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Leadership Communication Styles and Supply Chain Performance Among Selected Managers of Aviation Manufacturing Company: Basis for Action Plan

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Abstract—This study examined the relationship between leadership communication styles and supply chain performance among selected managers in an aviation manufacturing company located in Tanauan City, Batangas. Grounded in Transformational Leadership Theory, Leader-Member Exchange (LMX) Theory, and the SCOR Model Framework, the study aimed to assess the influence of directive, participative, transformational, and laissez-faire communication on efficiency, on-time delivery, and inventory management. A descriptive-correlational design was employed using a structured questionnaire distributed to 63 randomly selected managers from planning, procurement, logistics, and inventory departments. Findings revealed that participative, directive, and transformational communication styles were predominantly used, all rated "Very High," while laissez-faire communication was least used though still rated at a high level. Managers demonstrated excellent supply chain performance across all indicators, with mean scores suggesting they consistently exceeded expectations in efficiency (M=3.43), on-time delivery (M=3.42), and inventory management (M=3.28). Spearman Rho and Kendall's Tau-B tests revealed moderate, statistically significant relationships between leadership communication styles and supply chain performance (p=0.001). However, the Kruskal-Wallis H test indicated no significant difference in performance across communication styles (p=0.189), suggesting that contextual application of styles may be more critical than style alone. An action plan was proposed to enhance leadership communication through training, technological tools, and cross-functional alignment. The findings highlight the strategic value of adaptive communication styles in strengthening supply chain effectiveness in aviation manufacturing.

***Index Terms*—Leadership communication styles, supply chain performance, aviation manufacturing.**

1. Introduction

The aviation industry has long served as a global economic pillar, grounded in principles of safety, operational efficiency, sustainability, and technological advancement. Aviation manufacturing companies, particularly those producing commercial and defense aircraft and related components, operate in an environment marked by high standards and stringent regulations. Key industry players, such as Boeing in the United States and Airbus in Europe, set benchmarks for operational practices and technological innovation, driving improvements in safety, quality, and sustainability. These principles ensure that aviation companies across the globe, including those in the Philippines, remain committed to high-performance standards that meet the expectations of an increasingly interconnected market. As demand for air travel continues to rise, companies must remain agile and adaptive, managing global supply chains and responding effectively to evolving market demands through efficient communication and supply chain strategies.

Globally, effective leadership communication has been vital for aligning diverse teams and ensuring that organizational objectives are met. In the United States and Germany, leaders tend to adopt direct and transparent communication styles, fostering openness and efficiency in organizational practices. In Asia, a blend of hierarchical and collaborative communication styles is more common, with companies in Japan and South Korea emphasizing structured communication that respects hierarchy while promoting team cohesion. In the Philippines, leadership communication combines global and regional influences, emphasizing respect and harmony while increasingly adapting to modern business practices. This blend reflects the complex communication needs of the aviation industry, where effective leadership communication is critical to managing cross-functional teams and global supply chains.

Supply chain performance serves as a cornerstone of the aviation industry, with efficient practices directly impacting production timelines, costs, and quality. Countries such as the United States and Germany lead in adopting resilient supply chain practices, investing heavily in digitalization and diversification to mitigate disruptions. In Asia, countries such as Singapore and China have advanced supply chain systems emphasizing speed and adaptability to address regional demand. In the Philippines, aviation manufacturing companies face unique challenges, including delays in raw material imports and limited local supplier networks, which affect production schedules and cost efficiency. To remain

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competitive, local companies are exploring strategies to enhance supply chain resilience and align with global standards.

The intersection of leadership communication and supply chain performance is increasingly recognized as critical, with leaders responsible for coordinating complex processes across geographies. In aviation, even minor miscommunications can lead to production delays or quality issues. While many global companies have adopted collaborative communication strategies and advanced protocols, Philippine aviation manufacturing managers must balance global practices with local cultural expectations—requiring adaptive communication styles and streamlined workflows to ensure alignment across all production levels.

Despite the industry's focus on communication and efficiency, persistent challenges remain. Globally, aviation manufacturers contend with fluctuating demand, regulatory requirements, and operational disruptions requiring adaptability and clear communication. In Asia and the Philippines, companies additionally face communication barriers within hierarchical structures, leading to information silos and misalignment. Addressing these issues is essential for maintaining supply chain efficiency and competitiveness.

Thus, this study aimed to determine the impact of leadership communication styles on supply chain performance within the aviation manufacturing sector in the Philippines. Drawing on the researcher's eight years of supply chain experience and recent role in material management, the study was inspired by observed variations in performance metrics across business units. By analyzing how communication styles influence efficiency, on-time delivery, and inventory management, the research seeks to provide actionable insights that can guide leadership development and improve operational effectiveness.

2. Literature Review

A. Leadership Communication Styles and Supply Chain Performance

Leadership communication plays a vital role in influencing operational outcomes across the supply chain. Scholars have emphasized that different communication styles—directive, participative, transformational, and laissez-faire—carry varying implications for efficiency, on-time delivery, and inventory management. These styles, when applied appropriately, shape team behavior, affect responsiveness, and influence performance in high-stakes environments such as aviation manufacturing.

B. Transformational Communication and Supply Chain Performance

Transformational communication is characterized by inspirational and visionary leadership. Bass and Riggio (2020) asserted that transformational leaders motivate teams to exceed performance expectations, thereby improving operational efficiency. Lopez and Griffin (2023) highlighted that transformational leaders encourage innovation, helping teams resolve bottlenecks swiftly. Nguyen and Marshall (2021) confirmed that such communication promotes proactive behavior, enhancing workflow coordination.

When it comes to on-time delivery, Park and Kim (2021) observed that transformational communicators foster schedule adherence and accountability. Similarly, Carter and Rao (2022) and Harris and Kacmar (2022) emphasized that teams led by transformational leaders are more committed to meeting deadlines due to increased morale and motivation. In inventory management, Santos and Baker (2021) and Thomas and Miller (2022) reported improved accuracy and accountability due to the proactive communication style associated with transformational leadership.

C. Directive Communication and Supply Chain Performance

Directive communication is suited for regulated and process-driven environments like aviation. Johnson and Davis (2022) found that directive leaders ensure structured task execution and reduce ambiguity, thereby minimizing errors. Robinson and Hart (2021) and Mehta and Maheshwari (2021) emphasized that directive communication maintains procedural compliance and resource optimization.

In terms of timely delivery, Mehta and Maheshwari (2021) and Kumar and He (2022) concluded that directive communication promotes strict deadline adherence. Alvarez and Schweitzer (2020) emphasized the benefits of directive leadership in aligning schedules across supply chain functions. Regarding inventory, Thomas and Miller (2022) noted improved compliance with inventory protocols, while Alvarez and Schweitzer (2020) and Robinson and Hart (2021) emphasized enhanced inventory accuracy due to strong oversight.

D. Participative Communication and Supply Chain Performance

Participative communication emphasizes collaboration, shared decision-making, and mutual respect. Smith et al. (2022) and Davis et al. (2021) observed that involving teams in planning and problem-solving improves agility and efficiency. Yang (2023) stated that participative communication empowers employees, accelerating task completion and responsiveness.

Garcia and Thompson (2023) and Taylor and Reed (2021) concluded that team involvement under participative leadership improves delivery performance due to enhanced coordination and shared accountability. In inventory management, Lee and Scott (2021) and Taylor and Reed (2021) found that participative environments foster better forecasting and reduce stock discrepancies. Davis et al. (2021) also noted stronger adherence to protocols due to team ownership.

E. Laissez-Faire Communication and Supply Chain Performance

Laissez-faire communication is defined by minimal intervention and maximum autonomy. While this approach can yield positive results in mature teams, it also carries risks. Yang (2023) and Lee and Johnson (2022) suggested that laissez-faire communication fosters innovation and rapid decision-making when teams are competent. However, Brown and Lewis (2023) and Walker et al. (2023) warned that without oversight, this style may lead to misalignment and delays.

For on-time delivery, Simmons and Delgado (2022) and

Ortega and Lin (2023) found that self-directed teams can perform well, but only when clear expectations are set. In contrast, Wells and Chu (2021) and Ayala and Brooks (2022) observed that laissez-faire communication often leads to poor schedule adherence. Regarding inventory management, Rivera and Santos (2023) noted localized innovations, but Choi and Villanueva (2023) and Farah and Patel (2022) highlighted stock inconsistencies due to lack of supervision.

F. Synthesis of Literature

The literature consistently indicated that leadership communication styles significantly affect supply chain performance. Transformational, directive, and participative communication styles are generally linked with improvements in efficiency, on-time delivery, and inventory accuracy. However, the effectiveness of each style varies depending on context. Laissez-faire communication can foster innovation in autonomous teams but requires oversight to avoid performance lapses. These findings suggest that adaptive communication, aligned with team capabilities and operational demands, is essential for optimizing performance in aviation manufacturing.

G. Research Gap

While leadership communication has been widely studied, few investigations have focused on its specific impact on supply chain performance metrics within the Philippine aviation manufacturing sector. Previous research often addressed general organizational outcomes or isolated communication styles. This study addresses that gap by examining the relationship between directive, participative, transformational, and laissez-faire communication styles and supply chain performance, particularly in the areas of efficiency, on-time delivery, and inventory management among managers in a Philippine aviation company.

3. Methodology

A. Research Design

This study employed a descriptive-correlational research design to determine the relationship between leadership communication styles and supply chain performance among selected managers in an aviation manufacturing company. The descriptive aspect of the design was used to assess the extent to which managers practiced directive, participative, transformational, and laissez-faire communication styles. Additionally, it evaluated the managers' performance in terms of efficiency, on-time delivery, and inventory management.

The correlational aspect was used to determine whether a significant relationship existed between leadership communication styles and supply chain performance. This design was appropriate because it allowed the researcher to observe naturally occurring variables without manipulation and to analyze their associations based on real-world data. As supported by Bhandari (2021), the descriptive-correlational method is suitable for studies aiming to examine real-life relationships between two or more variables.

B. Research Locale

The study was conducted in an aviation manufacturing company located in Tanauan City, Batangas, Philippines. The location was selected due to the presence of a diverse group of supply chain managers involved in planning, procurement, logistics, and inventory control, making it an appropriate setting for evaluating communication practices and performance outcomes.

C. Respondents of the Study

The respondents consisted of 63 managers selected from various departments related to supply chain operations. The total population consisted of 76 eligible managers, and the sample size was determined using the Raosoft sample size calculator with a 95% confidence level and a 5% margin of error. Simple random sampling was applied to ensure equal representation and reduce bias in respondent selection. Departments included planning, procurement, logistics, and inventory management to ensure comprehensive coverage of the supply chain functions.

D. Instrumentation

The main instrument for data collection was a researcher-developed structured questionnaire composed of two parts. The first part measured the respondents' leadership communication styles using four subscales: directive, participative, transformational, and laissez-faire. The second part measured their level of supply chain performance based on the dimensions of efficiency, on-time delivery, and inventory management.

To validate content accuracy, the questionnaire was reviewed by three experts in supply chain management, leadership development, and research methodology. A pilot test was conducted with 15 managers who were not included in the main sample. Reliability testing using Cronbach's Alpha confirmed internal consistency for all parts of the instrument, with coefficients exceeding 0.70.

E. Evaluation and Scoring

Responses were measured using a four-point Likert scale for both leadership communication styles and supply chain performance. The scales were interpreted as follows:

1) Leadership Communication Styles Rating Scale

4 – Always (Very High)
3 – Often (High)
2 – Rarely (Low)
1 – Never (Very Low)

2) Supply Chain Performance Rating Scale

4 – Highly Efficient (Exceeds Expectations)
3 – Efficient (Meets Expectations)
2 – Less Efficient (Needs Improvement)
1 – Poor (Fails to Meet Expectations)

F. Data Gathering Procedures

Formal approval for the study was secured from the Dean of the Graduate School and the Human Resources Department of the selected company. Informed consent forms were distributed to all respondents, outlining the academic nature of the

research, the confidentiality of responses, and their right to withdraw from the study at any time without consequence.

The questionnaire was administered online using Google Forms for convenience and accessibility. Data were collected over a one-week period and exported to Microsoft Excel for initial sorting and review. The dataset was then forwarded to a statistician for further analysis using SPSS software.

G. Statistical Treatment

The following statistical tools were used in the study:

Weighted Mean – to describe the levels of leadership communication styles and supply chain performance across respondents.

Spearman Rho Correlation – to determine the significance and strength of the relationship between leadership communication styles and supply chain performance.

Kendall's Tau-B – to assess the influence of leadership communication on performance metrics and the degree of correlation between variables.

Kruskal-Wallis H Test – to determine whether significant differences existed in supply chain performance across the four different leadership communication styles.

H. Ethical Considerations

The study followed the ethical guidelines set by the Data Privacy Act of 2012 (Republic Act No. 10173). All personal information collected was anonymized and treated with strict confidentiality. Participation was voluntary, and all respondents were informed of their rights prior to completing the questionnaire.

The study was conducted with transparency and integrity, with the researcher ensuring that no conflict of interest affected the findings. Data were collected solely for academic purposes, and all stakeholders were treated with respect and fairness throughout the research process.

4. Results

A. Predominant Leadership Communication Styles Used by Managers

The study aimed to determine the leadership communication styles most commonly used by supply chain managers. The results revealed that participative, directive, and transformational styles were predominantly practiced.

These results indicated that managers frequently used participative, directive, and transformational communication styles, while laissez-faire was used to a lesser extent.

B. Level of Supply Chain Performance of Managers

The study assessed managers' performance across three metrics: efficiency, on-time delivery, and inventory management.

Table 1
Frequency and percentage distribution of leadership communication styles

Leadership Communication Style	Always (%)	Often (%)	Rarely (%)	Never (%)
Directive Communication	85.7	14.3	0.0	0.0
Participative Communication	85.7	12.7	1.6	0.0
Transformational Communication	84.1	14.3	1.6	0.0
Laissez-Faire Communication	60.3	38.1	1.6	0.0

Table 2
Predominant leadership communication styles used by managers

Leadership Communication Style	Mean	Std. Deviation	Verbal Interpretation
Directive Communication	3.76	0.27	Very High
Participative Communication	3.77	0.33	Very High
Transformational Communication	3.76	0.35	Very High
Laissez-Faire Communication	3.58	0.39	Very High
Overall Weighted Mean	**3.72**	**0.34**	**Very High**

Table 3
Manager's level of performance in terms of efficiency

Statements	Mean	Std. Deviation	Verbal Interpretation
Completes tasks using minimal resources	3.32	0.563	Exceeds Expectations
Minimizes waste	3.43	0.560	Exceeds Expectations
Uses resources optimally	3.49	0.535	Exceeds Expectations
Quickly adapts to changes	3.48	0.564	Exceeds Expectations
Reviews processes regularly	3.40	0.610	Exceeds Expectations
Uses KPIs to improve	3.49	0.644	Exceeds Expectations
Eliminates bottlenecks	3.43	0.588	Exceeds Expectations
Overall Efficiency	**3.43**	**0.449**	**Exceeds Expectations**

Table 4
Manager's level of performance in terms of on-time delivery

Statements	Mean	Std. Deviation	Verbal Interpretation
Meets/exceeds delivery timelines	3.33	0.622	Exceeds Expectations
Coordinates with departments	3.59	0.557	Exceeds Expectations
Monitors schedules	3.48	0.644	Exceeds Expectations
Addresses delays proactively	3.43	0.588	Exceeds Expectations
Meets customer expectations	3.30	0.710	Exceeds Expectations
Communicate with logistics partners	3.49	0.619	Exceeds Expectations
Uses predictive tools	3.30	0.613	Exceeds Expectations
Overall On-Time Delivery	**3.42**	**0.484**	**Exceeds Expectations**

Table 5
Manager's level of performance in terms of inventory management

Statements	Mean	Std. Deviation	Verbal Interpretation
Avoids stockouts/overstock	3.32	0.643	Exceeds Expectations
Uses accurate forecasting	3.14	0.859	Meets Expectations
Reviews and adjusts stock levels	3.30	0.663	Exceeds Expectations
Minimizes holding costs	3.29	0.705	Exceeds Expectations
Coordinates with suppliers	3.35	0.699	Exceeds Expectations
Uses inventory software	3.30	0.687	Exceeds Expectations
Balances safety stock/JIT	3.25	0.782	Exceeds Expectations
Overall Inventory Management	**3.28**	**0.596**	**Exceeds Expectations**

Table 6
Test of relationship between leadership communication style and supply chain performance (Spearman rho)

Variable	Spearman rho	Degree of Correlation	P-Value	Decision	Conclusion
Leadership Communication Style and Supply Chain Performance	0.428	Moderate Correlation	0.001	Reject Ho	Significant

Table 7
Correlation between leadership communication style and supply chain performance (Kendall's Tau-B)

Variable	Kendall's Tau-B	Degree of Correlation	P-Value	Decision	Conclusion
Leadership Communication Style and Supply Chain Performance	0.318	Moderate Correlation	0.001	Reject Ho	Significant

Table 8
Kruskal-Wallis H Test for supply chain performance

Variable	H	df	P-Value	Decision	Conclusion
Supply Chain Performance	0.477	3	0.189	Fail to Reject Ho	Not Significant

C. Relationship Between Leadership Communication Styles and Supply Chain Performance

The results showed a moderate positive correlation between leadership communication styles and supply chain performance, indicating that effective communication practices contribute to improved operational outcomes.

D. Influence of Communication Styles on Performance Metrics

The Kendall's Tau-B test confirmed a significant influence of communication styles on performance. However, the Kruskal-Wallis test revealed no significant difference among the four communication styles when compared as independent groups.

5. Discussion

A. Leadership Communication Styles Practiced by Managers

The results of the study indicated that the managers predominantly utilized participative, directive, and transformational communication styles, each receiving "Very High" ratings. This reflects a balanced leadership approach wherein managers prioritize collaboration, clarity, and motivation in leading their teams. Participative communication emerged as the most frequently applied, suggesting a growing emphasis on shared decision-making and team engagement in aviation manufacturing. This finding aligned with Smith et al. (2022) and Yang (2023), who emphasized that participative communication improves team responsiveness and promotes inclusive planning.

Directive communication equally rated "Very High," highlights the necessity for structure and clear instructions in regulated environments such as aviation. Johnson and Davis (2022) supported this, stating that directive leadership enhances compliance and operational discipline. The high use of transformational communication also aligns with Bass and Riggio's (2020) assertion that inspirational leadership fosters innovation, trust, and goal alignment.

Laissez-faire communication, while least applied, still received a "Very High" interpretation. This suggests that managers selectively apply autonomy-based leadership in contexts where experienced teams operate independently. However, as cautioned by Brown and Lewis (2023), this style requires careful oversight to avoid miscommunication and task misalignment.

B. Supply Chain Performance of Managers

Across all metrics—efficiency, on-time delivery, and inventory management—the managers were rated as "Exceeds Expectations." These results indicate that the selected managers maintained strong operational capabilities and successfully upheld performance standards despite the complex demands of the aviation supply chain.

Efficiency received the highest overall mean (3.43), highlighting the managers' ability to optimize resources and minimize waste. This aligns with the findings of Tan and Forbes (2022), who emphasized that transformational leadership supports proactive process coordination. Managers' ability to quickly adapt to changes, utilize KPIs, and eliminate bottlenecks further underscores their operational agility.

In terms of on-time delivery, the mean rating of 3.42 confirmed consistent adherence to delivery schedules. Emphasis on cross-functional coordination and communication with logistics partners played a critical role. Johnson and Perez (2022) and Garcia and Lim (2023) similarly noted that effective communication between departments enhances delivery reliability and responsiveness.

Inventory management, although slightly lower in average ($M = 3.28$), still indicated strong performance. The use of demand forecasting, inventory systems, and coordination with suppliers contributed to minimizing stockouts and overstock. This supports the findings of Reyes and Simmons (2022) and

Lee and Scott (2021), who emphasized the role of collaborative and transformational leadership in accurate inventory control.

C. Relationship Between Communication Styles and Performance

Both Spearman rho and Kendall's Tau-B tests revealed a moderate, statistically significant relationship between leadership communication styles and supply chain performance. This confirmed that leadership communication plays a key role in influencing operational effectiveness. As supported by Davis et al. (2021), effective communication fosters accountability, adaptability, and task alignment—key contributors to performance excellence.

The results demonstrated that communication is not merely an interpersonal skill but a strategic factor that supports supply chain agility, efficiency, and coordination. The alignment of these findings with Northouse (2021) and Singh and Kumar (2022) further validated the theoretical basis of the study.

D. No Significant Difference Among Leadership Styles

The Kruskal-Wallis H Test found no statistically significant difference in supply chain performance across the four leadership communication styles. This suggests that while communication style is influential, no single style guarantees superior performance. Instead, the effectiveness of a style likely depends on situational variables such as team maturity, task complexity, and organizational culture.

This insight supports Northouse's (2021) perspective that effective leadership is context specific. It also highlights the importance of adaptability—leaders must be able to shift styles based on operational needs. As such, the findings reinforce the value of using a blended leadership approach to address the diverse demands of aviation manufacturing operations.

6. Conclusions

A. Leadership Communication Styles Utilized by Managers

The study concluded that the managers in the selected aviation manufacturing company predominantly utilized participative, directive, and transformational communication styles. Each of these styles was rated "Very High," indicating that managers consistently employed a flexible communication approach tailored to operational needs. The use of participative communication emphasized team involvement and shared responsibility, while directive communication ensured procedural clarity and compliance. Transformational communication inspired alignment, innovation, and motivation. Laissez-faire communication, though least used, was still applied at a significant level, suggesting its selective use in appropriate contexts.

B. Supply Chain Performance of Managers

Managers demonstrated commendable performance across the three measured supply chain indicators: efficiency, on-time delivery, and inventory management. All areas were rated as "Exceeds Expectations," reflecting strong managerial practices and effective supply chain leadership. These findings indicated that managers were capable of optimizing resources, adhering to delivery timelines, and maintaining accurate and responsive inventory control—key performance drivers in aviation manufacturing environments.

C. Relationship Between Communication Styles and Performance

The study established a moderate but statistically significant relationship between leadership communication styles and supply chain performance. This finding confirmed that the way managers communicate directly influences their ability to achieve supply chain goals. Effective communication contributes to team engagement, process coordination, timely outputs, and improved inventory accuracy.

D. Impact of Leadership Style Variation on Performance

Despite the significant relationship between communication styles and performance, the study found no statistically significant differences in supply chain performance across the four specific leadership communication styles. This suggested that while communication is critical, no single style universally leads to higher performance. Instead, contextual factors such as task complexity, team dynamics, and organizational culture may determine which style is most effective in a given situation.

E. Overall Conclusion

In conclusion, leadership communication styles play a pivotal role in shaping supply chain performance in aviation manufacturing. The adaptability and strategic application of communication, whether participative, directive, transformational, or laissez-faire—are essential to achieving operational success. These findings underscore the importance of developing communication competencies among supply chain managers to sustain high performance in complex and fast-paced industrial environments.

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