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iJOINED ETCOR
P - ISSN 2984-7567
E - ISSN 2945-3577



The Exigency
P - ISSN 2984-7842
E - ISSN 1908-3181

Leadership Styles and Managerial Competencies in Government and Private Organizations: Basis for Competency-Based Plan

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Received: 08 October 2024

Revised: 12 November 2024

Accepted: 14 November 2024

Available Online: 14 November 2024

Volume III (2024), Issue 4, P-ISSN – 2984-7567; E-ISSN - 2945-3577

Abstract

Aim: The intricate interrelationship of leadership styles and fundamental managerial competencies exerts a profound influence on the organizational culture, setting off rippling effect that significantly affects employees' performance in the workplace. In this study, the researcher aimed to investigate various Leadership Styles anchored in the theoretical underpinnings from Bass' Analysis of Leadership and Kurt Lewin's Leadership Styles Theory which revolve on Autocratic, Democratic, Transformational, Transactional, and Laissez-Faire Leadership Styles. In addition, this study integrated principles from Henry Mintzberg's theory on Managerial Roles which bolstered the exploration of diverse managerial competencies exhibited by the heads in government and private organizations. These theories served as the foundation of this study in analyzing how leadership styles practiced by the Committee Heads and Corporate Managers are interrelated with different managerial competencies, and further investigated the level of competence for each trait. All these concepts were considered impactful towards work performance to successfully achieve organizational targets.

Methodology: This paper qualified as a Mixed Method Research Design wherein Quantitative Research and Focus Group Discussion (FGD) were used to validate the results of data gathering. The research design employed in this study centers on a combination of survey questionnaire and FGD involving the examination of responses gathered through a specially formulated Likert Scale and validation through comprehensive discussion with the emerging leaders in private organizations. In this study, answers gathered from the respondents in the government and private organizations were statistically analyzed using the study's data instruments, including statistical tools such as the Weighted Mean, One Way Anova and Pearson R Correlation Coefficient. This method was chosen to gather insights regarding specific leadership styles practiced within their respective organizations and to comprehend the level of managerial competencies possessed by the Committee Heads and Corporate Managers.

Results: Using Pearson correlation coefficient, the results showed that the five leadership style indicators—Direction Setting, Employee Relationship, Role Distribution, Workplace Productivity, and Job Commitment—and the seven managerial competencies measured in this study reveal a Pearson R coefficient greater than 0, indicating a significant positive correlation. This leads to the rejection of the null hypothesis, affirming a substantial relationship between the leadership styles and the corresponding managerial competencies employed by various Committee Heads and Corporate Managers in government and private organizations. This suggests that Direction Setting, Employee Relationship, Role Distribution, Workplace Productivity, and Job Commitment significantly influence and is indeed related to the implemented managerial competencies under study. Specifically, these leadership styles contribute positively to Risk Management, Task Delegation, Interpersonal Skills, Decision Making, Intrapersonal Skills, Communication Skills, and Relationship Management.

Conclusion: The findings showed that despite the different leadership styles practiced in government and private organizations, its Committee Heads and Corporate Managers consistently remain competent in various aspects of leadership and constantly observe high degree of commitment towards organizational betterment. It proved that the data supports the assertion that leadership styles play a crucial role in shaping and enhancing managerial competencies. Understanding these relationships can aid in effective leadership development and organizational management strategies in the government and private sector.

Keywords: Competencies, Competency-Based Plan, Leadership, Organization



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INTRODUCTION

Leadership plays a vital role in any industry whether in the private or public sector. Nidadhavolu (2018) stated that a positive relationship between the management and the employees is considered to be very crucial for any organization to get better turnover and recognition. The constantly shifting dynamics of modern-day society have impacted leadership in public and private organizations, posing new challenges for organizations. These organizations – whether in the private landscape or in the government – are continually implementing and practicing evolving leadership styles and managerial competencies. As leaders are expected to adapt to the dynamic and fast-paced environment, taking on varying roles and fulfilling broad challenging responsibilities throughout the years. Understanding how leadership styles and managerial competencies affect employee efforts in this atmosphere is indeed necessary given these crucial roles.

This paper focused on five dominant leadership styles found in the literature: Autocratic, Democratic, Laissez-Faire Transactional, Transformational Leadership, each of which has played a crucial role in supporting this study. While there are many types of leadership styles, it is crucial to acknowledge that leadership is fundamentally based on how followers perceive their leader (Ashfaq et al., 2021). Thus, these leadership styles incorporated components that provide the theoretical foundation for this study. Moreover, the level of managerial competencies were examined based on different variables such as, but not limited to, Risk Management, Task Delegation, Interpersonal Skills, Decision Making, Intrapersonal Skills, Communication Skills and Relationship Management. The researcher explored the leadership styles employed by heads of various committees in the House of Representatives and the corporate managers in different private organizations, specifically examining how these styles are practiced in the government and private organizations, and how these were interrelated with their respective managerial competencies.

As stated from a published research of Heres and Lasthuizen (2012), it suggested that most aspects of ethical leadership may be transferable across public and private sectors. The effectiveness of specific leadership styles in influencing performance is contingent on the circumstances. It was further stressed in a publication by Sulantara et al. (2020) on the effect of Leadership Style and Competence of Employee Performance, it was given emphasis in its conclusion that organizational commitment can relate the influence of leadership style and competence on employee performance. This study aimed to assess the leadership styles and managerial competencies of Committee Heads in the House of Representatives as well as the Corporate Managers in private organizations, to draw insights from the feedback from the employees in both government and private organizations, and to assist these institutions in addressing the escalating concerns of complexity and vagueness through identifying the most effective mix of approaches and skills. The researcher also delved deeply into the experienced leadership styles of their respective Committee Heads and Corporate Managers, and sought to establish potential competency standards across various organizations, to provide aspiring leaders with concrete insights into effective leadership styles and essential managerial competencies for application in their future careers

This body of work on Leadership encompassed five foundational pillars which are rooted in the seminal contributions of Kurt Lewin and Bernard M. Bass to leadership theory, notably Lewin's Style of Leadership Theory and Bass's Handbook of Leadership. Lastly, Civelek (2019) stated that from a classical, task-oriented managerial perspective, management revolves around ensuring the successful completion of tasks. Since managers handle various concerns that may arise throughout the organizational process, it is deemed necessary to possess traits and competencies categorized by Henry Mintzberg in various components and elements. This paper assessed the empirical validity of these leadership styles and key competencies needed by all aspirant leaders in the respective committees including those emerging leaders in the different private organizations covered in this study.

Objectives

The primary concentration of this study was anchored in the researcher's aim to investigate about the leadership styles practiced by the heads of various committees in the House of Representatives and corporate managers in private organizations and to examine the level of competencies which were considered to be effectively executed and carried out, leading to the improvement of their work performance and which they aspire to possess for them to be competent leaders in the future.

Specifically, this paper sought answers to the following questions:

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1. What is the profile of the respondents in terms of age, gender, civil status, educational attainment, and position/designation?
2. What Leadership Styles are employed by in their respective organizations with respect to Autocratic, Democratic, Laissez-Faire, Transformational and Transactional Leadership Styles?
3. What is the assessment of the respondents in the leadership styles practiced in their respective organizations in terms of Direction Setting, Employees Relationship, Role Distribution, Workplace Productivity and Job Commitment?
4. Is the assessment of the respondents about the leadership styles practiced in their respective organizations show significant difference based on the abovementioned variables?
5. What is the level of managerial competencies in the respondents' respective organizations assessed in terms of Risk Management, Task Delegation, Interpersonal Skills, Decision Making, Intrapersonal Skills, Communication Skills, and Relationship Management?
6. Is there a significant difference in the assessment of the respondents on the managerial competencies in their respective organizations with respect to the aforementioned variables?
7. Is there any relationship between the leadership styles practiced and the managerial competencies of the subject of the study?
8. What suggestion/recommendation can be proposed based on the findings of the study?

Hypothesis

This study aimed to test the aforementioned questions in the previous sections of this paper, as well as the following hypotheses:

H01: There is no significant difference in the leadership styles practiced as assessed by the respondents in Government and Private Organizations in terms of Employee Relationship, Direction Setting, Role Distribution, Workplace Productivity and Job Commitment.

H02: There is no significant difference on the level of managerial competencies as assessed by the respondents in Government and Private Organizations in terms of Risk Management, Task Delegation, Interpersonal Skills, Decision Making, Intrapersonal Skills, Communication Skills and Relationship Management.

H03: There is no significant relationship between the leadership styles and the level of managerial competencies as assessed by the respondents of this study.

METHODS

Research Design

The researcher used a Mix Method Research Design through utilizing survey questionnaires in data gathering for quantitative design and a Focus Group Discussion (FGD) through interviews for the survey results validation in order to extract the data relevant and deemed most appropriate for the questions and situations that would further enable the researcher test the hypotheses, concomitantly identify the elements that the respondents would share in the data gathering process.

Population and Sampling

The researcher targeted to consider and invite employees of the House of Representatives as respondents from the government sector, and those emerging leaders from different organizations in the private sector were likewise invited to participate in this study. The said data gathered were validated in an in depth discussion through an FGD. The researcher appealed for the participation of committee employees from the House of Representatives, as well as emerging leaders in their respective private organizations, as respondents in the data gathering process of this study, and sought for their insights on the leadership styles and managerial competencies of their respective leaders. The target and proposed respondents established in the writing of this paper include employees holding permanent positions or positions of the same nature, whose designations are not managerial positions nor congressional appointee, coterminous personnel, probationary or business outsourcing.

Instrument

The researcher used quantitative survey questionnaires divided into parts consisting several Likert Scales for the respondents to rate. The said Likert Scales enabled the researcher to seek for insights in numerical representation of how the employees assess the leadership styles practiced by their respective committee heads, as

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well as their managerial competencies, and their responses were validated through another set of responses gathered from a conducted FGD from respondents in the private organizations.

Data Collection

The necessary data in drawing conclusions of this research are gathered through QR codes directly linked to the survey questionnaires. The survey participants were also asked to sign an informed consent form prior to the collection of their accomplished survey questionnaires. The responses gathered by the were organized, interpreted, and analyzed before undergoing appropriate statistical treatment applications and data analysis procedures. For the respondents in the FGD conducted, a structured set of interview questions were asked through a Question and Answer format where the answers of each respondent were transcribed and digitally stored in a cloud, compiled with the accomplished survey questionnaires. The respondents of the survey questionnaire and FGD filled out a consent form prior to the data gathering, and each were assured that their answers would be kept safe from public access and shall remain confidential to the fullest degree provided by law.

Treatment of Data

In this study, answers gathered from the respondents in the government and private organizations were statistically analyzed using the study's data instruments, including statistical tools such as the Weighted Mean, One Way Anova and Pearson R Correlation Coefficient. The researcher used the SPSS statistical software in data analysis to statistically examine the results. Moreover, the researcher used a mixed method research design – quantitative method and Focus Group Discussion – to assess the different aspects of the research wherein the respondents answered through a 5-point Likert Scale to rate and measure a respondents' assessment towards the research topic which were later validated through an FGD with emerging leaders from private organizations.

Ethical Considerations

Participation in this survey is voluntary and all information gathered for this study will strictly remain confidential to the fullest degree permitted by law in accordance with Republic Act 10173, or the Data Privacy Act of 2012. Furthermore, all appropriate permits, approval, and consent have been sought and obtained from the proper authorities prior to conducting the survey and FGD.

RESULTS and DISCUSSION

1. ASSESSMENT OF LEADERSHIP STYLE PRACTICED IN GOVERNMENT AND PRIVATE ORGANIZATIONS

The findings in the survey conducted for Direction Setting were further supported in the FGD as respondents gave strong emphasis that good direction setting involves having a clear goal and direction on how to proceed, knowing what milestones could look like, and leaving space and creativity for how to achieve said goals or milestones. Further, the results from the survey conducted for Employee Relationship was close to the insights provided by the FGD respondents as they unanimously believe that an organization head excels in maintaining good employee relationship if he acknowledges that the subordinates are individually unique and yet still acknowledges their differences and fairly sees their capabilities. In terms of Role Distribution, the interviewees firmly believe that an organization leader must be aware of each member's abilities. In order to maximize this, giving them tasks that will help them advance their skills in addition to jobs that they can perform well. Moreover, 9 out of 10 interviewees preferred to be working on tasks alone than being closely monitored as they perform their respective jobs.

For Workplace Productivity, most respondents stated that they are motivated by clear goals, a strong sense of accomplishment, better opportunities for individual growth, and deep recognition for their contributions in the organization. Lastly, the interviewees believe that Job Commitment is highly inculcated and demonstrated by their organization heads as they were constantly encouraged us to be committed by showing deep sense of dedication to the job all the time. They are constantly reminded that that the work that they do matters, and that they have the opportunity to try new things in case they wish to be involved in new initiatives.



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2. SIGNIFICANT DIFFERENCE ON THE LEVEL OF LEADERSHIP STYLES PRACTICED IN GOVERNMENT AND PRIVATE ORGANIZATIONS

Table 1. Significant Difference on the Level of Leadership Styles practiced

Indicators	Computed p - value @ 0.05	Computed F - value	df	Significant Level	Decision on the Null Hypothesis
Direction Setting	0.0001	8.619	449	Significant	Rejected
Employees Relationship	0.0001	52.848	449	Significant	Rejected
Role Distribution	0.0001	19.954	449	Significant	Rejected
Workplace Productivity	0.0001	15.724	449	Significant	Rejected
Job Commitment	0.393	1.027	449	Not Significant	Accepted

The assessment of respondents as to the level of leadership styles practiced in the different committees in the House of Representatives show that four out of five leadership style indicator reject the null hypothesis. Only one indicator – Job Commitment –accepted the null hypothesis. Thus, in general conclusion for this section, the manner by which the Committee Heads and corporate managers deliver Direction Setting, Employees Relationship, Role Distribution and Workplace Productivity differ from how the others exhibit it while the indicator for Job Commitment evidently show that is commonly practiced by all Committee Heads and corporate managers in the same range or level. The findings were supported by a study published by Ahmad and Parveen (2023), which found that, in both the public and private sectors, the values from the conducted tests indicated moderate to relatively high levels of internal consistency across the variables measured in the study.

3. ASSESSMENT OF THE LEVEL OF MANAGERIAL COMPETENCIES IN GOVERNMENT AND PRIVATE ORGANIZATIONS

Majority of the interviewees stated that effective Risk Management among leaders can be observed by possessing strong risk awareness, risk analysis and data analytical skills. Furthermore, being flexible and proactive, being a strong communicator, and by developing effective mitigation strategies through exceptional analytical abilities, a good leader will always be able to think and plan effectively. For Task Delegation, the FGD interviewees gave emphasis that effective task delegation can lead to meeting deadlines, promoting better quality work, and making each teammate better at their craft since this is another way and opportunity to acquire knowledge on certain fields. Other interviewees mentioned that Task Delegation can boost commitment and trust between the leader and the employees, and boost productivity all at the same time. While for Interpersonal Skills, based on the perspective of the interviewees, involves effective communication, empathy, and the ability to build strong relationships and resolve conflict within the organization. That being said, it supports the claim of the data gathered for this managerial competency that it is deemed important for leaders to have an understanding of the undercurrents and social fabric within the organization.

For Decision Making, the interviewees emphasized that a leader is making sound decisions by considering all relevant information, evaluating options carefully, and making timely choices. This statement supports the claim in the conducted data gathering that a leader integrates experience and data to identify the optimal solution. Moreover, interviewees stated that their respective organization leaders consistently back up their decisions with research and statistics to ensure their decision's validity. Aside from the above mentioned Managerial Competencies, the interviewees affirmed that a leader's Intrapersonal Skills involve self-awareness, self-discipline, and the ability to manage one's emotions and motivations effectively. This statement supports the claim in the data gathering that an organizational leader must show a strong sense of self-discipline and demonstrates mindfulness of one's actions.



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Further statements from the interviewees include the importance on working into identify their strengths and weaknesses, self-awareness, introspection & personal reflection.

In terms of Communication Skills, the survey respondents answered that their respective leaders exhibit respect by actively listening and understanding the expressed thoughts by the other party. This indicator is strongly supported by the statements delivered by the FGD interviewees as they mentioned that a leader should have clarity, express active listening, empathy, and openness to effectively communicate with their subordinates. Claims from other interviewees stated that a leader exemplifies good communication skills by clearly conveying messages, actively listening, and effectively engaging with others. Lastly, based on the figures from the data gathered, Relationship Management is highly observed through maintaining a culture of open and honest communication within the organization. This claim is equally supported by the answers of the interviewees in the FGD as most of them believe that one way of maintaining good relationship among the leader's subordinates is through providing constructive criticism that is beneficial for the output of the subordinate, of the office and towards the betterment of the performance of the team. Other statements from the FGD that strengthens the data gathered for Relationship Management stated that Relationship Management in a corporate setting involves building and maintaining positive connections, resolving conflicts, fostering collaboration among colleagues, resolving conflicts constructively, and promoting teamwork and mutual respect.

4. SIGNIFICANT DIFFERENCE ON THE ASSESSMENT OF THE LEVELS OF MANAGERIAL COMPETENCIES IN GOVERNMENT AND PRIVATE ORGANIZATIONS

Table 2. Significant Difference on the Assessment of the Levels of Managerial Competencies

Indicators	Computed p - value @ 0.05	Computed F - value	df	Decision on the Null Hypothesis	Significant Level
Risk Management	0.004	3.869	449	Rejected	Significant
Task Delegation	0.004	3.841	449	Rejected	Significant
Interpersonal Skills	0.002	4.288	449	Rejected	Significant
Decision Making	0.046	2.439	449	Rejected	Significant
Intrapersonal Skills	0.047	2.428	449	Rejected	Significant
Communication Skills	0.112	1.884	449	Accepted	Not Significant
Relationship Management	0.033	2.643	449	Rejected	Significant

The assessment of respondents as to the level of managerial competencies exhibited by their respective organization leads in the government and private organizations show that six among the seven competencies gauged in this study reject the null hypothesis, namely: Risk Management, Task Delegation, Interpersonal Skills, Decision Making, Intrapersonal Skills and Relationship Management. On the other hand, the level of Communication Skills exhibited by the Committee Heads and corporate managers is the only competency that differs from the rest of competencies measured in this paper thus accepted the null hypothesis of this study. Thus, the level as to which Risk Management, Task Delegation, Interpersonal Skills, Decision Making, Intrapersonal Skills and Relationship Management are observed in organizations are significantly different amongst the another, while Communication Skills is the only competency that is commonly applied in the same level by the Committee Heads and Corporate managers.



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5. SIGNIFICANT RELATIONSHIP BETWEEN THE LEADERSHIP STYLES AND THE MANAGERIAL COMPETENCIES OF COMMITTEE HEADS AND CORPORATE MANAGERS

Data shows a significant moderate positive correlation between Direction Setting, an indicator for Autocratic Leadership style, and the seven managerial competencies. Specifically, there is a Pearson correlation coefficient of 0.631 for Risk Management, 0.532 for Task Delegation, 0.545 for Interpersonal Skills, 0.581 for Decision Making, 0.543 for Intrapersonal Skills, 0.510 for Communication Skills, and 0.550 for Relationship Management. All Pearson R values indicate a significant moderate positive correlation, in contrary to the null hypothesis. These findings suggest that Autocratic Leadership, characterized by strong direction setting, correlates positively with various managerial competencies. Based on the observed correlations, it can be concluded that there is a significant relationship between Direction Setting and the managerial competencies studied. This finding contradicts the null hypothesis, indicating that Autocratic Leadership, through its emphasis on clear direction setting, does indeed contribute significantly to the development and execution of these managerial competencies.

For Employee Relationship, an indicator for Democratic Leadership Style, data indicates a significant relationship between the seven Managerial Competencies considered in this study. Specifically, there is a low positive correlation between Employee Relationship and Risk Management (Pearson R = 0.417), Task Delegation (Pearson R = 0.427), Interpersonal Skills (Pearson R = 0.462), Decision Making (Pearson R = 0.380), Intrapersonal Skills (Pearson R = 0.368), and Relationship Management (Pearson R = 0.421). These correlation coefficients suggest that as Employee Relationship increases, these managerial competencies tend to improve positively, albeit modestly. However, there is a negligible positive correlation between Employee Relationship and Communication Skills, with a Pearson R value of 0.0175. This indicates that while there is some association, it is very weak and may not be practically significant. It can be concluded that there is a significant relationship between Employee Relationship and the Managerial Competencies examined in this study. Democratic Leadership, characterized by fostering employee relationships and participation, appears to contribute positively to Risk Management, Task Delegation, Interpersonal Skills, Decision Making, Intrapersonal Skills, and Relationship Management. The negligible correlation with Communication Skills suggests that other factors may have a more dominant influence on this particular competency.

Another indicator, Role Distribution, exhibits a low positive correlation with each of the Managerial Competencies analyzed in this study. Specifically, there is a significant low positive correlation between Role Distribution, as an indicator of Laissez-Faire Leadership Style, and the following managerial competencies: 0.320 for Risk Management, 0.419 for Task Delegation, 0.432 for Interpersonal Skills, 0.335 for Decision Making, 0.381 for Intrapersonal Skills, 0.322 for Communication Skills, and 0.389 for Relationship Management. These correlation coefficients suggest that as Role Distribution increases, these managerial competencies also tend to increase positively, though moderately. The significant relationships observed between Role Distribution and all these managerial competencies lead to the rejection of the null hypothesis. This indicates that Laissez-Faire Leadership, characterized by delegating authority and providing minimal guidance, influences Risk Management, Task Delegation, Interpersonal Skills, Decision Making, Intrapersonal Skills, Communication Skills, and Relationship Management within the organizational context studied.

It also shows a moderate positive correlation between Workplace Productivity, an indicator for Transformational Leadership, and all the managerial competencies considered in this study. Specifically, it reveals a Pearson correlation coefficient (R) of 0.506 for Risk Management and Task Delegation, 0.520 for Interpersonal Skills, 0.569 for Decision Making, 0.577 for Intrapersonal Skills, 0.585 for Communication Skills, and 0.543 for Relationship Management. All these correlation coefficients exceed 0.5, indicating a moderate positive relationship. These findings underscore a significant association between Workplace Productivity and the managerial competencies central to this study. Transformational Leadership, as reflected by Workplace Productivity, appears to positively influence Risk Management, Task Delegation, Interpersonal Skills, Decision Making, Intrapersonal Skills, Communication Skills, and Relationship Management. This suggests that leaders who exhibit Transformational Leadership traits may enhance these managerial competencies within their teams or organizations.

Lastly, it is evident that the leadership style indicator for Transactional Leadership – Job Commitment – exhibits a moderate Pearson correlation coefficient (R) in relation to the managerial competencies. The correlation coefficients range from 0.597 to 0.664 across all managerial competencies in this study, indicating a strong positive

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relationship. These findings suggest a moderate positive correlation between Job Commitment and the managerial competencies considered. Specifically, the Pearson R values of 0.597 to 0.664 signify that Job Commitment is significantly associated with and may positively influence these competencies. This correlation implies that higher levels of Job Commitment among team members or employees are likely to enhance the performance in Risk Management, Task Delegation, Interpersonal Skills, Decision Making, Intrapersonal Skills, Communication Skills, and Relationship Management.

6. OUTPUT OF THE STUDY

The findings and data reveal that all five leadership style indicators observed in this study are highly practiced by the Committee Heads and Corporate Managers in the government and private organizations. Moreover, the Committee Heads and Corporate Managers also demonstrate proficiency and competency in the seven managerial competencies assessed in this paper. Therefore, to promote higher competency among the currently practiced leadership styles and exhibited competencies, the researcher suggests a formulation of a Competency-Based Plan. The said plan is composed of the interventions and components that would further strengthen their capabilities through a firm and concise competency framework crafted to further equip the subordinates and emerging leaders in different organizations with the necessary traits and skills needed as emerging leaders in their respective organizations.

PROPOSED COMPETENCY-BASED PLAN

Mission: The Competency-Based Plan commits to support the Human Resource Department in selecting the next generation of highly competent emerging organization leaders. By providing a clear framework of essential competencies and skills, this plan ensures the identification and selection of efficient leaders capable of effectively guiding their offices and subordinates.

Vision: The Competency-Based Plan is an essential tool for the organization, well-crafted to identify and develop leaders with comprehensive, reliable, ethical, and strategic qualities to foster a leadership culture committed to sustaining excellence, camaraderie, growth, transparency, and accountability. By promoting these values, a thriving work environment that supports both individual and organizational success will be ensured.

Objectives: To implement a Competency-Based system that equips the Human Resource Department in enhancing its capability to identify, nurture, and promote leaders who highly demonstrate excellence, professionalism, ethical behavior and strategic thinking, with strong commitment to transparency, integrity and accountability.

Section I: This section shows the different leadership style indicators measured:

1. Autocratic Leadership gives strong emphasis on providing clear direction and setting a firm organizational structure. This style ensures that all employees grasp the value of their roles and responsibilities in the organization, leading to streamlined processes and alignment towards shared objectives.
2. Democratic Leadership prioritizes fostering positive relationships among employees and other members of the organization, thereby enhancing both individual performance and overall organizational productivity.
3. Laissez-Faire leadership revolves more on task delegation to subordinates with minimal guidance, granting followers autonomy in decision-making. It is anchored on granting subordinated with autonomy on accomplishing tasks based on their own time management.
4. Transformational Leadership enhances workplace productivity by cultivating employee commitment, which correlates with increased levels of workplace productivity for their substantial impact on organizational dynamics and contributions. This reinforces the positive relationship between transformational leadership, motivation, and productivity.
5. Transactional Leadership focuses on fostering job commitment and organizational dedication on their respective duties, thereby instigating beneficial outcomes and the cultivation of focused organizational cultures.

Section II: This section consists the two highest rated managerial competencies for each leadership style indicator measured in the study.



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Risk Management concentrates primarily on crisis management which considered a critical aspect of the disturbance handler role – a responsibility of an organization head that focuses on addressing unexpected situations, managing changes, resolving conflicts, and handling crises within an organization through necessary corrective actions. In leadership, it is worth noting that managers also play a pivotal role in initiating and supporting organizational changes aimed at identifying growth opportunities for all members of the organization. This involves implementing innovative strategies through authorization, supervision, or delegation—a skill closely linked to Task Delegation competency. Interpersonal skills, on the other hand, underscore the importance of social, motivational, and networking abilities in effective management. Additionally, strategic decision-making processes are crucial for organizations to navigate ambiguous conditions and ensure survival. Creating shared understanding and facilitating decision-making requires effective knowledge and information flow to foster trust within an organization. Another key characteristics of managerial work, emphasizing the importance of effective communication in disseminating information and coordinating with various stakeholders, is thereby highlighting the significance of Communication Skills for leaders. Also, Intrapersonal Skills are crucial for leaders, managers, and lower-level employees to adapt and effectively communicate with one another because these skills are pivotal in the selection process, influencing decision-making. Lastly, Relationship Management is essential, particularly in handling unexpected situations and changes—a competency underscored by the Civil Service Commission Leadership and Management Competency Framework.

Section III: This section consists of the proposed interventions for every managerial competency linked on specific leadership style indicator using the approaches that suits them best. These interventions include trainings, workshops and coaching programs that would enhance their current skills on certain facets of leadership. Also, this involves collaborations, assessments, and meetings that would strengthen their relationships with subordinates and other Committee Heads through engaging in discourse that would serve as a platform where they can share the best practices and collaborative ideas that would one another improve their respective competencies. Lastly, this consists analysis, initiatives, courses and technical workshops that would concentrates on certain technical and informative topics on Management such as, but not limited to, SWOT Analysis, Data Literacy Training and Decision Tree workshops. Through such flexible, proposed interventions, the management can identify what is most suited intervention that can be applied depending on the needs of time.

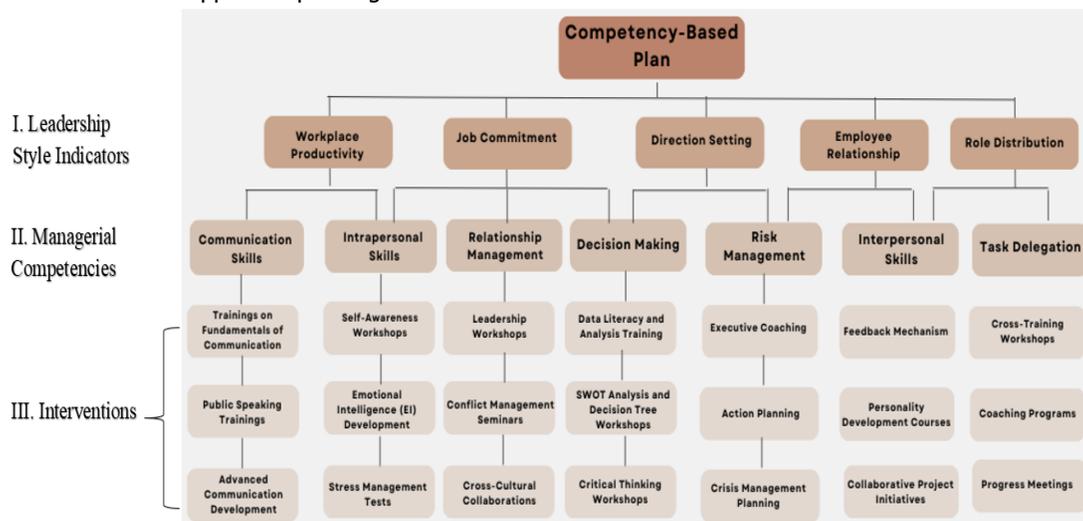


Figure 5: Proposed Competency-Based Plan

These interventions are composed of proposed activities and actions which can be of help to subordinates in different organizations in improving the competencies that needs further honing. Ranging from programs, trainings, courses and collaborations, different types of interventions are deemed effective in enhancing the present capabilities of individuals through proper selection of necessary and applicable action. Proposed interventions for each managerial competency measured in this study are as follows:



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The Exigency
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E - ISSN 1908-3181

Communication Skills – the purpose of interventions in communication skills is to develop individuals' ability to clearly and confidently convey ideas, build confidence in conversing with others, increase clarity and conciseness giving statements, improve the two-way process of listening and understanding, and enhance influence, precision and persuasion to further build strong relationships with subordinates and stakeholders.

Intrapersonal Skills – the interventions proposed for Intrapersonal Skills aim to improve an emerging leader's inner dynamics and self discipline. Thus, targeted interventions techniques, practices and mechanisms that would strengthen one's focus, thoughts, sense of purpose and inner being.

Relationship Management – the broad spectrum of managing subordinates in the workplace requires nurturing relationships different approaches. Collaboration, sessions and workshops are just a few of many potential interventions that would be of help to establish strong relationship and trust within an organization.

Decision Making – the necessary interventions to enhance Decision Making must be well-crafted due to the fact that decision made by the organization heads are crucial elements in the success of an organization. All organization heads and emerging leaders of any institution must have the right capacity to make sound, rational and optimal solutions to any arising problem or conflict within the organization. The proposed interventions for improving one's decision making capabilities include trainings, analysis and workshops geared towards formulating the most appropriate solution in a given situation.

Risk Management – the primary purpose of the proposed interventions for Risk Management is to enhance one's ability to identify, assess, and mitigate the risks and its impact to the organization. Further, this would also strengthen an organization's resilience and capacity to recover from adverse events, to sustain continuity and to ensure long-term success of the organization.

Task Delegation – the different forms of interventions to support equal Task Delegation are proposed to serve critical purposes in the operations of an organization. Thus, in depth mentoring, consistent coaching, and thorough performance monitoring based on employee capabilities are only few of many possible interventions that would equip organization heads with the right approach to ensure that Task Delegation is given equal importance as other key managerial competencies.

Interpersonal Skills – the way members of an organization interacts with one another through verbal and non-verbal communication is an important aspect in building interpersonal relationships in the workplace. Improving one's Interpersonal Skills can be done through conducting collaborative engagements, introducing harmonious work relationship, boosting teamwork initiatives and promoting personality development courses which will help the current and emerging organization leaders, as well as those aspirants and other members of the organization, develop confidence and tools that they need in effectively interacting with others, leading to better organizational outcomes and improved professional relationships.

Conclusions

For the Leadership Style Indicators, majority of the Committee Heads and corporate managers in their respective organizations are highly competent in Direction Setting, ensuring that everyone in their organizations has a clear understanding where the organization is going. Also, the data show competence in establishing Employee Relationship as they express high value and acknowledgment of their individual abilities, appreciating their strengths and capabilities to the fullest extent and empowering experienced subordinates to work independently thereby optimizing organizational performance in a relaxed work environment. The Committee Heads and corporate managers in the government and private organizations are proven to be competent as well in encouraging enhanced Workplace Productivity as they demonstrate the necessary skills in running the office with utmost effectiveness and creates new learning opportunities. Lastly, despite a few Committee Heads and corporate managers who run their respective offices through traditional and standard forms of rewards and sanctions due to transparent monetary incentives provided by their offices, these leaders are highly regarded for their competence by strongly encouraging consistent job commitment. They give emphasis on the importance of fostering unwavering dedication by showing a culture of commitment.

For the Managerial Competencies, the Committee Heads and corporate managers demonstrate exceptional competence in Risk Management as the highest-rated competency among the seven managerial competencies examined in this study. They excel and express competence in distributing tasks among subordinates as they perceive task distribution as an opportunity to acquire knowledge and enable subordinates to accomplish the said tasks on their own pace and manner. Based on the data gathered, however, it appeared that leaders do not

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justifiably distribute tasks among their subordinates. This may be due to varying capacities, efficiencies, focus levels, or other varying factors among employees. Further, these leaders ensure that each member of the organization works harmoniously but the data also revealed that leaders hardly sense emotional undercurrents within the organization.

As to Decision Making, the Committee Heads and corporate managers apply both gained extensive experience and knowledge they have accumulated over years of service, and gathered concrete information when formulating sound decisions. Adversely, despite retaining a competent level for Decision Making, data shows that the least rated trait of leaders under this managerial competency is their capability of working under pressure while making sound decisions on relevant and urgent matters that concerns the organization. Nonetheless, all traits tested in this managerial competency showed that leaders are still competent in decision-making. The data also show that leaders give importance on possessing good Intrapersonal Skills as this equip them in attaining overall efficiency of the organization but there is an area for growth that lies in enhancing the leaders' ability to effectively manage internal emotions while cultivating a consistently positive mindset. This trait is, similar with all else, rated as competent but received the least rating among the other interpersonal traits of a Committee Head and corporate managers. Under Communication Skills, another notable strength of the Committee Heads and corporate managers is their ability to deliver clear, concise and specific instructions that can be easily understood by all subordinates from any rank, and they also exhibit a strong sense of respect for others by actively listening and understanding of what was delivered, although some may have lacked the needed confidence to speak in front of a crowd.

Lastly, a key trait of organization heads in maintaining effective Relationship Management is through their commitment to foster an open culture and honest communication, and high degree of cooperation and unwavering support. However, data shows that there is a minimal level of trust towards the organization heads compared to other traits under this managerial competency. Despite this, it still received a competent rating from the data gathered. By encouraging openness in this approach, it will not only strengthen organizational relationships but this will also cultivate a high level of trust and respect, which are deemed essential for achieving organizational goals.

Committee Heads and corporate managers must ensure that they actively evaluate problems and other organizational concerns as part of strengthening relationship management. By proactively addressing concerns and listening attentively to employee feedback, a more open and collaborative environment will be observed. This approach not only strengthens various communication channels but also builds a good foundation of trust and mutual respect within the organization. Through thoughtful assessment and responsive action towards employee concerns, they can effectively instill positive relationships and establish an environment within the organization where goals are achieved through unified collaboration.

Recommendations

Based on thorough analysis of the findings and conclusions considered from the data gathered, the researcher profoundly recommends the following:

1. Continuous promotion of strong inclusivity, active and participatory decision-making, and maintained transparency;
2. Maintain extensive efforts for a strong foundation and mutual support to keep a good, collaborative environment;
3. Initiate a cohesive and synergistic approach to maintain open and honest communication;
4. Conduct various trainings and opportunities to enhance public speaking skills and boost confidence and capacity;
5. Emphasize the importance of transparency and Code of Conduct as Committee Heads and as dedicated corporate managers through leading by example;
6. Initiate various training and interventions that would further enhance different facets of leadership that would equip the present and aspiring Committee Heads and corporate managers to be competent and effective in running an office;
7. Promote interactive engagements where current Committee Heads corporate managers can share their best practices with one another and see if such approaches are applicable to their respective organizations as well;
8. Map out a mix of skills and character framework for potential employees that are candidates for promotion;



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9. Present research findings for future researchers to showcase the importance for developing a comprehensive set of competencies, understanding ethical considerations and identifying areas of leadership that requires monitoring and improvement.

10. Finally, the researcher strongly proposes the utilization of the herein research output, a Competency-Based Plan, intended to certain areas where improvements can be made to enhance the way Committee Heads and corporate managers in the government and private organizations can lead and manage their respective organizations. The said Competency-Based Plan may be used by organizations as reference in formulating their respective Competency-Based Plan with the aims to strategically elevate the level of managerial competence in every leadership style currently practiced in different organizations from the public and private sector by formulating methods and proposing learning interventions that will further enhance the current level of managerial competencies inherent to the Committee Heads in various offices.

To attain the objectives of the Competency-Based Plan, the key managerial competencies with exceptional scores will be used as the base components that other leaders must absorb, learn and emulate from. Thus, this plan will showcase ideal traits and proposed learning interventions that will help Committee Heads and corporate managers with different leadership styles understand, or adopt if necessary, to further improve the manner that they guide and manage their respective organizations.

The overarching goal of the crafted Competency-Based Plan is to ensure that all existing and emerging leaders in government and private organizations are geared with knowledge and understanding of the potential approaches and styles that they could use in handling and managing their respective offices while continuously observing the best practices in the managerial competencies where they excel the most. This plan will showcase proposed learning interventions and formulate methods that will help other Committee Heads with different leadership styles understand, or adopt if necessary, to further improve the manner that they guide and manage their respective committees. Thus, this Competency-Based Plan will not just empower the present but also the future Committee Heads and corporate managers, as well as other researchers and management aspirants, by setting a firm framework that will further elevate the core managerial competencies that they currently possess.

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