🔓 **Research Article**

MANAGEMENT LEADERSHIP STYLE: A CATALYST TO ORGANIZATIONAL STRENGTH

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ABSTRACT

The study explores the management leadership stylers as a catalyst to organizational strength and perspectives among private and public Higher Education Institutions (HEI).

Mixed method is utilized in the study which focuses on quantitative measures to measure the extent of management leadership style as a catalyst to organizational strength and perspectives among the respondents while qualitative is used to evaluate how the management leadership style serves as a catalyst to organizational strength and perspectives among the respondents. Likewise, convenience sampling is utilized in the selection of the sample size. The study comprised One Hundred Twenty Five (125) respondents only.

Results show that leadership is concerned on the well-being of the members of team in the organization, consider as high standard and expect members of the team to do the same, show that everyone believes they can work for the best in the team and involves in the decision making, show that leader is best in bringing people, and show that leaders have the capacity to take responsibility and a role leaders when needed that can be counted to adopt to new environment and flexibility.

KEYWORDS

Management leadership style, organizational strength and perspectives, leadership catalyst, authoritative leadership style, democratic leadership style, facilitative leadership style, and situational leadership style.

INTRODUCTION

Management leadership style refers to behaviors, methods, characteristics in motivating, directing, and managing the team. It is being shaped and molded with various leadership styles such as a variety of factors, personalities, experiences, and value skills. It has a significant impact on the effectiveness and efficiency of leadership. On the other hand, management style is the manner where the leaders fulfill the goals through work in the organization. It includes styles to plan, organize, control, lead, decision-making, delegation, and manage the staff. It refers to the method of leadership characteristics in directing, motivating behaviors, and managing the team (Mallillin, 2022). A leader also is being shaped with experiences and skills in the organization. It determines how the development of a leader implements and strategizes the plan to respond to the change and expectation of the well-being of the team in the organization. It is a tremendous leadership management paradox for complex catalyst journeys in the organization which cannot be captured comprehensively (Caday et al. 2023). It provides attention in the field of management practitioners and services processes. It provides a perspective aspect key on leadership management style system (Luedi, 2022, pp. 229-235). In addition, management leadership style influences the traits of individual leaders. Personality traits are the most dominant management style as to various leadership such as laissez-faire, transactional, and transformational. It deals with the process of certain interaction within the organization to create the order of greater condition and productivity. Management leadership style is necessary as a catalyst in the strength and perspective of the organization. This includes the leadership abilities of a leader. It involves adjustment of the organization crates and constantly changing circumstances. Management leadership style is being defined on the needs of the organization

towards its core values, mission, and vision (Simic, et al. 2022, pp. 87-95).

On the other hand, effective management leadership style requires skills and development beyond specific set requirements in the organization as the process for the management system. It contributes to the development and leadership style in the organization (Mallillin, & Mallillin, 2019). It evaluates employees performance and meeting the deadline of the tasks. It is also his responsibility to motivate and inspire employees so that work output can be accomplished to the fullest. This can help to get sympathy from employees for the success of the company. Adapting and understanding the style of management is the key to efficient and effective leadership competency. It analyzes and determines leadership style and effective management motivation and work among employees (Arifuddin, et al. 2023, pp. 206-215). It is the management of leadership style which is often negotiated on the performance of the organization associated with management control, increased power, and work climate Mallillin, & Laurel, (2022) that emerges in the process. It provides a systematic management leadership style in understanding the effect and performance in the organization. It encourages leaders to decrease or increase leadership depending on the style and management process in the organization. It involves proper management style control and authority to preserve the prospective strength of the organization. Effective management leadership style is often providing dynamic condition tie effect of positive workgroup performance (Pizzolitto, Verna, & Venditti, 2023, pp. 841-871).

Furthermore, the importance of management leadership style as a catalyst to management strength and perspective. It provides necessary understanding

to leadership style. It determines directly the effect and influences of leadership style. It is to strengthen leadership skills and development. Leadership style categorizes effectiveness and competency when the output of his leadership succeeds in the organization (Mallillin, 2021, pp. 17-28). A leader can give feedback for proper improvement to the members of the team. He is not selfish enough to share better insights in the organization. He can lead to honest feedback and provide helpful exercises for the improvement process of the organization. In doing so would allow transparency for excellence performance and process of the employees. It mediates the role and important management leadership style and ethical leadership among employees in the organization (Mirkamali, Poorkarimi, & Karami, 2023, pp. 1-25). It deliberates the management leadership student in a multifaceted process. It administers the concept of leadership style and management in the organization as a catalyst to the strength and perspective for the employees. It sustains leadership style and management excellence as to sustaining the instructional leadership culture and strategies (Mallillin, et al. 2021). It also determines leadership management style and catalyst to sustain better leadership. It develops a diverse leadership role in the organization. It requires movement and integration of the goals in a sustainable catalyst and strength perspective to management leadership style. It develops management leadership style and impact in a positive leadership performance. Management leadership style is necessary in organizational progress (Maqbool, et al. 2023).

Moreover, the issues, challenges, and gaps of leadership style and management in the 21st century require attention and a variety of actions and challenges such as maintaining credibility and trust, priorities, competing demands, balancing, uncertainty, managing change, retaining talent, and development.

It is the responsibility of a leader to manage the team and assist in the achievement of the goals. Challenges, gaps, and issues threaten the ability of a leader to guide and efficiency of the team. Understanding the efficiency of a leader may become an effective leader (Mallillin, et al. 2020). It discusses the leadership challenges and importance in exploring leadership challenges especially during difficult moments in the organization. Challenges are important among the leaders for them to succeed and know the consequences to prevent possible recurrence in the future. This can help the leader to grow professionally. This can improve the career and progress of a leader in the organization. Overcoming the challenges allow us to build challenges and trust that may be encountered in the future. It enhances the challenges of leadership to conquer the leadership skills. The issues and challenges of better leadership especially in the 21st century demand a broad set and complex among employees such as the driving ability of the objectives of the organization (Mallillin, 2022, pp. 99-121. It establishes an effective leadership management style to overcome the issues and challenges in the organization. This includes capacity to create organizational ability of the business process, good judgement and perseverance, teamwork, human relation skills, interpersonal skills, problem solving capability, and effective communication (Padhy, et al. 2022, pp. 42762-42766). It is based on effective leadership and understanding that can be confronting and instrumental in the organization and potential challenges. It orients the challenges of the management leadership skills in the organizational outcome and success. It adopts the sources and contribution concept of management leadership style in the organization. It provides better guidance, and policy making for better management leadership style (Ibeawuchi, et al. 2021, pp. 11-20).

Finally, understanding the management leadership style provides proper communication for the team to work for more efficiency and effectively. It identifies the process to determine the role of a leader in the organization that fit the management leadership style. It provides proper adjustment needed for the process of work harmoniously in the team or organization. It discovers proper characteristics and management style in leadership to manage the workers and interaction, communication process Mallillin, & Caranguian, (2022) in understanding the information, decision-making, values, beliefs, and leadership traits. It is a key factor in leadership to uplift the organization to the fullest. It has an implication in the management leadership style such as the advanced knowledge, effectiveness, and necessary standard in the demand of the society. It is associated with leadership management style and opportunity role identification. It improves and promotes the stabilized factors for management leadership style. It generates an effective style of leadership management and understanding. It provides opportunities in the management leadership organization (Shahbal, et al. 2022, pp. 1452-1460). The management leadership style engages in positive leadership commitment. It provides reflection in management leadership style and perception in the organization. It transforms the leadership style and management according to the trend of the organization. It empowers the skills and development competency of leadership styles. The immediate needs for the various strategies can be assessed and can be addressed in effective management leadership styles and outcome (Al-Dossary, 2022, pp. 71-81).

Statement of the Problem

1. What is the extent of management leadership style as a catalyst to organizational strength and perspective among the respondents?

2. How does the management leadership style serve as a catalyst to organizational strength and perspective among the respondents?

3. Is there a significant relationship on the management leadership style as a catalyst to organizational strength and perspective as observed among the respondents?

Hypothesis

There is a significant relationship on the management leadership style as a catalyst to organizational strength and perspective as observed among the respondents.

Research Design

The research employed the mixed method which applies both for quantitative and qualitative research. Quantitative research is used to measure the extent of management leadership style as a catalyst to organizational strength and perspective among the respondents while qualitative research is used to evaluate how the management leadership style serves as a catalyst to organizational strength and perspectives among the respondents.

On the other hand, a mixed method is defined to provide structure in addressing the research in a logical inquiry approach for the purpose of research question and analysis for management leadership style. It refers to procedures and designs to report the data, interpret, analyze, and collect. It obtains necessary information and procedures to solve research questions. It answers the how, why, what and when in the educational phenomenon of the study (Baran, 2022, pp 312-333).

Sampling Techniques

Convenience sampling technique is utilized in the selection of the sample population of the study. It is a non-probability sampling technique and methods utilized in the study. It is accessible in the selection of the sample size based on the pre-defined criteria of the selection process samples. This means that the researcher chooses the sample size based on the needs of the study which means that everybody has the equal chance to be the respondents as long as it suits the criteria of the study. It speculates the sample size convenience sampling based on the judgement of the researcher. It obtains ease selection based criteria depending on the distribution, cost, and time management of the process. It includes friends in recruiting the selection of the sample size. Convenience sampling is a physical proximity and willingness to be a participant in the study based on the given time and availability (Simkus, 2022).

Subjects of the Study

The subjects of the study are the various leaders in the both private and public sectors from the Higher Educational Institutions (HEIs), and leaders from business companies in the NRC. They are contacted through email, and messenger using the advanced technology platforms. Whoever accepts the invitation will form part of the study. The study comprised One Hundred Twenty Five (125) respondents only.

RESULTS

1. On the extent of management leadership style as a catalyst to organizational strength and perspective among the respondents?

Table 1

Extent of Management Leadership Style Among the Respondents

Indicators	WM	I	R
1. I believe that everyone works for the best in the team and involved in the decision making.	3.84	E	10
2. I am best at bringing people in the organization.	4.12	E	4.5
3. I have the capacity to take responsibility and be a role leader when needed and I can be counted as a leader.	3.69	E	12
4. I have the capacity to lead and be a speaker in the group.	3.51	E	13.5
5. I can adapt to a new environment and flexible.	4.00	E	7.5
6. I am eager to push on with activities and project and provide output.	4.18	E	3
7. People commit mistakes and they learn from it.	3.36	ME	15.5
8. I can mingle and enjoy working in a team or committee.	4.00	E	7.5
9. I am concerned about the well-being of the members of the team in the organization.	4.24	HE	1.5
10. I observed the situation in various perspectives.	3.36	ME	15.5
11. I don't care about a long discussion if I consider discussing every single issue of the organization.	3.72	E	11

12. I can be trusted in organizing the team in the group.	3.51	E	13.5
13. I think people need to follow my instructions and follow procedures in the organization.	4.07	E	6
14. I consider myself with a high standard and expect that others will do the same.	3.91	E	9
15. I am most excited for role playing activities.	4.12	E	4.5
16. I enjoy assisting other people for development and progress.	4.24	HE	1.5
Average Weighted Mean	**3.87**	**E**	
Standard Deviation	**0.306**		

Table 1 presents the weighted mean and the corresponding interpretation on the extent of management leadership style among the respondents.

It shows in the table that rank 1 is shared by the two indicators which are "I am concerned about the well-being of the members of the team in the organization", and "I enjoy assisting other people for development and progress", with a weighted means of 4.24 or Highly Extent which means management leadership style among the respondents is highly observed. Rank 2 is "I am eager to push with activities and projects and provide output", with a weighted mean of 4.18 or Extent which means management leadership style among the respondents is observed. Rank 3 is also shared by the two indicators which are "I am best in bringing people in the organization", and "I am most excited for role playing activities", with a weighted mean of 4.12 or Extent which means management leadership styles among the respondents is observed. The least in rank is also shared by the two indicators which are "People commit mistakes and they learn

from it", and "I observed situations in various perspectives", with a weighted mean of 3.36 or Moderately Extent which means management leadership styles among the respondents is limited. The overall average weighted mean is 3.87 (SD=0.306) or Extent which shows that management leadership style is observed among the respondents.

2. On how the management leadership style serves as a catalyst to organizational strength and perspective among the respondents.

Thematic analysis, core ideas, and response of the respondents are analyzed in evaluating the management leadership style that serves as a catalyst to organizational strength and perspective among the respondents. The responses of the respondents are categorized using the following scale: 5.00-4.20=highly extent, 4.19-3.40-extent, 3.39-2.60=moderate extent, 2.59-1.80=not extent, 1.79-1.00=not extent at all. The verbatim on the text analysis is being provided for concrete data analysis of the study as follows:

Table 2

Thematic analysis on how the management leadership style serves as a catalyst to organizational strength and perspective among the respondents.

Themes	Response of the Respondents	Core Ideas
A. Authoritative Leadership Style	Extent	● capacity to lead the group ● eager to push with activities and projects

		● trust in the organizing team ● high standard and expectation	
B. Democratic Leadership Style	Extent	● everyone works for the best ● enjoy working in a team ● discussing every single issue of the organization ● follow procedures in the organization	
C. Facilitative Leadership Style	Extent	● bringing people in the organization ● commit mistakes and learn from it ● concern about members of the team ● development and progress	
D. Situational Leadership Style	Extent	● capacity to take responsibility ● adopt to new environment ● situation in various perspectives ● role playing activities	

A.   Authoritative Leadership Style

Authority leadership style is based on the leader's idea to assume decision making and responsibility. It attracts people who have a strong vision, action oriented, restless, and what is needed in the organization. It is sometimes known as consult among the members of the group in taking necessary decisions and favored approach (Almansoori, & Ahmad, 2023, pp. 113-128). On the other hand, the strengths of authoritative leadership styles are group members to stand along and know what exactly they are doing. Decision-making is done accordingly based on the needs of the organization even during crises era. Members can do the task with little bit supervision and concentrate on issues of the organization, while the weaknesses of authoritative leadership style are winning full commitment among the members of the group and will not allow development space for the members of the team. The participants say that:

"I consider myself with high standard and expect that others will do same".P241, P13, & P 37

"I have the capacity to lead and as speaker in the group". P204 & P79

"I am eager to push on with activities, projects, and provide output". P 199, P41, & P29

"I can be trusted in the organizing team in the group". P189, P105 & P27

B.   Democratic Leadership Style

Democratic leadership style is determined leader in providing decision process among the members of the group and the operation process. Leadership style is based on effectiveness and belief of the opportunity to be imposed among team members. It established a ground rule for the members of the team to protect and enable group activities in the organization (Nurjannah, & Andriani, 2023). Hence, the strength of democratic leadership style provides power among the members of the team, motivates and energizes the team to achieve their tasks to the fullest, and builds better responsibility among members of the group while the weaknesses of democratic leadership style may slow the work output and slow down the tasks. The leaders encourage members to talk rather than action. It also frustrates members who would like a better direction clearly. Rapid decision is observed inappropriately needed, and most of the decisions

made are not as good as expected. The participants say that:

"**I believe that everyone works for the best in the team and is involved in the decision making**". P213, P12, & P10

"**I can mingle and enjoy working in a team or committee**". P200, P37, & P89

"**I think people need to follow my instructions and follow procedures in the organization**". P191, P47, & P61

"**I don't care about a long discussion if I consider discussing every single issue of the organization**". P181, P105, & P35

C. Facilitative Leadership Style

Facilitative leadership style is concerned with the suggestion and offers of the members of the team. It determines the operation, content, and structure of the team groups. It provides best action and courses on clear opinion facilitate the process task in the organization. It influences the group, courses, and action for leadership facilitation. The journey is necessary more than the destination because facilitative leadership believes in the learning process constantly (Mohd Som, et al. 2023). In addition, the strengths of the facilitative leadership style provide creative ideas for various spaces to be explored and emerged in the facilitative leadership style to enable learning individually in the team. It also empowers the correct circumstances in the team of the group organization. The weaknesses of facilitative leadership styles allows the group to be chaotic. Leadership issues and gaps are observed from individuals. The participants say that:

"**I am best at bringing people in the organization**". P247 & P81

"**I am concerned about the well-being of the members of the team in the organization**". P251 & P97

"**I enjoy assisting other people for development and progress**". P207 & P100

"**People commit mistakes and they learn from it**", P187 & P137

D. Situational Leadership Style

Situational leadership style is an approach for a leader to adopt and to attempt the needs from any scenario in the organization. The leadership style varies which are appropriate in the organizational setting such as confidence and level of skills for a particular task in leading the organization (Hariri, Aristya, & Sowiyah, 2023, pp. 970-972). Hence, the strengths of situational leadership styles allow groups to change in a certain period of time. It also adopts situations that are urgent and non-urgent in the nature of leadership. On the other hand, the weaknesses of situational leadership style carries the difficulty of effective expected style and change in the organizational leadership function. The participants say that:

"**I have the capacity to take responsibility and be a role leader when needed and I can be counted as a leader**". P227 & P101

"**I can adapt to a new environment and flexibility**". P241 & P69

"**I observed the situation from various perspectives**". P204 & p 97

"**I am most excited for role playing activities**". P191 & P 101

3.On the test of significant relationship on the management leadership style as a catalyst to organizational strength and perspective as observed among the respondents

Table 3

Test of the Significant Relationship on the Management Leadership Style as a Catalyst to Organizational Strength and Perspective as Observed Among the Respondents

Test of Variables	Computed z-values	Interpretation	Decision
Significant Relationship of Management Leadership Style as Observed Among the Respondents	78.1434	significant	rejected
Two -tailed test, at 0.05 level of significant, with critical z value of ± 1.96			

Table 3 presents the test of significant relationship on the management leadership style as a catalyst to organizational strength and perspective as observed among the respondents.

It shows that when the variables are tested, it reveals that the computed z value is 78.1434 which is significant and rejection of the hypothesis, two-tailed test at 0.05 level of significance. This means that there is a significant relationship on the management leadership style as a catalyst to organizational strength and perspective as observed among the respondents.

DISCUSSION

The extent of management leadership styles among the respondents is concerned on the well-being of the members in the organization and in assisting other people for development and progress. It challenges the leadership management style in a competitive manner in the organization. It increases the characteristics and identity leadership style and performance. It is critical in the approach of decision-making to explore and on the primary objectives of the impact of leadership in the organization. It focuses on the effect and moderate leadership style, strategy, organizational commitment, and environment uncertainty. It is a technique in the management of leadership to guide, influence, direct, the work behavior in a specified goals setting in the organization. The management leadership style inspires the capacity of the subordinates to carry the seal and responsibilities in the organization. It characterizes the leadership accomplishment and capacity for specific goals in leadership management and objectives. It possesses the future and vision capacity of leadership management style in the organization. It enhances leadership capacity to motivate and convince the organizational attainment for leadership extent management (Astuty, et al. 2022, pp. 188-200). In addition, management of leadership styles among the respondents shows that people commit mistakes and they learn from it. This is being observed in various situations and perspectives. It analyzes critically the sustainable management style

and leadership performance through system processes. It influences the leadership style and management to analyze and reveal consensus of the focus and behavior of a leader in directing, motivating, and guiding a holistic organization. It distinguishes the leadership management style from traditional to transactional leadership. It provides concepts on agile leadership. It develops the characteristics of a leader and behavior to management leadership styles. It introduces the tool and measures to identify the management leadership style. It explores the leadership style and management contribution context development (Piwowar-Sulej, & Iqbal, 2022).

Moreover, authoritative leadership style shows that leaders consider themselves with high standards and they are expecting that others will do the same. They know that leaders have the capacity to lead and to be a speaker in the group where the voice has the power in the organization. It discusses and investigates the authoritative leadership style of employees to thrive at the workplace. It sustains organizational growth and development of a leader. It explores the impact of leadership style, and personality traits in the workplace. It shows that authoritative leadership have a positive impact in the organization. It demonstrates direct association and authoritative leadership style for employees at work in the organization. It promotes a better thrive among employees because they are guided properly on various aspects. It enhances and adopts leadership style relevant to identified personality traits and practice for better leadership. It provides better leadership and effectiveness among employees impact and well-being. It defines the capacity of an authoritative leadership style capacity to develop vigorously, flourish, grow, and prosper in the workplace. It is a psychological aspect and phenomenon in the vitality of work and learning experiences (Ahmed Iqbal, et al. 2021, pp. 667-685). In

addition, leaders are eager to push activities, projects and provide output in the organization. They can be trusted in organizing the team in the group. It empowers the leader through his authority to lead that entails proactive exploration and engagement to develop and facilitate best interest and full potential. Authoritative leadership provides potential to fulfill his responsibility to the best he can knowing that he is being followed because of his commanding power, however, it resulted in a negative impact in his leadership capacity. Team members wanted diplomatic leadership because they can work with little bit supervision with better output. Trust your subordinates, they know what they are doing (Faulks, et al. 2021).

Indeed, democratic leadership style believes that everyone works for the best in the team which involves proper decision making. It also shows that leaders can mingle to enjoy working in the team or committee. It indicates that democratic leadership style exercises freedom among members of the team. Freedom is given, provided that they are governed by principles of the organization. Remember, ignorance of the law excuses no one. That is compared to a member of the team that he needs to abide with rules of the organization to avoid consequences of the policy. Democratic leadership indicates professionalism in the organization. The leader is just monitoring performance and output. The leadership in democratic manages and regulates determination of the goals to be accomplished by the members of the team through success and work motivation (Saputra, 2021, pp. 59-70). Hence, it shows that democratic leadership style emphasizes that people think to follow instruction and follow procedures. It shows that leaders don't care about long discussions as long as they want to finish discussing their agenda and issues in every meeting they have in the organization. It is the attribute and

characteristics of a leadership style. It is the process of planning in organizational development. It involves focus and change in the organizational leadership and culture. It helps in the proper management for democratic leadership that addresses the dealing of leadership styles. It involves decision making and on the tasks of every member of the team in the organization. It strengthens the commitment of the democratic leadership (Burke, 2022).

Notably, facilitative leadership styles show that they are the best in bringing people in the organization. They are responsible for monitoring and facilitating the process of the team in the organization. They are providing rules and policies for the people to follow. They will just give instruction and demonstrate the process in the organization. They are also concerned about the well-being of the members of the team in the organization. It provides a dynamic environment for the organization platform model and economic growth and development. It thrives for better demands in the organization and innovation. It is a critical source of leadership style and facilitation success and sustainability. It innovates the success of the organization style for facilitative leadership. It proposes deeper understanding to add on the knowledge of a facilitative leadership body to execute and enhance the organizational process and system (van Heerden, 2021). Nonetheless, leaders are enjoying assisting other people for development and progress. They wanted people who committed mistakes to learn from it and serve as a lesson for better improvement to the fullest. The contribution of a facilitative leadership style provides a competitive advantage in the organization because his role is to monitor and facilitate the role of leadership which is set according to the standard of the company. It provides a demand as needed in the organization especially on the accomplishments of the tasks set by the organization.

The leader is to facilitate the process especially for the achievement of the goals (Madi Odeh, et al. 2023, pp. 440-468).

Finally, situational leadership style shows that they have the capacity to take responsibility and role leaders when needed. You can count on them as a leader in the organization. They can also adapt to a new environment and are flexible. It provides a clear standard on the situational leadership to convince and ensure better process of the smooth flow of work in the organization. It identifies various activities in the organization where it evaluates the leadership situation and style. It explores the factors of situational leadership that provides intervention and policy to flatten the curve in any issues and challenges of employees in the workplace and well-being. It inculcates the leadership ability development goals and sustainability (Guo, et al. 2023, pp. 1-21). Also, situational leadership can observe various perspectives where they are excited to lead and demonstrate things to the fullest through role playing activities. It examines the sustainability factors of the management and leadership styles as to the situation in the organization. It aims to manage the complexity of the work task in the organization. This includes readiness of employees in the organization as they are motivated in the working sustainability of the company such as trust among leaders and increases situational leadership and sustainability. The design influences the factors and analyzes the situational leadership style for better delivery of the output in the organization. It improves the performance of the employees in the organization. It also supported the situational leadership in a positive sustainability to strengthen the success of the organization (Princes, & Said, 2022, pp. 619-644).

CONCLUSIONS

It shows that the extent of management leadership style shows that leadership is concerned with the well-being of the members of the team in the organization where it enjoys assisting other people for development and progress. It also shows that people who commit mistakes can learn from every experience and perspective they have.

Authoritative leadership style is considered as high standard and expects members of the team to do the same where the leader can have the capacity to lead and a voice in the organization.

Democratic leadership style shows that everyone believes that they can work for the best in the team and be involved in the decision making where employees can mingle and enjoy working in the team or committee.

Facilitative Leadership Style shows that a leader is best in bringing people in the organization whereas a facilitative leadership style is concerned with the well-being of every member of the team in the organization. They are assisting for the development and progress of the organization.

Situational leadership shows that leaders have the capacity to take responsibility and a role of leaders when needed that can be counted where leaders can adapt to new environments and flexibility. This includes situations from various perspectives.

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