

# Percipience of Leadership Characteristics in Identifying Emergent Leader

Reynaldo V. Ruga

**Abstract**— The purpose of this study is to design a framework that will enhance the selection of potential leaders and help them hone their skills and attitudes to become effective leaders. A convergent parallel approach, a mixed-method research design, was used in this study. The results of the quantitative data revealed that the academic group composed of administrators and faculty members were in substantial agreement on the leadership characteristics that an emergent leader must possess. There was no significant difference between the percipience of the two groups; hence, the null hypothesis is rejected. The qualitative results revealed twelve recurring themes that were used to validate the result of the survey. The administrators and faculty described their percipience of leadership characteristics using emergent themes. From the convergence of the quantitative and by qualitative data gathered, a framework on leadership characteristics to identify emergent leaders was developed to address the issues and challenges facing the academe management and operations through leadership.

**Index Terms**— Agility, Characteristics, Emergent, Leadership, and Percipience

## INTRODUCTION

Leadership skills are the potential and expression of leaders' ability to perform their roles and responsibilities skilfully in achieving school goals. Leadership capacity is defined, according to Lambert (2019), as wide-ranging, competent participation in leadership work leads to lasting improvement for the school. Creating management ability involves having an informed model of the skills and behaviors of an organization. Workshops, seminars, and self-paced instruction are offered to workers to enhance their knowledge and expertise in the field (Duggan, 2019).

In this globalized era, school leadership is desires more focus. Globalization, which is a high-trafficking representation of individuals, ideas, and knowledge all over the world, needs leaders who can address the demands of this century. More inclusive concepts have also arisen for followers. A Leader, in principle, is all about developing a way for people to contribute to making something brilliant transpire. Effective management is the ability to create and optimize existing resources to achieve institutional goals within the internal and external settings.

A common theme within organizations also needs to increase the use of self-managed teams and flexible, less hierarchical structures of governance to accommodate the obstacles of a highly competitive market and improve performance.

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Instead of filling remarkably stable professions within a clearly defined organizational structure, furthermore, it is increasingly likely that workers will be called upon to take on informal leadership positions and do so under increased levels of ambiguity. It allows on several new perspectives for management study and practice. Through identifying the physical characteristics of the current leaders' networks, a more comprehensive image of developing, leaders will form a complex system of institutional influence and control. The societal pressures about governance achievement tend to be higher, and the level of exposure and education of teachers in this technological age has posed further challenges. Management has indeed been characterized as the process of social conditioning where one individual can enlist other people's help and support in fulfilling a critical mission. Therefore it encourages not only personalized Leadership development but also leads to protégé participation and development as a catalytic part of the learning governance process. The core of leadership is vision building and ability to connect it to the participants. On the other hand, the manager must to be accountable for the process of ensuring that vision is effectively and successfully implemented (Tools, 2019).

Romblon State University, a higher education institution, the mission is capsulized in the University's motto: "Serving with Honor and Excellence." The Institution was under such pressure and redefined in many ways; universities need to rely on multi-faceted leaders. To meet the diverse challenges of a changing sector, deliver innovative higher education and responsive to societal needs, steering globally-active and at the same time locally-engaged institutions.

This study anchored in the Henri Tajfel's Theory of Social Identity and Organization. In research (Vinney, 2019) entitled Understanding Social Identity Theory and Its Influence on Actions, as quoted in Tajfel's thesis, an essential significant achievement for confidence was the people to which they belonged.

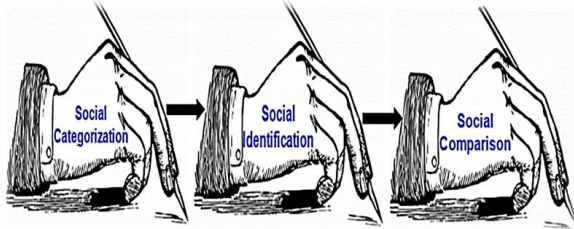


Figure 1. Social Identity Theory and Organization

The first is categorization. We identify objects that we want to identify and grasp. To understand the social world, we categorize people (including ourselves) in a very similar way. In the second phase, social identifiers follow the group identity to which we have identified ourselves as belonging. The character of your party will have contextual relevance, and your personality-esteem will be connected to group identity. A comparison with society was the final step. If we categorize ourselves as part of a group, we continue to compare the group with other groups. In addition, a group prototype developed over time as the groups evolved. Individuals emerge as group leaders when they become the group's most resembling prototype. Similar to the prototypes, it attracts the group leaders and gives them influence over the group (Knippenberg, 2017).

## Statement of the Problem

This study aimed to determine the perception of leadership characteristics in identifying emergent leaders by utilizing the concept of leadership characteristics. The participants and respondents sought to answer the following questions:

1. How do the two groups of respondents describe the role of leadership characteristics in identifying emergent leaders?
2. What is the perception of the two groups of respondents with regards to the leadership characteristics that emergent leaders must possess?
3. Is there a significant difference in the perception of the two groups of respondents with regards to the leadership characteristics that an emergent leader must possess?

## Scope and Delimitation

This study delimited to the Romblon State University System. The number of informants was two hundred seventeen (217) faculty members from the academe and fifty-four (54) from the administrator group of the nine (9) campuses. For the

interview, the study was delimited to the group of participants fourteen (14) from the school administrator group and fourteen (14) from the faculty members group.

## Significance of the Study

This study was found beneficial and of great significance in the following sectors:

**Human Resource Management.** These findings of the study will provide a concrete basis for assessing, appointing, and identifying emergent leaders. Will serve as a guide to carefully assess of employees' leadership characteristics.

**Public and Private Universities.** The proposed plan can be useful to all colleges and universities, particularly to the main campuses and branches, as this will help them in the screening of employees with potential leadership characteristics.

**School Administrators.** This study will strengthen awareness among school administrators on the attributes that will help them become emergent leaders, and serve as a benchmark for effective leadership.

**Faculty.** These findings will increase their awareness of becoming emergent leaders in the future. Serve as a guide and basis for enhancing their leadership skills and a key to leadership opportunities.

**Future Researchers.** The study results will arouse the interest of future researchers in conducting a more in-depth investigation into the leadership attributes that any potential leaders in the field of education prefer to possess.

## Methodology

This study employed a mixed method design referred to individually as the convergent parallel design by Creswell (2014), which utilized both qualitative and quantitative strands. The level of interaction between these two strands followed an independent level of communication where both strands were treated distinctly from each other. The research questions, data collection, and data analysis were all conducted separately but were implemented concurrently with equal priority given to both strands. The two strands were put together while concluding the overall interpretation at the end of the study.



**to Leadership Characteristics in  
Identifying Emergent Leaders**

**Figure 2.** Convergent Parallel Study Design

Figure 2 illustrates the design involving the two key components of the study: the qualitative and quantitative strands. The qualitative strands of the plan included an interview. It conducted to seek opinions about the percipience of respondents on the role of leadership characteristics in identifying emergent leaders.

The quantitative part constituted the distribution of a survey questionnaire covering the same concepts as those utilized in the interviews. Quantitative data collected from the survey.

Data gathered from the interviews and surveys were consolidated and analyzed separately. Results analysis was interpreted as one that served as a basis in gathering insights to identified strengths and weaknesses of the present set-up, identifying an emergent leader.

**Results and Discussion**

**Problem 1: How do the two groups of respondents describe the role of leadership characteristics in identifying emergent leaders?**

Table 1 presents the fundamental structure of the descriptions of administration-informants according to leadership characteristics in identifying leaders.

**Table 1**  
**Fundamental Structure of the Descriptions of  
Administrator-Informants According**

Extracted Themes	Emergent themes
<ul style="list-style-type: none"> <li>• Leadership entails hardships and resilience.</li> <li>• Selecting potential leaders to call for careful assessment.</li> <li>• Fairness is essential in the assessment of potential leaders.</li> <li>• A comprehensive basis for the transition process is vital.</li> <li>• Proper channeling of communication is essential in the workplace.</li> <li>• The necessity of re-evaluation for the certainty of decisions.</li> <li>• The absence of biases in the selection process is necessary.</li> <li>• The essence of transparency in the selection process.</li> <li>• The significance of a checklist of leadership characteristics in assessing potential leaders.</li> <li>• The proposed framework may pave the way to make a difference.</li> <li>• Setting desired characteristics is essential.</li> <li>• An adjustment for the proposed framework.</li> <li>• The need to enlighten the academe with the proposed framework.</li> <li>• Leaders are open to change.</li> </ul>	<ul style="list-style-type: none"> <li>&gt; <b>Hardship and Resilience in leadership.</b></li> <li>&gt; <b>Heedful selection of leaders.</b></li> <li>&gt; <b>Impartiality in leadership.</b></li> <li>&gt; <b>Value of communication</b></li> <li>&gt; <b>Absence of prejudice.</b></li> <li>&gt; <b>Sound judgment in leadership.</b></li> <li>&gt; <b>Open-mindedness towards change.</b></li> <li>&gt; <b>Fulfillment in leadership.</b></li> </ul>

Each of the emergent themes described and discussed below.

After a series of in-depth interviews with the informants, significant statements led to formulated meanings that concluded to emergent themes. These emergent themes arrive at a fundamental structure of informants descriptions according to their perception of leadership characteristics. The informants' responses arrived at eight (8) emergent themes.

#### Discussion

**Hardship and Resilience in leadership.** Most of the informants aired their sentiments on the presence of numerous challenges as administrators. However, they have developed resilience to thrive with daily struggles in paper works, managing operations, and dealing with people. Southwick, Martini, & Charney (2017) concluded that resilience is the leader's ability to restore composure following exposure to an adverse event or occurrence. Resilience is not an end-state of being, but rather an adaptation and growth process within a risky landscape. A successful organization, in a world of uncertainty but ambiguity, not just to succeed, but it also continues to thrive. A significant component of a productive team is good leadership, which encourages unified but interconnected teamwork organizations. Organizational sustainability grows as managers and staffs adhere to the organizations' mission and core values. Resilience among leaders and organizations, involving numerous domains and mediating factors, is complex and multifaceted.

#### Insight

All of the responses showed strong agreement that leaders face various challenges in their everyday lives, particularly in the workplace. With the diverse personalities of colleagues and subordinates, coupled with the tons of paper works, numerous roles, and responsibilities to assume, leaders have concluded that it is not easy to be managing an organization

#### Discussion

**Heedful Selection of Leaders.** The necessity to select potential leaders carefully emphasized the responses of the informants. The leaders chosen for certain positions will play vital roles in achieving the goals of the organization therefore; there should be no room for trial and error. The selection of leaders should be considered. Heskett (2010), emphasized the essential qualities that should look for in a leader without suggesting how people identify and select for them. Some of the more interesting are finding the person with the greatest passion inside them. Careful selection is indispensable to choosing leaders who are real and authentic in to avoid abuse of power.

#### Insight

Selecting leaders is crucial for an organization. All the responses of the informants have agreed to this point of view.

Trial and error seem to have no place in assigning in leaders for it will greatly have an impact on the success of the organization. The selection committee could not afford to commit errors in designating people to lead a team with whom they are not certain of his or her capabilities.

#### Discussion

##### **Impartiality in Leadership.**

Biases and playing favorite play are undying issues in many organizations. It has been a common argument among employees leading to disappointments and undesirable relationships in the workplace. The informants expressed their preferences for impartial leaders. They can overtly and covertly pressure the group into an agreement when influential leaders want to get their way. The definition of such pressure of the capital to power. Of course, each of us is biased. Family experiences, history, learning environments, and practice has a tremendous impact on how people you perceive and the choices we make. It is hard not to demonstrate one favoritism over another. However, the importance of impartiality is more critical when it comes to leadership. Impartiality is honesty, which shows a lack of inclination. An unbiased leader focuses on making the right decisions that benefit everyone, not just a few. Treat each person differently, depending on their needs, but always as significant, following a specified method, not the whims of a few, is self-conscious to watch for possible prejudice and dishonesty, going forward with courage without worrying about what others think (Viswanathan, 2017).

#### Insight

All of the informants shared the same point of view on the concern about impartiality in leadership. It has been a common issue among organizations that leaders play favoritism. This concern seems to be unsettled since leaders have the power and the influence which they could enjoy, leading them to pick certain people who are loyal to them and could assist them in dealing with various tasks. The informants prefer leaders who are fair in dealing with subordinates regardless of the favors that their boss can attain from his colleagues

#### Discussion

##### **Value of Communication.**

It has been a cliché when one says, for a relationship to work, there should be proper communication. However, this is indeed a need for an organization or a company to function well. Leaders should communicate their thoughts and feelings to their subordinates to maintain a harmonious relationship with one another. Leadership (2019), claimed connectivity is a central command function. Honest communication and effective management are in strong intertwining. Leaders must be competent conversationalists through an institutional level, within societies and organizations, but sometimes on a worldwide scale, throughout innumerable partnerships. A leader must make rational deci-



sions, convey a message, and exchange information with such a multitude of the general public. He requires learning how to handle both the accelerated stream thorough knowledge within the organization as well as among stakeholders, employees, and other participants and contributors.

### Insight

From the researcher's point of view, communication is indeed important for the smooth operation of an institution. This can be a bridge to eliminate misunderstandings among employees. With an open communication line, both the leaders and the subordinates could easily air their concerns to each other without any fear of discrimination or rejection. Communication can pave the way to a harmonious relationship among workers leading to a healthy working environment.

### Discussion

**Absence of Prejudice.** The informants asserted that discrimination and inequality in organizations could lead to a chaotic environment. The employees emphasized the need to be treated equally by the leaders of the organization to avoid envy and unhealthy competition. Viswanathan (2017), asserted that good leaders care about the people they lead. We still have everyone's best interests at heart. These leaders will drive their team forward faster and further with the absence of favoritism and prejudices.

### Insight

The responses of the informants strongly agree with the researcher's stand that leading people should be fair and that there are no manifestations of prejudice. Workers should be treated equally regardless of positions, social status, income, and types of personality. An organization can operate smoothly when workers feel that they are all treated with fairness and equality.

### Discussion

**Sound Judgement in Leadership.** The capacity to weigh matters carefully before making tough decisions is indispensable in leadership. The informants admire leaders who look at two sides of the coin before arriving at a certain judgment. The Myers-Briggs Company (2017), stated that an organization needs trust that the people we choose to serve us are going to make good choices across a whole spectrum of crucial decisions. Sound judgment is essential and is perhaps one of a leader's most valuable assets. It's easy to say with the benefit of hindsight that a leader did or did not show good judgment.

### Insight

Sound judgment is a crucial trait of a leader. The decisions that he makes can have an impact on the organization. A leader has to weigh things very carefully to eliminate errors

and arrive at the best solutions. Though at times, mistakes could not be avoided, a good leader could have prepared other plans when the proposed plan did not work. Sound judgment can prevent major damages that the institution may face.

### Discussion

**Open-mindedness towards Change.** In a world where things change at a fast pace, the informants prefer leaders who welcome changes towards development. Openness to any form of change both in the workplace and in operations may seem difficult. However, a good leader can easily manage changes with open-mindedness. According to Axelrod (2017), Traditional leadership views emphasize vigor, courage, and risk-taking. But as necessary as these ideas are, they can lead to organizational ruin when combined with closed-mindedness, intolerance of dissent, and group-thinking. Open-mindedness is central to both ethical decision-making and dedication across the organization. We need to do more to recognize, select, and grow openness because it is the delicate balance between robust action and openness that defines outstanding leadership.

### Insight

Once we open our minds, we are free from having to be fully in control of our feelings. We allow ourselves to explore new concepts and perspectives and you are daunting that values others have at the present. In agreeing to have an open-minded view of the world, a leader humbly admits that he doesn't know everything and that he may not have considered possibilities. It doesn't seem like making mistakes would be much of a benefit, but it really is. When a leader opens his mind and allows himself to see things from the perspectives of others, he allows himself to not only recognize potential mistakes that he has made but also make new mistakes. It doesn't sound like a lot of fun, but it's great to fall back up and get back up again.

### Discussion

**Fulfillment in Leadership.** The informants, particularly the administrators, have been consistent on their views that being a leader is filled with challenges. However, they also emphasized that there was a feeling of fulfillment when they were able to perform their jobs well. Completion can only begin to happen when the basic needs of a person are satisfied. The building blocks for our emotional and physical health are to satisfy our basic needs. The case for the majority of Millennials entering the workforce. It has fulfilled their basic survival/safety needs, loving relationships, and self-esteem/status. The production of personality starts with their essential needs provided. They develop their sense of style, who they are, and what they'll be happy. Growth and fulfillment begin to take place from within, to discover themselves and their role in life. The more leaders in their lives can create alignment between

meeting our basic needs and fulfilling our purpose, the healthier, happier, and the higher we will be (Barclay, 2020).

**Insight**

All informants agreed that the balance of individual fulfillment and group satisfaction interaction represents a critical distinction between the principles of pleasure and traditional satisfaction. These are indeed likely to have an impact that attitudes and behaviors of one another, since people have to work together in the same group situation. In others, one can also personally feel satisfied but really not satisfied As something of a consequence, one can increasing the general impression of personal fulfillment that this one experiences. Entities that encourage open communication whereby workers discuss the level of satisfaction, encourage maximum performance what progresses to enlightenment.

After a careful analysis of the transcripts from the interviews of the faculty informants done by the researcher, four (4) themes were extracted, and they revealed the faculty-respondents view on the leadership characteristics in identifying emergent leaders. It can glean from Table 2

To present comprehensive illustration themes extracted responses faculty-informants on the leadership characteristics for emergent leaders crafted.

**Table 2**  
**Fundamental Structure of the Faculty-Participants According to Leadership Characteristics in Identifying Emergent Leaders**

Extracted Themes	Emergent Themes
<ul style="list-style-type: none"> <li>● Leadership filled with challenges that a leader needs to be firm in making decisions.</li> </ul>	> <b>Steadfastness in Decision-Making.</b>
<ul style="list-style-type: none"> <li>● Sound judgment in making decisions.</li> </ul>	> <b>Significance of Agility.</b>
<ul style="list-style-type: none"> <li>● Social skills are a necessary trait for leaders.</li> </ul>	> <b>Sociability in Leadership</b>
<ul style="list-style-type: none"> <li>● Good leaders possess adaptability in different situations.</li> </ul>	> <b>Worth of Adaptability.</b>

Table 2 showed how the informants describe their perception of leadership characteristics using the four (4) emergent themes; Steadfastness in leadership, Significance of Agility, Sociability in leadership, and Worth of Adaptability.

**Discussion**

**Steadfastness in Decision-Making.** The informants had expressed their preference for leaders that are firm in making decisions. Though flexible for certain situations, the informants believe that one of the most important traits of a leader is the capability to make sound decisions. Leaders just have to be stable and not harsh. If something is hard, then nature teaches us that something like this can easily break. Firmness, however, is a quality that makes something stable. Within this sense, toughness implies the capacity to remain unyielding when pressed by opposing forces (Munyedza, 2020).

**Insight**

When we believe about what makes someone a great leader, one attribute that comes to mind is decisiveness. We can't imagine effective leaders going to stand around evidently uncertain and unpredictable. Once again we see them as people who want to make snap decisions and communicate the objectives to others.

Leaders sometimes have to make difficult decisions, such as those in which path to push their business in; whether to retain an employee, reposition them or let them go; to choose whether or not share "sad news" with stockholders, as well as many other challenges.

Good leaders comprehend when to incorporate emotion and rationality and make a decision that have a significant impact on themselves, on their employees, on their end users and associates and on their organizations. Making decent decisions in challenging situations is no small feat because such types of decisions require adjustments, uncertainty, anxiety, stress and sometimes adverse reactions from other people.

**Discussion**

**Significance of Agility.** Being responsive to the changes in the environment, particularly in the workplace, is considered a significant characteristic of a potential leader by the informants. As shown in an international study conducted by UK magazine The Economist, nine out of ten executives think institutional agility is essential to business success. This finding expressed that of a previous study conducted by (Joiner, 2013). The study also showed that in the volatile corporate environment of the 21st century, worldwide leaders believe flexibility contributes to rapid response efficiency, increased operational performance, happier clients and employees, and better margins.

**Insight**

Its resilience of the leader in an organization helps to understand and retain its full potential irrespective of changes occurring in both internal and external environments. Leadership Agility can be considered as an outcome of delivery, innovation, and leadership effectiveness. Let us examine how

the company culture can impact agility. Most of the time, established companies found it difficult to become agile. Because once they are established they become hierarchical. They will have processes in place. Everything will work in predefined workflows. Policies once defined are strict and enforces strict adherence. This makes the organization slow, rigid, bureaucratic and hard to get transformed. The culture should get changed to accommodate the agility if they want to sustain and transform. One of the ways to become agile is to create cross-functional agile teams. The transformation from a culture that does not allow agility to a more flexible one is a flight between 'powers' versus 'autonomy'. People will get obsessed with power pretty soon and they feel pride in keeping decision making authority to themselves. And this makes the organization hard to change quickly because the responsibility lies in the hand of the assumed powers rather than the actioned resources.

**Discussion**

**Sociability in leadership.** Social skills among leaders believe to be a vital trait by the informants of the study. They prefer leaders who can easily get along well with a group or team. A group leader realizes it is a dedicated team responsible for developing or executing plans concepts. To become professional leaders is much more than understanding that perhaps a team indeed remains, recognizing how and when to build relationships, kindness, and respect within the team. Such principles inside the team will also require both those people involved to exchange information as well as work collaboratively, generating a much more opaque environment where everybody has a greater commitment of guiding the organization through an ever-changing economic environment. Further essential as so far has been the development of interpersonal leadership qualities across relationship management and interpersonal connectivity and become and be just another effective leader (Nelson, 2017).

**Insight**

Individuals often just have to be paid attention to, and make it sound like being heard. That provides a meaningful and valuable setting. A collaborative leader should appreciate and understand, so that everyone can progress faster and easier through both the issue. Leaders aren't going to have to disagree among employees and they do not have almost all of the responses, but sometimes they can also respond and make suggestions.

Analyses have find the individuals think work for a decent employer is more essential than making a lot of money. Leaders who care for their workers improve the performance. There are two methods to concentrate on both the work and people while looking to learn to listen and respond empathetically, not only to become a stronger leader, but also to enhance the efficiency of the team.

**Discussion**

**Worth of Adaptability.** With the complex and competitive world nowadays, the ability to adapt to various situations and issues in the workplace is crucial for an organization to work successfully. According to Newman (2017), today's leaders in an age of chaotic and destructive reform are under enormous pressure whenever it gets down to adaptation- and flourishing. But at the root of it, today's most highly successful top leaders' leadership traits are also the same. As they have always been: adaptable to different situations, engaged towards the consumer, concentrated on continual improvement, and willing to empower the teams even in the face of increasing change.

**Insight**

From the point of view of the researcher, whether people admire a friend, a mentor, or a dictator, great leaders make endless and enduring imprints on who they aspire to be.

When people think about great leaders, they often think about qualities like honesty, trust, compassion and effective communication. Among these traits, for the corporate leaders of today, fearlessness and change management, which people believe to be underestimated, are important. The responsibility for maximizing success in a rapidly changing future is entrusted to the leaders and executives. This requires vision and an adaptability and execution capability.

**Problem 2: What is the percipience of the two groups of respondents with regards to the leadership characteristics that an emergent leader must possess?**

The personal traits and the mean results of the administrator and the faculty members' respondents reflected in table 3.

**Table 3  
Personal Traits of the Administrator and Faculty- Respondents**

Persona Traits	Administrator		Faculty Member	
	Mean	Rank	Mean	Rank
1. Self-Motivated	3.50	10	3.90	2
2. Integrity	4.00	1	3.89	5

3. Confidence	3.93	5	3.90	2
4. Optimism / Positivity	3.94	3	3.89	5
5. Accountable	3.93	5	3.89	5
6. Courage	3.89	9	3.90	2
7. Ethical	3.93	5	3.93	1
8. Loyal	3.94	3	3.89	5
9. Respectable	3.96	2	3.83	10
10. Passion	3.91	8	3.84	9
<b>Weighted Mean</b>	<b>3.893</b>	<b>Strongly Agree</b>	<b>3.887</b>	<b>Strongly Agree</b>

Table 3 presents the means and ranks of responses on the ten (10) indicators regarding the respondents' percipience about leadership characteristics in terms of personal traits.

Generally, the administrators strongly agreed that integrity and respect were the primary leadership characteristics in terms of personal traits, with an average of 3.893. While the faculty members strongly agreed that ethics and courage were the primary leadership characteristics in terms of personal traits, with an average of 3.887.

The result implies that the administrators give higher importance to the personal traits of the leaders than the faculty members. The data also shows that the percipience of the two groups was inversely proportional based on their choices, and they were only the same in terms of accountability.

There are many different kinds of leaders, according to Maxwell (2017). Therefore there are no 'fixed' attributes that must be present in all leaders. Instead, an effective leader relies on a variety of personal characteristics to help them cope with different circumstances and challenges.

Part of growing strong as a leader is by improving our personal qualities. If we are not stable in a particular condition, it is also wise to seek the contributions of others who are strong in that quality. It needs a supportive team. A well-organized person can help to balance a creative person, and a person with a sense of humor can complement a severe person.

The self-awareness and the mean results of the administrator and the faculty members' respondents reflected in table 4.

**Table 4**  
**Self-Awareness of the Administrator and Faculty-Respondents**

	Administrator		Faculty Member	
	Mean	Rank	Mean	Rank
1. Emotional Intelligence	3.98	1	4.00	1
2. Emotional Control	3.94	9	3.99	2
3. Understanding of Opportunity Cost	3.96	8	3.74	10
4. Humility	3.98	1	3.99	2
5. Discipline	3.98	1	3.96	6
6. Perspective	3.98	1	3.96	6
7. Risk Management	3.98	1	3.96	6
8. Time Management	3.98	1	3.97	5
9. Self-Assurance	3.98	1	3.98	4
10. Maturity	3.94	9	3.95	9
<b>Weighted Mean</b>	<b>3.972</b>	<b>Strongly Agree</b>	<b>3.950</b>	<b>Strongly Agree</b>

Table 4 presents the means and ranks of responses on the ten (10) indicators regarding the respondents' percipience about leadership characteristics in terms of self-awareness.

Generally, the administrators strongly agreed that emotional intelligence, humility, discipline, perspective, risk management, time management, and self-assurance were the primary leadership characteristics in terms of self-awareness with an average of 3.972. While the faculty members strongly agreed that emotional intelligence, emotional control, and humility were the primary leadership characteristics in terms of self-awareness with an average of 3.950.

The result implies that the administrators give higher importance to the self-awareness of the leaders than the faculty members. The data also shows that the percipience of the two groups was directly proportional based on their choices. The insights of the two groups were almost the same except for emotional control.

Gallo (2019), affirmed that personality-awareness is one of the key components of intelligence and social, a phrase coined by psychologist Michael Beldoch and widely. Daniel Goleman pioneered it. It is referring to the ability people to recognize and handle emotional responses and identify influence others' emotions. Occasionally, establishing personality-awareness as a leader is also the first step in creating, which has demonstrated especially valuable in leadership.

The communication and the mean results of the administrator and the faculty members' respondents reflected in table 5.

**Table 5**



**Communication of the Administrator and Faculty-Respondents**

Communication	Administrator		Faculty Member	
	Mean	Rank	Mean	Rank
1. Lead by Example	4.00	1	3.98	6
2. Relationship Building	4.00	1	3.97	9
3. Social Skills	4.00	1	3.99	1
4. Public Speaking	4.00	1	3.98	6
5. Honesty/ Transparency	4.00	1	3.99	1
6. Reasonable	4.00	1	3.98	6
7. Listening	4.00	1	3.99	1
8. Compassion	4.00	1	3.99	1
9. Empowerment	4.00	1	3.99	1
10. Ability to confront Others	4.00	1	3.95	10
<b>Weighted Mean</b>	<b>4.00</b>	<b>Strongly Agree</b>	<b>3.979</b>	<b>Strongly Agree</b>

Table 5 presents the means and ranks of responses on the ten (10) indicators regarding the respondents' perception about leadership characteristics in terms of communication.

Generally, the administrators entirely agreed that all indicators in communication leadership were the primary characteristic in terms of communication with an average of 4.00. While the faculty members strongly agreed that social skills, honesty/transparency, listening, compassion, and empowerment were the primary leadership characteristics in terms of communication with an average of 3.979.

The result implies that the administrators give higher importance to the communication of the leaders than the faculty members. The data also shows that the perception of the two groups was directly proportional based on their choices. The insights of the two groups were almost the same except on the ability to confront others and building relationships.

Nelson (2017) said that being a leader of the group recognizes furthermore that there's still a team of experts that have been responsible for creating and developing all judgments as well as thoughts. To think of it in terms of "I" as a leader has to be substituted by "We." However, being a leader of a group is much more than just recognizing a team, knowing how and when to develop in the team esteem, kindness, and respect. Such principles throughout the team should inspire both those individuals to share knowledge and work collaboratively, helping to create a much more appropriate environment where almost everyone becomes even more interested in guid-

ing the organization within an ever-changing economic global environment. It will be essential now than ever, and social management skills are learned through relationship building and community interaction and become and be an effective leader.

The delegation and the mean results of the administrator and the faculty members' respondents reflected in table 6

**Table 6**  
**Delegation of the Administrators and Faculty-Respondents**

Delegation	Administrator		Faculty Member	
	Mean	Rank	Mean	Rank
1. Clarity	3.94	6	3.93	10
2. Ability to Teach	3.96	1	3.99	2
3. Trust in your team	3.96	1	3.99	2
4. Ability to inspire	3.96	1	3.98	4
5. Sharing your vision	3.96	1	3.97	5
6. Get the best from others	3.85	9	3.96	6
7. Understand what motivate others	3.89	8	4.00	1
8. Rewarding	3.85	9	3.96	6
9. Evaluative	3.91	7	3.96	6
10. Respect for Others	3.91	5	3.90	9
<b>Weighted Mean</b>	<b>3.920</b>	<b>Strongly Agree</b>	<b>3.963</b>	<b>Strongly Agree</b>

Table 6 presents the means and ranks of responses on the ten (10) indicators regarding the respondents' perception about leadership characteristics in terms of the delegation.

Generally, the administrators strongly agreed that the ability to teach, humility, trusting the team, ability to inspire, and share the vision was the primary leadership characteristics in terms of a delegation with an average of 3.920. While the faculty members strongly agreed that understanding what motivates others was the primary leadership characteristics in terms of a delegation with an average of 3.963.

The result implies that the administrators give more secondary importance to the delegation of the leaders than the faculty members. The data also shows that the perception of the two groups was directly proportional based on their choices. The insights of the two groups were almost the same

species on the ability to teach, trusting the team, and being evaluative.

According to Wright (2019), leadership delegation not only helps achieve tasks but also empowers workers by granting them greater autonomy. Every individual can do everything at all times, and a delegation is a vital tool for improving team performance and efficiency in the organization. A study conducted by Gallup showed that firms led by leaders who were active delegates had a higher overall growth rate than firms whose leaders delegated less. Great leadership has many components, and delegation is an essential factor in optimizing the efforts of workers and increasing productivity among all team members.

The agility and adaptability and the mean results of the administrator and the faculty members' respondents reflected in table 7.

**Table 7**  
**Agility and Adaptability of the Administrator and Faculty-Respondents**

Agility and Adaptability	Administrator		Faculty Member	
	Mean	Rank	Mean	Rank
1. Urgency	3.96	1	3.89	9
2. Decisiveness	3.83	8	3.96	2
3. Commitment to Vision	3.85	6	3.98	1
4. Consistency	3.93	3	3.95	4
5. Does not fear risks/ mistakes	3.85	6	3.96	2
6. Open-Minded	3.83	8	3.94	5
7. Resourceful	3.94	2	3.93	6
8. Street Smart	3.87	4	3.93	6
9. Strategic Thinking	3.87	4	3.92	8
10. Organized	3.80	10	3.89	9
<b>Weighted Mean</b>	<b>3.874</b>	<b>Strongly Agree</b>	<b>3.933</b>	<b>Strongly Agree</b>

Table 7 presents the means and ranks of responses on the ten (10) indicators regarding the respondents' perception about leadership characteristics in terms of agility and adaptability.

Generally, the administrators strongly agreed that urgency was the primary leadership characteristics in terms of agility and adaptability, with an average of 3.874. While the faculty members strongly agreed that commitment to vision was the primary leadership characteristics in terms of agility and adaptability, with an average of 3.933.

The result implies that the administrators give minor importance to the agility and adaptability of the leaders than the faculty members. The data also shows that the perception of

the two groups was inversely proportional based on their choices. The insights of the two groups were almost the same species on consistency and organized.

Leadership is adaptive, and although in one situation, somebody may be a leader, they might not be in another (Drumheiser, 2019). An adaptive leadership forerunner who wrote Adaptive Leadership Practice: Strategies and Techniques to Transform the Organization and the World believes that leadership "influences transform that creates and encourages individuals and organizations to succeed." Leadership is not a "one size fits all" theory, and is situational what makes a good leader (Holzer, 2016). For example, if the company's goals change, good leaders within a company may not be as effective. Besides, the system that the leader currently has may not work and needs to be adapted to suit the current needs.

The cultivation of wisdom and the mean results of the administrator and the faculty members' respondents reflected in table 8.

**Table 8**  
**Cultivation of Wisdom of the Administrator and Faculty-Respondents**

Cultivation of Wisdom	Administrator		Faculty Member	
	Mean	Rank	Mean	Rank
1. Seek Out Advice	4.00	1	3.92	8
2. Pursue New Experience	3.96	2	3.96	1
3. Curiosity	3.94	4	3.95	3
4. Competence	3.89	7	3.94	4
5. Focused	3.89	7	3.91	9
6. Intentional Learner	3.93	6	3.96	1
7. Enjoy the Ride	3.96	2	3.93	6
8. Read read read	3.85	9	3.94	4
9. Improved Creativeness	3.94	4	3.93	6
10. Trust in your intuition	3.81	10	3.90	10
<b>Weighted Mean</b>	<b>3.919</b>	<b>Strongly Agree</b>	<b>3.934</b>	<b>Strongly Agree</b>

Table 8 presents the means and ranks of responses on the ten (10) indicators regarding the respondents' perception about leadership characteristics in terms of cultivation of wisdom.

Generally, the administrators strongly agreed that seeking out advice was the primary leadership characteristics in terms of the cultivation of wisdom with an average of 3.919. While the faculty members strongly agreed that pursuing the new experience and being an intentional learner was the primary leadership characteristics in terms of the cultivation of wisdom with an average of 3.934.

The result implies that the administrators give more secondary importance to the cultivation of wisdom of the leaders than the faculty members. The data also shows that the percipience of the two groups was inversely proportional based on their choices. The insights of the two groups were extremely different in terms of seeking out advice, competence, and intentional learner, enjoy the ride and read, read indicators.

Kotter (2015), believed that society needs all the relevant science resources that we have at our fingertips to address the issues of climate change, food security, health, and demilitarization that challenge us. But it needs a leader than just that. As a society, they desperately need the concept of wisdom to restore their public discourse to a place of honor. As individuals, they must carry it within them as a guiding principle of action. We need to look into it as actors in democracy and seek it from their leaders. Living by it is a particularly rich philosophy, as it turns every challenge and struggle, we encounter into a possible grist for deeper understanding and research.

The effect change and the mean results of the administrator and the faculty members' respondents reflected in table 9.

**Table 9**  
**Effect Change of the Administrator and Faculty-Respondents**

Effect Change	Administrator		Faculty Member	
	Mean	Rank	Mean	Rank
1. Improve Lives Around You	3.94	1	3.73	10
2. Help Other Succeed	3.94	1	3.86	6
3. Challenge the process	3.89	7	3.90	1
4. Direction	3.91	5	3.90	1
5. Performance Driven	3.89	7	3.84	7
6. Assertive	3.94	1	3.87	4
7. Independent	3.89	7	3.89	3
8. Patience	3.85	10	3.81	9
9. High Energy	3.91	5	3.87	4
10. Conviction	3.94	1	3.83	8
<b>Weighted Mean</b>	<b>3.911</b>	<b>Strongly Agree</b>	<b>3.851</b>	<b>Strongly Agree</b>

Table 9 presents the means and ranks of responses on the ten (10) indicators regarding the respondents' percipience about leadership's characteristics in terms of effect change.

Generally, the administrators strongly agreed that improving the lives around you, helping others to succeed, be assertive, and leader with conviction were the primary leadership characteristics in terms of effect change with an average of 3.911. While the faculty members strongly agreed that challenging the process and being a leader with direction were the primary leadership characteristics in terms of effect change with an average of 3.851.

The result implies that the administrators give higher importance on the effect change of the leaders than the faculty members. The data also shows that the percipience of the two groups was inversely proportional based on their choices. The insights of the two groups were extremely different, except for two indicators, such as performance-driven and patience.

Based on the most recent Llopis (2014), the 21st-century needs to be able to create the most of every scenario. For now, they are confident but not reluctant to upset the status quo and push the boundaries to make the situation better qualities. Others, smartest people understand individuals; we require the full capability for others. The achievement of an individual, the prism they see-through, the choices they make, and how to handle their jobs heavily influenced by the types of leaders from which they can watch and learn.

**Problem 3: Is there a significant difference in the percipience of the two groups of respondents with regards to the leadership characteristics that an emergent leader must possess?**

**Table 10**  
**T-test analysis of the Percipience of the Two Groups of Respondents with Regards to the Leadership Characteristics that an Emergent Leader Must Possess**

Leadership Characteristics	Mean Difference	t-value	p-value p=0.05	Remarks
Personal Traits	0.0059	0.220	0.826	Not Significant
Self-Awareness	0.0226	1.642	0.102	Not Significant
Communication	0.0215	1.538	0.126	Not Significant
Delegation	-0.0426	-2.296	0.023	Significant
Agility and Adaptability	-0.0585	-2.479	0.040	Significant
Cultivation of Wisdom	-0.0156	-0.676	0.500	Not Significant
Effect Change	0.0600	2.206	0.030	Significant

The results of the independent t-test between the perception of the two groups of respondents regarding the leadership feature an emergent leader have to possess presented in Table 10.

As revealed, there have been no fundamental differences in terms of personal traits, self-awareness, communication, and cultivation of wisdom. The computed t-values are 0.220, 1.642, 1.538 and -0.676 with p-values of 0.826, 0.102, 0.123 and 0.500, respectively using two-tailed test at 0.05 level of significance of ( $\alpha = 0.05$ ). Besides, the computed p-values indicate that though the respondents have different insights on leadership characteristics, their level of perception is the same in terms of personal traits, self-awareness, communication, and cultivation of wisdom. Hence, the null hypothesis that there is no significant difference in the perception of the two groups of respondents with regards to the leadership characteristics that an emergent leader must possess in terms of personal traits, self-awareness, communication, and cultivation of wisdom is accepted.

Likewise, significant differences observed in the perception of the two groups of respondents with regards to the leadership characteristics in terms of delegation, agility, and adaptability and effect change. The computed t-values are -0.296, -2.479 and 2.206 with p-values of 0.023, 0.040 and 0.030, respectively, using the two-tailed test at 0.05 level of significance of ( $\alpha = 0.05$ ). Thus, a null presumption that there's no marked difference in the perception of the two groups of respondents with regards to the leadership characteristics that an emergent leader must possess in terms of delegation, agility, and adaptability and effect change rejected.

The idea of agility had extended to mean an ability to "anticipate and respond to rapidly changing conditions" and to "successfully manage complex interconnected relationships." Due to excessive increasing complexity and a constant, increasing rate of change in the global economy, it had become apparent. That all organizations, such as services companies, government agencies, and non-profits, as well as their teams, needed to establish higher agility rates. Over the last decade, the agile software development movement has gained enormous momentum. It is reasonable that flexible team members and organizations need agile leadership. And until recently, little can be known as to what agile leadership looks like in reality, and also the fundamental mental and emotional qualities it requires (Will, 2016).

## Summary, Conclusions and Recommendations

### Summary of Findings

#### 1. Description of the role of leadership characteristics in identifying emergent leaders.

After a series of in-depth interviews with the informants, particularly among the administrators, significant statements led to formulated meanings that concluded to emergent themes. These emergent themes arrive at a fundamental structure of descriptions of the informants according to their perception of leadership characteristics. The informants' responses arrive at eight (8) emergent themes.

Among the emergent themes were; Hardship and Resilience in leadership, Heedful selection of leaders, Impartiality in leadership, Value of communication, Absence of prejudice, Sound judgement in leadership, Open-mindedness towards change, and Fulfillment in leadership.

Among the faculty members interviewed, the results showed how the informants describe their perception of leadership characteristics using the four (4) emergent themes; Steadfastness in leadership, Significance of Agility, Sociability in leadership, and Worth of Adaptability.

#### 2. Perception of the two groups of respondents with regards to the leadership characteristics that an emergent leader must possess.

The two groups comprised of the administrators and faculty members both agreed that the seven (7) domains are very important for an emergent leader to possess. The result of the administrative group shows that domain Communication, Self-Awareness, Agility, and Adaptability were the three most important leadership characteristics. The result of the faculty members group shows that Communication, Delegation, and



Effect Change were the most vital leadership characteristics. The data also indicates that the perception of the two groups was positively correlated based on their choices, specifically in terms of communication, cultivation of wisdom, and personal traits. Still, their insights were inversely different between self-awareness and delegation, similarly between agility, and adaptability, and effect change.

### **3. The difference in the perception of the two groups of respondents with regards to the leadership characteristics that an emergent leader must possess.**

There are no significant differences in terms of personal traits, self-awareness, communication, and cultivation of wisdom. Hence, the null hypothesis that there is no significant difference in the perception of the two groups of respondents with regards to the leadership characteristics that an emergent leader must possess in terms of personal traits, self-awareness, communication, and cultivation of wisdom is accepted.

Likewise, significant differences observed in the perception of the two groups of respondents with regards to the leadership characteristics in terms of delegation, agility, and adaptability and effect change. Thus, the null hypothesis that there is no significant difference in the perception of the two groups of respondents with regards to the leadership characteristics that an emergent leader must possess in terms of delegation, agility, and adaptability and effect change is rejected.

## **Conclusions**

Based on the findings of the study, the following conclusions made: the administrators and the faculty have shared the same points of view on the significant roles of impartiality, sound judgment, communication, and agility in leadership; the academic administrators and the faculty members have both agreed on the same perception on the leadership characteristics that an emergent leader should possess, and these are communication, self-awareness, agility, and adaptability; the academic administrators and the faculty members shared the same belief that personal traits, self-awareness, communication, and cultivation of wisdom are the leadership characteristics that an emergent leader must possess; and an enhanced framework can be advantageous to identify emergent leaders and hone their potentials in managing an organization.

## **Recommendations**

The following are the recommendations made based on the findings and conclusion of the study:

1. A framework on the perception of the leadership characteristics for emergent leaders should be adapted by the university where the researcher currently works. It will be of great help for screening the potential leaders armed with the necessary characteristics for successful leadership.
2. The profile data included as an integral part of the selection criteria for extracting the perception of leadership characteristics for emergent leaders both among administrators and faculty members.
3. The proposed framework utilized the proposed instrument for emergent leaders should be a part of orientations in colleges for possible employment in the future.
4. Baseline data on profile both the administrators and faculty members should consider in weighing the perception of leadership characteristics.
5. Finally, it recommends that future researchers should conduct a more in-depth study of the perception on leadership characteristics to further assist the educational institutions in producing emergent leaders.

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