services, and motivate them to transform ideas into tangible materials. Băeșu & Bejinaru (2015) relate innovative leadership with emotional intelligence. As the act to influence, to create an idea presupposes the presence of the leader, who may not be even the main source of the great idea, but can facilitate a climate of innovation. The leader has to possess the skills of visioning and the talent to execute, with a degree of creativity and innovation, in achieving the intended outcomes of an institution (Abbas & Asghar, 2010). An approximation of the innovative leadership is presented in table 3. It can be noted that the MPSA scholars of Batch 2022-24 have very high subscription to this style of leadership through maintaining order and accuracy (4.58), maintaining strategic and organizational perspective (4.47), demonstrating curiosity and creativity, and management of risks. Meanwhile, a high subscription of seizing opportunity (4.07) was noted. It may seem that the innovative leadership of the scholars are mainly on influence to maintain order and accuracy for a strategic organizational perspective, enhancing curiosity and creativity amidst uncertainties with the intention of managing the risks, and variably, on seizing opportunity. Innovative leadership is manifested more on the order of things, than in chaos as revealed by the study.



Robert K. Greenleaf first coined the term servant leadership in his book, the Power of Servant-Leadership (1998) which is deeply entrenched in the idea of Judeo-Christian principles. The servant as a leader follows the conception of how societies are transformed by bringing a new social order in the spirit of servant hood. This style is strongly associated with ethics, virtues and morality (Pawar, Sudan, Satini & Sunarsi, 2020), as a matter of fact, Tran and Spears (2020) aligns the concept of Greenleaf with the Catholic dogmas of Pope John XXIII. In this study, the servant leadership items were extracted from widely-accepted statements of this style of leadership which were subjected for a response by the MPSA Batch 2022-24 scholars. As observed in figure 4, the servant leadership manifestation was very high on caring deeply for the people and the organization (4.78), maintaining humility by not promoting self, putting people first ahead (4.64), listening to concerns of workers and colleagues with full ears (4.53), valuing people for who they are, not just for what they give to the organization (4.49) and in exercising trusts on workers and colleagues. Thus, the conception of servant leadership of the batch is working alongside with people, a semblance of leading by serving, such that to lead is to serve first the needs and intentions of others. Operating terms of this leadership enumerated by Kumar (2018) include listening, empathy, commitment to growth, and awareness. These are traits detected among the scholars.

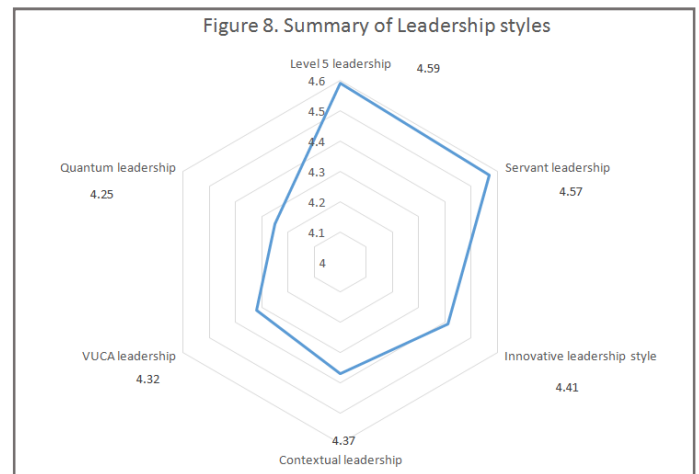
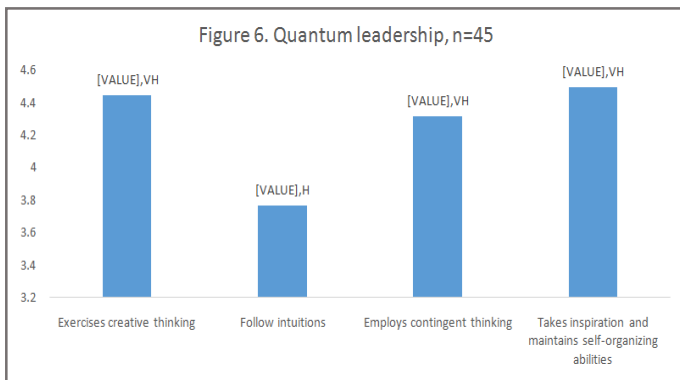


Level 5 leadership is a leadership style coined by Jim Collins(2006) to describe the unique mix of humility and the fierce resolve of leaders. He describes a Level 5 leader as “an individual who has the ability to blend extreme personal humility with intense professional will” which accordingly have the talents to convert a good company into a great firm. Strobl and colleague (2019) used the Level 5 theory to determine causal effect of humility and intense professional will of the leader as having influence on the behavior and attitude of workers of an organization. The Level 5 leadership of the MPSA scholars showed very high ascription to maintaining humility in performance of duties (4.76), developing positive habit and maintaining discipline (4.64), taking responsibility for anything that happens within the area (4.62), continuously looking for the right people (4.53), and leading with passion (4.40). The circumstance of the Level 5 leadership tended towards humility and observance of discipline to create atmosphere to form positive habit and attract the right people to the organization. The passionate leadership was also detected as a manifestation of leadership style.



Erçetin & Kamacı (2008) refers quantum leadership as interactional field of the leader and the follower. The concept is heavily borrowed from quantum physics on the particle-wave relationship, uncertainty and possibility, instability of the energy, and the application of power in limited sense. As such, quantum leadership is showing the ability to display the ability, and influence others to manifest the same, to top the infinite potential of the quantum field (Malloch, 2017), Porter-O'Grady (1999) warns that quantum leadership is necessary to ensure existence and survival of an organization. The MPSA scholars revealed very high demonstration of taking inspiration and maintaining self-organizing abilities (4.49), exercising creative thinking (4.44), employing contingent thinking (4.31) and following intuitions (3.76) in decision-making. Largely, the influence of the quantum leaders is on self-effacing ability to inspire self and others towards creative thinking and in the use of the non-linear thinking in taking contingent perspectives of the surroundings.

The average values of the leadership styles were summarized and presented in figure 8. It was noted that relatively, the MPSA scholars batch 2022-24 have very high elements for level 5 leadership, the mix bag of humility and strong professional will which according to Jim Collins, the core of transforming good institutions to great organizations. There is also the prominence of servant leadership, which is hugely leading by serving principle taking into account the Judeo-Christian principle, dedicating selflessly to improve and serve others as opposed to the Victorian principle where leaders and kings are referent powers and all the rest being expendable. Then innovative leadership accounts also a huge attribution in the manner the MPSA students manifest their influence in their own organizations. The manifestation zeroes in creating an environment of creativity to solve problems in a non-linear and non-traditional manner. VUCA is also subscribed very highly, or the proclivity of the MPSA scholars to demonstrate agility to respond to situations with speed. Relatively, though still very highly subscribed is the quantum leadership which takes stock on the infiniteness of opportunities as an attraction to influence followers and bring in them creativity and solutions in the organization.



VUCA which stands for volatility, uncertainty, complexity and ambiguity puts forth the driving mechanism of the changing environment at an accelerated pace. Pasmore (2010) points that the term VUCA was developed by the US Army War College. It is used to describe the dynamic nature of the world and for organizations and institutions to achieve success in a VUCA world is to understand the factors including sound principles, clarity and agility to respond with speed, visioning, strong network collaboration, innovation, and ethics (Sarkar, 2016; Codreanu, 2016). VUCA argues the need to develop leaders' motive to continuously shift people, processes, structures and technology in a manner that is quick and flexible (Lawrence, 2013). As presented in figure 7, VUCA leadership style of MPSA scholars include maintaining psychological and physical awareness of surroundings (4.56), balancing approach to risk and evaluating all steps in moving forward (4.47), and communicating with clear set of values, objectives and goals with built-in flexibility (4.44). All these items show very high subscription to the VUCA. Meantime, opening to experimentation in dealing with uncertainty (3.82) was found to be the least subscribed VUCA although still deemed high.

This paper proceeded with conducting data reduction technique to determine patterns and combinations of leadership style from the elements of Level 5, Servant, innovative, contextual, VUCA and quantum. This was done using the Exploratory Factor Analysis. The preliminary testing to determine sampling adequacy was initiated, and the ability of the constructs to derive the combinations of the factors was conducted. Table 4 presented the KMO or the Kaiser, Meyer, Olkin test which would lead to acceptance of the test when sample is enough to generate construct. The KMO yielded a value of 0.60 which suggest that the sample is adequate (Nkansah, 2011; Al-Khamaiseh, Halim, Afthanorhan, & Alqahtani, 2020). Test of sphericity also yielded acceptable  $\chi^2 = 1021; p - value < 0.01$ .

**Table 4. Measures of Adequacy and Sphericity**

Statistic	Value
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.60
Bartlett's Test of Sphericity	
Approx. Chi-Square	1021
df	406
p-value	<0.01

The component matrix as presented in table 5 suggested seven (7) constructs of leadership combinations. The first component accounted 39% of the variance, the strongest manifestation of the construct combination of leadership factors. The second component accounts for 9.72%, while component 3 accounted for 6.31%, the table below presented the complete picture of the rotated matrix.

**Table 5. Summary of Rotated Matrix for the Total Variance Explained**

Component	Initial Eigen values			Extraction Sums of Squared Loadings		Rotation Sums of Squared Loadings			
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	
1	11.35	39.13	39.13	11.35	39.13	39.13	5.32	18.34	
2	2.82			2.82	9.72	48.85	4.37	15.06	
3	1.83	6.31	55.17	1.83	6.31	55.17	2.84	9.81	
4	1.64	5.65	60.81	1.64	5.65	60.81	2.74	9.46	
5	1.49			1.49	5.13	65.94	2.43	8.38	
6	1.23	4.23	70.17	1.23	4.23	70.17	2.40	8.28	
7	1.21	4.17	74.34	1.21	4.17	74.34	1.45	5.01	
8	0.92	3.18	77.52						
9	0.91	3.13	80.65						
10	0.76	2.63	83.28						
11	0.68	2.34	85.61						
12	0.61	2.11	87.72						
13	0.50	1.73	89.45						
14	0.47	1.63	91.08						
15	0.42	1.43	92.51						
16	0.37	1.29	93.80						
17	0.34	1.16	94.96						
18	0.32	1.11	96.08						
19	0.25	0.86	96.94						
20	0.19	0.65	97.60						
21	0.18	0.60	98.20						
22	0.14	0.47	98.67						
23	0.12	0.42	99.09						
24	0.11	0.37	99.46						
25	0.05	0.18	99.64						
26	0.04	0.13	99.77						
27	0.03	0.11	99.88						
28	0.02	0.08	99.96						
29	0.01	0.04	100.00						

However, the factor loadings subscribed to components yielded 6 constructs. The first component shows prominence of servant, the innovative, and context (SIC) patterns of leadership. The second component is an equal blend of quantum, VUCA, contextual, innovative and level 5 (QCVIL). The third component is an equal mixture of Level 5, VUCA, Servant (LVS). The fourth component is a combination of quantum, Level 5 (QL), then followed by innovative and contextual (IC), and finally the combination of VUCA and quantum (VQ).

**Table 6. Factor Loadings Using Rotated Component Matrix**

Questions	Components						Leadership style
	1	2	3	4	5	6	
Develops positive habit and maintains discipline	0.80						Servant
Delivers effective feedback	0.78						Contextual
Maintains order and accuracy	0.75						Innovative
Leads courageously amidst uncertainties and challenges	0.70						Innovative
Listens to concerns of workers/colleagues with full ears	0.65						Servant
Cares deeply for the people and the organization	0.65						Servant
Maintains humility by not promoting self, putting people first instead	0.63						Servant
Promotes and exercises creative thinking		0.83					Quantum
Balances approach to risk and evaluates all steps in moving forward		0.75					VUCA
Facilitates problem solving		0.75					Contextual
Maintains strategic organizational perspectives (seeing the whole picture)		0.66					Innovative
Leads with passion		0.63					Level 5
Continuously looks for the right people			0.89				Level 5
Maintains psychological and physical awareness of surroundings			0.74				VUCA
Exercises full trust on workers and colleagues			0.63				Servant
Employs contingent thinking				0.73			Quantum
Takes responsibility for anything that happens within the area				0.71			Level 5 leadership
Identifies and manages risks effectively					0.80		Innovative
Initiates effective goals for the organization					0.72		Contextual
Opens to experimentation in dealing with uncertainty						0.83	VUCA
Employs intuition in decision-making						0.82	Quantum
Extraction Method:	Principal	Component			Analysis.		
Rotation Method:	Varimax with Kaiser Normalization.						
a. Rotation converged in 19 iterations.							

The leadership patterns of quantum, level 5, servant, innovative, VUCA were used as reference in approximating the manifest of behavior and tendencies of the 45 scholars of the Master of Public Safety Administration (MPSA) Batch 2022-24. By averaging, the leaders' pattern of leadership of scholars very highly subscribed to Level 5 leadership where "humility and stern professional will" are the main traits of the leader. Commonly referred to as the foundation of transforming a good organization to a great one, Level 5 leadership is a feature of organizations which experienced a statistically rare event of institutional transformation (Collins, 2006). Closely estimated with the Level 5, via averaging, is the servant leadership which is the second highest manifestation of pattern with the tendency to "serve as a reason for leading". Rightly, level 5 and servant leadership are closely related in the angle of servant hood which requires humility. Given that most of the MPSA scholars are civic servants, it may have influenced the manner by which they demonstrate their regard to the people of the organization, their clients, and their stakeholders as a whole. Arguably, the atmosphere of civic leadership leached into the manifested behavior of the scholars being characterized by service orientation, big picture paradigm, and pursuit of moral uprightness (Sendjaya, Sarros & Santora, 2008). Inductively, the moral transformation efforts in the police force via the Performance Governance System (PGS), the Meritocracy and Excellence in resource management program of the Civil Service Commission (CSC) may have made significant impact on the leadership consciousness of the MPSA scholars who are themselves leaders of their individual organizations. Innovative leadership also influenced the MPSA came out as their visioning practice in the organization, and encouraging people to convert ideas into reality. Intricately associated with the innovative leadership is the high degree of emotional intelligence owing to the need to encourage people to dedicate time and talent of transforming a concept to a real and tangible projects (Vitello-Cicciu, 2003). Perhaps, the urgency of public services with a limited resources exposed the MPSA scholars to a degree of innovative environment, bridging the vision to what the public needs which, more often than not, the mandate of the institutions to which these scholars belonged to, and gave them the opportunity to provide results amidst limitations. The VUCA and quantum leadership are also closely related which gives the opinion of the interchangeability of the behavioral demonstration of agile response with speed to problems and the sensing that a leader is a creator and also influenced by the framework of the environment, the ideas prevailing in the organization, the beliefs that are generally subscribed to by the people, and the fast-changing and dynamic world that threatens the institutions, in general, and the individual, in particular. It may seem that the VUCA paradigm was used as a platform to tap on the nurturing nature of co-influencing to establish positive atmosphere within the organization and from there, facilitate adaptability and flexibility to the ever changing environment, be it happening in the conference rooms or in the global arena, towards the achievement of the desired transformation (Papatya & Dulupçu, 2008). In pursuit of the pattern that was detected in the averaging, the data reduction technique revealed another perspective. The Exploratory Factor Analysis (EFA) produced six components out from the factor loadings. These components are composite of leadership patterns which were approximations of their styles. It was noted that the first component is a combination of servant, innovative and contextual leadership with a leaning to servant leadership, in this paper, it was referred to as the SIC (servant, innovative, contextual) leadership mix. It was also observed that the MPSA scholars manifest a composite of all leadership styles, which reveal capacities for contingencies. Contingent leadership is oriented on the situation as functions and roles of leadership depend on conditions in affirmation of the leader's ascription to goals of the organization. Also, the scholars showed pattern of multiplicity of styles. Though

manifestation of the leadership patterns is seen sparsely in the components, what is revealed is that there is prominence of the servant leadership manifestation of the MPSA scholars. The dominance leading through serving across the 45 respondents who are coming from various agencies of the government and the private sector.

## CONCLUSION

On the light of the foregoing, the study able to underscore the dominant pattern of leadership manifested by the members of the MPSA 2022-24. While averages point to the Level 5 and servant leadership accruing to two highest average values, the data reduction revealed that the scholars have a good spread of servant leadership across all other styles. Level 5 leadership, the unique composite of humility and fierce professional will, was invariably interchanged with servant leadership, or the paradigm of leading by serving, woven in the encompassing value of meekness. The MPSA scholars maintain the ability to combine leadership manifestations of VUCA, contextual, innovative, quantum, and Level 5. Therefore, the situations and environment are strong elements of their behavior and attitude as leaders towards achieving organizational success. In general, there is an evidence that the MPSA scholars manifest multiplicity of leadership pattern among the MPSA Batch 2022-24, in particular, there is prominence of servant leadership in the visible pattern of the individual scholars.

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