Leadership Practices and Style, Managerial Effectiveness, and Job Satisfaction and Performance Among Heads of Local Social Welfare Development Offices (LSWDOS)

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ARTICLE INFO	ABSTRACT
	This study ascertained the leadership practices and style, managerial effectiveness, and job satisfaction and performance among heads of local social welfare development offices (LSWDOs) in Panay Island. Conducted in February 2023, 104 heads, selected through simple random sampling method, served as respondents of the study. Four (4) published standardized data-gathering instruments were utilized in the study-the Leadership Practices Inventory; the Leadership Style Survey; the Leadership Assessment instrument, and the Minnesota Satisfaction Questionnaire; and the Agency's Office Performance Commitment and Review and Individual Performance Commitment and Review. Statistical tools used were frequency count, percentage analysis, rank, mean, standard deviation, the *eta* correlation, and the Pearson's *r*. Hypotheses were tested at .05 alpha level. Study results revealed that the *most dominant* leadership practices among heads of (LSWDOs) was "enabling others to act," while "inspire a shared vision" was *least dominant*. "Model the way," "challenge the process," "enabling others to act," and "encourage the heart" were *extremely nurtured* among the heads with participative style as their most dominant leadership style. These heads, described as great leaders, were *very satisfied* with their jobs and had *outstanding* job performance. They did not vary in their leadership practices, leadership styles, managerial effectiveness, job satisfaction, and job performance, regardless of their personal characteristics. Leadership practices, leadership style, managerial effectiveness; job satisfaction; and job performance were positively and not significantly related. **Keywords:** leadership practices, leadership style, managerial effectiveness. job performance

Introduction

Background/Rationale of the Study

Leadership connotes images of powerful, and dynamic individuals who command victorious armies, direct corporate empires, or shape the course of nations (Yukl, 2002). The exploits of brave and clever leaders are the essence of many legends and myths, though people do not understand very well how the events were caused or how much influence the leader really had.

Questions about leadership have long been a subject of speculation. The focus of much of the research has been on the determinants of leadership effectiveness. In fact, social scientists have attempted to discover what traits, abilities, behaviors, sources of power, or aspects of the situation determine how well a leader is able to influence followers and accomplish group objectives.

What factors determine the way the leader acts? Several investigations reveal that the most dominant concern has been leadership effectiveness. Some progress had been made in proving the mysteries surrounding leadership, but many questions remain unanswered.

Several authors would agree that leadership signifies the process of influencing the behavior of people and make them wilfully commit towards the accomplishment of organizational goals and objectives. Andaya and Abocejo (2019), for example, stress that a successful organization is a reflection of excellent leadership as well as leadership styles. In support, Obiwuru et al, (2011) emphasize that the management's ability to build solidarity and coordination within the organization depends on the skills and styles effected by the leader.

Does leadership affect job satisfaction and performance? Most studies reveal that leadership practices, leadership style, and managerial effectiveness have great influence on employees' job satisfaction, organizational commitment, and performance (Yukl, 2002). The literature reviewed, however, were not able to show the associations among the *administrators'* leadership practices, leadership style, managerial effectiveness, job satisfaction, and job performance.

In 2019, the Mandanas-Garcia Ruling mandated to devolve the functions of the National Government to the Local Government Units (LGU) to empower the LGUs to assume the capacity to discharge the extensive rowing functions. The capacity of LGUs shall be absolutely challenged since the fulfillment of extensive rowing functions of LGUs will be put to the test and it will require all department heads to be competent and ready to deliver the services expected. Hence, the leadership practices and style, managerial effectives, job satisfaction and performance would be determined in exercising their effective management.

Based on the Department of Social Welfare and Development data on the local situation of social workers in Region 6 (Western Visayas Region), there is a total of 450 Licensed Social Workers (LSW) in the region. Among these social workers are P/C/MSWD Officers assigned as department heads and are expected to function as supervisors/managers in the implementation of all devolved Social Welfare and Development (SWD) programs and services. However, they are playing varied roles outside their term of reference (TOR) at the local level. Besides of being a supervisor/manager, they also act as the case managers, community organizers, clerical workers and the like which may hamper the quality of the delivery of social services to targeted clientele. Resultantly, it is difficult to determine their capability as a manager and a leader. Therefore, as a response to these challenges, new mandates, tasks, and other roles that every LSWDO head has to assume, it is important to look at how the LSWDO managers proceed within this situation and assess their leadership practices and style, managerial effectiveness, as well as look into their job satisfaction and performance. This is to ensure the quality implementation of devolved SWD programs and achieve the desired goals of the LGU. Additionally, the urgency of this research is to assess their job satisfaction and performance of the heads of the LSWDOs.

Being administrators in a government agency, the investigators were interested in finding out the relationships among leadership practices and style, managerial effectiveness, and job satisfaction and performance, especially among heads of local social welfare development offices (LSWDOs). These offices, with heads assigned at the helm, are the prime movers in leading in their respective Local Government Units and are primarily responsible for the management and implementation of social welfare and development functions of the agency.

It would, therefore, be interesting to find out how the heads of LSWDOs in Panay Island have been discharging their administrative functions in terms of their leadership practices, leadership style, and managerial effectiveness. Are the heads' job satisfaction and job performance influenced by certain identified personal factors, leadership practices, leadership style, and managerial effectiveness? To what extent do these variables influence the head's job satisfaction and job performance?

These questions needed to be answered; hence, this study.

Objectives and Hypothesis
This study aimed to determine the relationships among leadership practices and style, managerial effectiveness, and job satisfaction and performance among the heads in local social welfare development offices (LSWDOs).

Specifically, the study aimed to:
1.1. Determine the respondents' leadership practices in terms of model the way, inspire a shared vision, challenge the process, enable others to act, and encourage the heart as constructs.
1.2. Determine how these practices rank among the respondents.
1.3. Determine the degree of nurturance of these practices among the respondents.
  2.1. Determine the respondents' leadership styles in terms of authoritarian style, participative style, and delegative style as constructs.
2.2. Determine how these leadership styles rank among the respondents.
2.3. Determine the extent of employment of these leadership styles.
3. Determine the levels of managerial effectiveness, job satisfaction, and job performance among the respondents.
4. Determine if significant relationships exist among the respondents' leadership practices in terms of the identified constructs--model the way, inspire a shared vision, challenge the process, enable others to act, and encourage the heart; their leadership style in terms of the identified constructs--authoritarian style,

participative style, and delegative style; and their managerial effectiveness, job satisfaction, and job performance.

Hypothesis
In view of the objectives, the following hypothesis is advanced:
 1. No significant relationships exist among the respondents' leadership practices in terms of the identified constructs--model the way, inspire a shared vision, challenge the process, enable others to act, and encourage the heart; their leadership style in terms of the identified constructs--authoritarian style, participative style, and delegative style; and their managerial effectiveness, job satisfaction, and job performance.

Theoretical Framework of the Study
Theories are formulated to explain, predict, and understand phenomena and, in many cases, to challenge and extend existing knowledge within the limits of the critical bounding assumptions. Specifically, the theoretical framework is the structure that can hold or support a theory of a research study.

Since the time of Plato, many theorists have emerged, all with their different take on how people learn. Learning theories are a set of principles that explain how best a person can acquire, retain, and recall new information.

This investigation attempted to determine the relationships among leadership practices and style, managerial effectiveness, and job satisfaction and performance of heads in local social welfare development offices (LSWDOs).

As to **leadership practices**, this study was anchored on Yukl and Lepsinger's conclusion on the essence of flexible leadership (2004). They explained that flexible leadership involves knowing *what to do*, *how to do it*, and *when to do it*. Being a flexible leader requires more than the use of a particular set of behaviors, programs, or strategies. The leading practices used by leaders at different levels must be compatible with each other and with the overall strategy of the organization (Yukl, 2004).

In terms of **leadership style**, this study connected itself to the style theory of leadership, also known as behavioral management theory (Taylor and followers, 1940; in Jones and George, 2022). The authors explained that a leadership style refers to a leader's methods and behaviors when directing, motivating, and managing others. In addition, a person's leadership style also determines how he/she strategizes and implements plans while accounting for the expectations of stakeholders and the well-being of his/her team.

As to **managerial effectiveness**, the study related itself to Georgiou's managerial effectiveness, from a system theoretical point of view (2006). Georgiou explained that the effectiveness of a decision maker is not demonstrated through access to better or more information; effectiveness is demonstrated in an ability to use, more resourcefully, whatever limited information is available, and to portray its implications more usefully. The theory demonstrates how decision makers can make systemic decisions in situations characterized by extremely limited information and, furthermore, what form such decisions take.

As regards to **job satisfaction**, Hackman and Goldham's job characteristics model (JCM) (1975, in National Library of Medicine, National Center for Biotechnology Information, 2015) was the source. The Model explains that job satisfaction occurs when the work environment encourages intrinsically motivating characteristics. Five key job characteristics*: skill variety*, *task identity*, *task significance*, *autonomy* and *feedback*, influence three psychological states—core job dimensions, critical psychological states, and personal and work outcomes. Subsequently, the three psychosocial states then lead to several potential outcomes, including: job satisfaction. Therefore, from an organization's point of view, it is thought that by improving the five core job dimensions this will subsequently lead to a better work environment and increased job satisfaction.

In terms of **job performance**, this study is attached to Campbell's model of job performance (1990). The model shows that an individual's performance is a function of three primary elements: motivation, skill, and tools.

A person's *motivation* depends on his/her personal needs and the ways in which the work environment satisfies those needs. *Skill* is a function of an individual's capabilities and the job training that he/she is given. Capabilities, in turn, depend on mental and physical aptitude, experience and education. The *tools* used for a particular job enable an individual to multiply the effect of his/her skill to increase job performance.

Conceptual Framework
This study assumed that the job satisfaction and job performance of heads in local social welfare development offices (LSWDOs) could be associated with their leadership practices and style, and managerial effectiveness.

Leadership practices in terms of model the way, inspire a shared vision, challenge the process, enable others to act, and encourage the heart as constructs and leadership styles in terms of authoritarian style, participative style, and delegative style as constructs are the independent variables.

The respondents' managerial effectiveness is the moderator variable, and their job satisfaction and job performance are the dependent variables.

Figure 1 shows the conceptual framework of the study.

Definition of Terms

For the purposes of clarity and precision, certain terms used in the study are given their respective conceptual and operational definitions.

Job Performance. *Job performance* is the manner in which an employee performs a position of employment and includes an analysis of the employee's attendance at work, attitudes, effort, knowledge, behaviors, and skills (Law Insider, 2022).

In this study, *job performance* referred to the way the heads of local social welfare development offices (LSWDOs) perform a position of employment and includes an analysis of the employee's attendance at work, attitudes, effort, knowledge, behaviors, and skills.

Figure 1 : *A Paradigm Showing the Relationships Among the Respondent's Leadership Practices, Leadership Style, Managerial Effectiveness, Job Satisfaction, and Job Performance*

Independent Variable	Moderator Variable	Dependent Variable
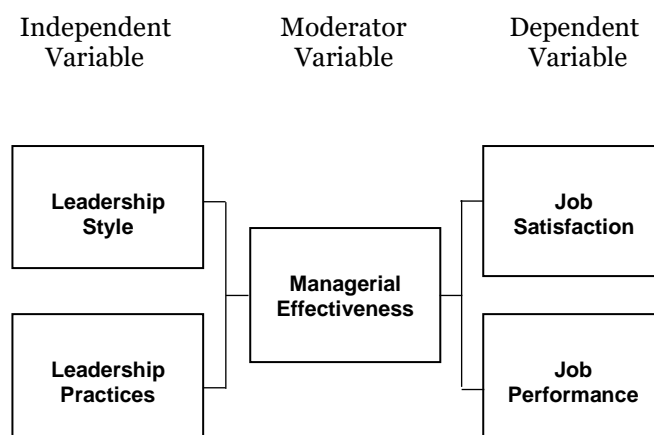
Job Satisfaction. *Job satisfaction* refers to the feeling of pleasure on achievement that one experiences in his or her job when one knows that his or her work is worth doing, or the degree to which one's work gives him or her this feeling (Cambridge Dictionary, 2022).

In this study, *job satisfaction* referred to the feeling of pleasure on achievement that the heads of local social welfare development offices (LSWDOs) experience in their job when they know that their work is worth doing.

Leadership Practices. *A leadership practice* can be defined as any practice that offers direction to a group or organization (Crevani, 2015; Crevani and Endrissat, 2016). The authors draw attention to three dimensions of practice of value to one's development and learning: processes, spaces, and technologies.

In this study, a *leadership practice* referred to any practice that the head of local social welfare development offices (LSWDOs) offers which gives direction to employees affiliated with the Department of Social Welfare and Development.

Leadership Style. A *leadership style* refers to a leader's methods and behaviors when directing, motivating, and managing others. A person's leadership style also determines how he/she strategizes and implements plans while accounting for the expectations of stakeholders and the well-being of their team (Becker, 2022).

In this study, *leadership style* referred to the methods and behaviors employed by the heads of local social welfare development offices (LSWDOs) when directing, motivating, and managing their employees.

Local Social Welfare Development Offices (LSWDOs). The *Office of the Social Welfare and Development* is the social welfare arm of the provincial, city, and/or municipal government mandated by Local Government Code of 1991 to address poverty-related concerns and committed to the care, protection and

rehabilitation of individuals, families, groups and communities in their respective LGUs. It is the local arm of the Department of Social Welfare and Development (DSWD)as mandated by law to develop, administer and implement comprehensive social welfare programs designed to uplift the living conditions and empower the disadvantaged children, youth, women, older persons, person with disabilities, families in crisis or at-risk and communities needing assistance (Administrative Order No 16, Series of 2011 - Guidelines on the Use of Program Supervision Model in Social Welfare and Development Programs).

This definition was also be adapted in this study. The heads of local social welfare development offices (LSWDOs) in Panay Island served as respondents in this study.

Managerial Effectiveness. *Managerial effectiveness* refers to a manager's ability to achieve the organization's goals and balance employee expectations and development. An effective manager must ensure that work is completed efficiently and on time and that both the employee and organization progress (Jay, 2022).

In this study, *managerial effectiveness* referred to the ability of the heads of local social welfare development offices (LSWDOs) to achieve the organization's goals and balance employee expectations and development.

Significance of the Study

The findings of the present investigation may be beneficial to the following:

Heads of Offices. The heads of offices will benefit most from the findings of the study. Through the findings, they may be informed of their leadership practices, leadership style, managerial effectiveness, job satisfaction, and job performance. This way they can identify their most nurtured leadership practices and most preferred leadership style, assess whether they are effective as leaders, take cognizance of the level of their job satisfaction, and make a personal evaluation on how they fare in their jobs.

All told, the heads of offices may try out for the betterment, leadership practices less nurtured, leadership style less preferred, managerial practices less considered, satisfaction with other aspects of their job, and elevating performance level to what is regarded as ideal.

The Employees. Likewise, the employees of the local social welfare development offices (LSWDOs) in Western Visayas will also find the findings useful. Being aware of the leadership practices nurtured, the style of leadership employed, the managerial effectiveness, the job satisfaction level, and the level of job performance of their heads, they may be able to adjust and suggest improvements for smooth organizational functioning.

In addition, the results of the study will enable them to learn and duplicate heads' leadership practices, leadership style, managerial effectiveness, job satisfaction and job performance, in preparation for their promotions soon.

Local Social Work Development Office. The local social work development office may refer to the findings as guide. They can now consider retooling or re-engineering the strengths and capabilities of the human resource drawing insights on what training programs to consider, for effective and efficient leadership and management.

Other Government Agencies. Other government offices may also find the findings useful. They may be guided by the findings in terms of how their agencies are run, especially in terms of leadership practices, leadership style, managerial effectiveness, job satisfaction, and job performance of the heads of their different offices.

National Development Planners and Policy Makers. The national development planners and policy makers may find the findings useful. They may be provided with baseline information in their choice of policies regarding training strategies and other imperatives relative to human resource management and development.

Future Researchers. Future researchers may be guided by the results of the investigation. The findings may contribute to further the development of theories and principles on leadership practices, leadership style, managerial effectiveness, job satisfaction, and job performance, not solely as applied to government agencies but to other institutions as well.

Scope and Limitations of the Study

This study aimed to determine the relationships among leadership practices and style, managerial effectiveness, and job satisfaction and performance among heads in local social welfare development offices (LSWDOs).

This survey-correlational research was conducted in February 2023 among the 90 randomly selected heads of Local Social Welfare and Development Officers (LSWDOs) in Panay Island. The simple random sampling method will be employed.

Four (4) published and standardized data-gathering instruments were utilized in the study--Kouzes and Posner's Leadership Practices Inventory (1986), to gather data on leadership practices; Don Clark's Leadership Style Survey (Clark, 2007), to gather data on leadership style; the Leadership Assessment instrument, adapted from John C. Maxwell, Developing the Leaders Around You (1995), to gather data on managerial effectiveness; and the Minnesota Satisfaction Questionnaire (Weiss, Dawis, & England (1967, 1986, 1997, 2023 by Regents of the University of Minnesota), to gather data on job satisfaction.

Job performance was represented by the individual ratings of the heads as reflected in their Office Performance Commitment and Review and Individual Performance Commitment and Review for 2021 and 2022.

Frequency count, percentage analysis, rank, mean, standard deviation, the *eta* correlation, and the Pearson's *r* were the statistical tools employed in the analysis of the obtained data.

The 0.05 alpha level was used as the criterion for the acceptance or rejection of the null hypotheses. All statistical computations were availed via the Statistical Package for the Social Sciences (SPSS) software.

Related Literature/Studies

Leadership Practices

For any organization to succeed, it needs to have strong leadership (Cameroon, 2020). People who can manage teams effectively to get the most productivity out of them are essential. But what makes a great leader?

Is it about *leadership qualities*? But there is another aspect that is just as important–*leadership practices*. But what's the difference between the two?

Leadership behavioral qualities that a leader possesses may include empathy, charisma, confidence, etc. Leadership practices are actions and strategies leaders will take and implement to consistently help their team better themselves, and attain growth (Cameroon, 2020). He further explained that good leadership practices make a big difference in workplace. When defining what makes a good leader, one must look not only at good leadership qualities, but also at leadership practices. The best leaders know how to get the most out of their teams and are confident enough to employ the methods necessary.

Cameroon (2020) outlined good leadership practices that the best leaders should be actively doing such as mentor relationships wherein leaders adapt their leadership based on current needs of their employees, promoting positive relationships more than competitiveness, encouraging employees advancement and development, taking chances on certain people within reasons by seeing beyond education, and looking at an employee's full potential and other skills helpful for them, making the goals public, looking out for new talent, giving real time feedback and compliment. Additionally, Cameroon said that objectively reviewing the employees through the company's values and not based on personal reasons as well as providing time for a one-on-one coaching could be meaningful in giving feedback, mentoring and evaluation. Conducting shorter regular meetings is helpful to address urgent and on-going issues rather than waiting for quarterly or yearly review. Lastly, trusting one's team that they could do the work assigned through proper delegation of tasks and effective communication could help boost their morale, ownership, and accountability.

The principle of leadership practice has been defined as a critical approach for guiding 21st century businesses. Because of the volatile conditions in which many businesses, especially non-profits, find themselves, this has become the case. According to Chow, Salleh and Ismail (2017) the capacity of a leader to plan, imagine, maintain flexibility, think creatively, and cooperate with followers in order to begin innovations that increase the organization's efficiency and production defines a leadership practice. In addition, Jooste and Fourie (2010) defined leadership practice as a leader's capacity to foresee, visualize, retain versatility, think creatively, and collaborate with followers to initiate reforms that will ensure the organization's viability in the future via improved efficiency and productivity. Furthermore, Barine and Minja (2010) asserted that the concept of leadership practices plays a key role in the creation of strategic purpose, which influences an organization's effective strategic practices.

Though leaders are responsible for the proper task and job allocation, different leadership styles have several approaches on how tasks are being allocated in the organization. Leaders claim to have a positive impact on the efficiency of the organization by influencing the team members. Particularly, they considerably influence their followers in the organization. In recent studies, most firms in the twenty-first century require a new style of leadership and the instillation of the best and most acceptable corporate culture in order to achieve the necessary success (Naraine & Parent, 2017). Today's executives do not only steer their organizations in areas such as strategic planning, corporate culture, project development and evaluation, and fundraising, but they also have to deal with strategic leadership strategies and organizational success on a daily basis (Romanchenko, Tyutyunnyk & Tyutyunnyk, 2019).

Bass and Bass (2009), in their book *"The Bass Handbook of Leadership: Theory, Research, and Managerial Applications"* explained that authoritarian leadership is often presented solely in negative, often disapproving terms, as authoritarian leaders are often described as controlling and close-minded. Yet this overlooks the potential positives of stressing rules, expecting obedience, and taking responsibility. While authoritarian

leadership certainly is not the best choice for every situation, it can be effective and beneficial in cases where followers need a great deal of direction and where rules and standards must be followed to the letter. Another often overlooked benefit of the authoritarian style is the ability to maintain a sense of order. Bass and Bass (2009) noted that democratic leadership tends to be centered on the followers and is an effective approach when trying to maintain relationships with others. People who work under such leaders tend to get along well, support one another, and consult other members of the group when making decisions.

Furthermore, Bass and Bass (2009) introduced the term transformational leadership that combines the leadership style with transactional leadership and laissez-faire leadership. Transformational leadership consists of four elements according to Bass: individualized consideration, intellectual stimulation, inspirational motivation and idealized influence. Transformational leaders are leaders with an appealing vision for their team and they intellectually stimulate others in a way that is demanding and appreciative of the individual needs of the team members. On the other hand, transactional leaders exert influence on followers based on exchanging benefits, which can be internal or external motivators and respond to their self-interests when they achieve defined goals. These leaders are also task oriented. Often, the transactional leadership style is contrasted with the transformational leadership style. Transactional leadership includes two components: contingent reward and management-by-extinction. Contrary to transformational and transactional leadership, Bass and Bass (2009) defined leaders who do not take charge of their leadership as passive or laissez-faire leaders. As the laissez-faire leader believes people are unpredictable and uncontrollable and understanding people is a waste of time. This leader maintains a low profile and works with whatever structure is available without any suggestions or criticism.

Banerjee (2017) explained that managerial effectiveness is very important for the survival and growth of the organization. Though it is difficult to define managerial effectiveness in concrete terms, several experts of management have perceived it from their own frames of reference. A good manager is the key pin of a successful organization that can develop well-defined objectives and strategies required to effectively transform inputs into outputs. Managerial effectiveness is governed by managerial skills, competence, intelligence, knowledge, sincerity and creativity. It is judged by not what the managers do but by how well they do. Effective managers enable the business to grow in the dynamic and vigorous environment.

On the other hand, social constructivists see managerial effectiveness from a different point of view. They concentrate on the ways in which skillful practitioners make sense of their organizational situation, and how they come to define the content of effectiveness. From this perspective, the body of knowledge is seen as part of the institutionalized context in which managers operate.

An effective manager knows how to maximize the uses of organizational resources and the meetings of the organizational goals. Leadership, mentoring, effective communication, proper planning, organization, control, possession of skills, and teamwork are all fundamentals of becoming an effective manager. In the process of striving for the most valuable ways to become effective, a manager must obtain both, effectiveness along with efficiency. Efficiency in management involves the overall productivity of the organization under a manager's command - how well they can use the resources available to them with the greatest use of the company's time. This concept can be identified as coming from three places - having a great initial endowment as possible, by management to get the ball rolling, gathering as much knowledge as possible; acquiring skills in the process; and having as many good resources as possible within the organization. A manager with good managerial effectiveness will most likely produce an organization with the highest managerial efficiency; while effectiveness is determined by the manager himself or herself, efficiency is the overall output that a manager provides his or her organization.

Satisfaction means the simple feeling of attainment of any goal or objective. Job satisfaction brings motivation at work, it is the total relationship between an individual and the employer for which he is paid.

Work is a central part of almost everyone's life. Adults devote almost all their waking time to work; hence, it is important that the employees feel a sense of satisfaction with their job or else this might lead to frustration, anger and in some cases even depression. Perceived satisfaction on the job is reflected by the needs of sense of fulfilment and expectation for the job to be interesting, challenging and personally satisfying.

Job satisfaction is also an achievement indicator in career developmental tasks. There are numerous studies on job satisfaction, and the results are often valued for both humanistic and financial benefits. When employees are satisfied, they tend to care more about the quality of their work, they are more committed to the organization, they have higher retention rates, and they are generally more productive. The present times are very competitive and hence there is a lot of pressure for each organization to be the best for this reason, organizations now demand for the better job outcomes.

Job satisfaction can also be seen within the broader context of the range of issues which affect an individual's experience of work, or their quality of working life. Job satisfaction can be understood in terms of its relationships with other key factors, such as general well-being, stress at work, control at work, home-work interface, and working conditions. Nonetheless, it can also be a relative term as it may depend on an individual's perception, but overall job satisfaction can be judged through various indirect parameters like productivity, attrition rate, employees' feedback, etc. It may also differ from industry to industry. For example, the measurement or perception of job satisfaction may be different from IT sector when compared to manufacturing sector.

Job performance is essential as the organization's success rests mainly on the shoulders of its employees because they are one of its most significant assets. One of the main objectives of any working professional, whether he or she is a manager or an employee, is to deliver high performance on the job and to support his or her fellow peers, teams, and coworkers to do the same.

Employees that perform satisfactorily understand the goals of the organization and strive to meet the mission and vision. Overall good performance helps to keep stakeholders and benefactors interested and supportive and can boost a business or organization's potential and reputation—a vital component for consumers, benefactors, and potential new hires. A good job performance is also a healthy display of work ethics, communication and interpersonal skills. Job performance, on all levels, is essential to long-term success—of both the employee and the company. A strong level of job performance is an indication that the human resources department is doing their job, and that the supervisor is on its feet monitoring the progress of each employee.

A company that strives for excellent job performance by listing all that are expected in a posted position, spotting a fraud in the interview process and correcting bad behavior as soon as it is evident builds a commendable company culture and is reflected in specific work outcomes and deliverables as well as their quality and quantity. Task performance is important because it relates to producing job-specific goods and services and requires employees to acquire and demonstrate core technical skills. Contextual performance, the second factor, goes beyond formal job responsibilities. Also referred to as "discretionary extra-role behavior" (Koopmans et al., 2011) contextual performance is reflected in activities such as coaching coworkers, strengthening social networks within an organization, and going the extra mile for the organization. One of the most important functions of an organization is to ensure that employees are effective in performing their jobs, and in recent years, contextual performance is viewed as an integral part of overall job performance and with changes in the global market and increased competition, employees are now expected to go beyond what is expected in their job description.

In 2013, Ngure conducted a survey on the impact of leadership styles on strategy implementation at the Kenya Co-operative Bank. The study aimed to identify leadership styles at the Co-operative Bank of Kenya, as well as the impact of leadership style on policy execution at the Co-operative Bank of Kenya. The Co-operative Bank of Kenya served as the research unit for the project, which employed a case study research design. The study's main result was that leadership types had an effect on policy execution. Its result showed that organizations should use the attributes of different leadership types to affect policy execution in terms of target achievement.

Sarawak (2015) conducted a study in Malaysia on organizational performance and leadership style, a case study of educational service challenges. The study examined academic leaders' leadership styles in Malaysian public universities in the Klang Valley region. The findings of the study revealed that most institutional leaders in Malaysian public institutions located in the Klang Valley region have a high level of transformational leadership. Furthermore, the research found that transformational leadership encouraged educators to share their experience. The analysis established that there is a need to further consider the qualities, abilities, and training required by individuals attempting to become faculty leaders.

Omira (2015) conducted a study on the impact on organizational performance of the public sector of leadership styles and organizational culture. The analysis has shown that whereas the correlation between culture and efficiency is totally mediated by organizational engagement, the relationship between the leadership modes and the organizational performance is only somewhat mediated. In addition, the study showed that the mediation between leadership styles and organizational efficiency was not functioning as a mediator. The results of the study contributed to the current knowledge by integrating prospective effects on the effectiveness of an organization.

Chukwuebuka et al (2007) conducted a Leadership Survey and Organizational Evaluation of Small Enterprises in Aba, State of Abia, Nigeria. The evaluation examined issues that identified the relationship between leadership and corporate performance, the guidelines for management and their effect on organizational performance, the elements that contribute to the failure of workers, and the impact of leadership styles on labor management relations. The study concluded that leadership must recognize workers' needs, use appropriate tools such as credit and promotion of skills, provide an adequate working environment, and use a leading style to promote the free flow of information to achieve the goals of small industries in Aba, Abia State, Nigeria.

The study "Descriptive Model of Managerial Effectiveness" by Luthans, Welsh, & Taylor, (1988) was conducted to help understand what effective managers really do. Unlike previous research on managerial effectiveness, a diverse sample (N = 78) of managers was directly observed in natural settings. These data on managerial activities gathered by trained observers were related to a subordinate-report measure of unit effectiveness. Using canonical correlation analysis, a descriptive model of managerial effectiveness was derived. This one-dimensional model consists of a continuum ranging from a quantity-oriented human resource manager (who was observed to exhibit considerable staffing and motivating or reinforcing activities and was perceived to have quantity performance in the unit) to quality- oriented traditional manager (who was observed to exhibit a lot of interaction with outsiders, controlling and planning activities, and was perceived to have quality performance in the unit). This empirically derived descriptive model helps identify needed managerial activities and skills for quantity and quality performance in today's organizations. The study investigated the question by conducting a canonical correlation analysis of two sets of data gathered via subordinate- reported

subunit organizational effectiveness measures and the directly observed day-to-day activities of practicing managers in the natural setting.

The nature of the relationship between subunit effectiveness measures and the observed managerial activity in the significant canonical variate suggests a quantity-oriented human resource manager and quality-oriented traditional manager conceptual continuum. The quantity-oriented human resource manager describes effective managers who are observed to exhibit considerable staffing and motivating/reinforcing activities and are perceived to have quantity performance in their units. They exhibit much less interacting with outsiders, controlling and planning activities, and are not perceived to have quality performance in their units. The quality-oriented traditional manager depicts the mirror opposite. In particular, these managers exhibit considerable interacting with outsiders, controlling and planning activities, and are perceived to have quality performance in their units. By the same token, they exhibit hardly any human resource management activities and are not perceived to have quantity performance in their units.

Younghee Hur conducted a study (2009) at the University of Twente on optimizing managerial effectiveness through emotional intelligence as part of his thesis. The study centered on the idea that emotional competence is crucial for adaptation in various realms of life has fueled numerous studies and social learning programs. Nonetheless, leadership research on emotional intelligence contexts is still limited and the construct is controversial on several grounds and includes a lack of rigor in terms of the employed research designs. His dissertation offers theory and empirical findings on emotional intelligence to gain a better understanding of whether the emotional intelligence of a manager predicts various work unit-level outcome variables. Based on a quantitative type of research design, several hypotheses about emotional intelligence were examined in three large organizations, in different industries (i.e., public-sector, banking, and retail sector). To optimize the value of the results, data collection and research method were implemented with rigor: large sample size; high response rates, use of various dependent variables, and controlling for same-source bias. The findings of the empirical studies show that highly emotionally intelligent managers lead work units more effectively than those who score low on emotional intelligence. The obtained evidence draws attention to individual differences a person's capability to recognize, assimilate, understand, and manage own emotions and those of others and how they may relate to various desired outcomes.

Cook (2008) of the Texas A&M University conducted a study titled, "Job Performance and Job Satisfaction: Is the Relation Spurious?" and stated that "With many potential causal models that explain this correlation, one possibility is that the satisfaction-performance relationship is spurious, meaning that the correlation is due to common causes of both constructs. Drawing upon personality theory and the job characteristics model, the study presented a meta-analytic estimate of the population-level relationship between job satisfaction and job performance, controlling for commonly studied predictors of both. Common causes in this study include personality traits like conscientiousness, extraversion, agreeableness, and core self-evaluations, along with cognitive ability and job complexity. The author then used a test spuriousness, then proposed and used support for an integrated theoretical model in which job complexity and job satisfaction serve as mediators for the effects of personality and ability on work outcomes. The result from that model suggested that job complexity was negatively related to satisfaction and performance, once ability and personality are controlled. The results of the study further suggested that the relationship between satisfaction and performance was partly spurious; meaning that part of the relationship was due to common causes of satisfaction and performance rather than a substantive causal relationship between the two.

Alpaslan Baki Ertekin (2021) of Istanbul Gelisim University studied the relationship between job satisfaction and job performance in sports industry, with the aim of determining the relationship between job performance and job satisfaction of individuals working in the sports industry. The sample of the study consisted of 423 individuals (317 males and 106 females), who work in the sports industry in Istanbul and selected through purposeful sampling method. In the study, in addition to the personal information form, the Minnesota Job Satisfaction Scale developed by Weiss et al. (1967) and adapted to Turkish by Baycan (1985), and the Job Performance Scale developed by Kirkman and Rosen (1999) to determine the job performance of employees and adapted to Turkish by Çöl (2008) were used as data collection tools. In the analysis of the data, the independent t-test, ANOVA, and Pearson's correlation analysis were performed. The results of the analysis determined that individuals did not differ in both their job satisfaction levels and their job performance when grouped according to gender. It was also determined that a significant difference existed in the external satisfaction sub-dimension of the job satisfaction scale grouped according to marital status, and a statistical difference in the "internal satisfaction" and "external satisfaction" sub-dimensions of the job satisfaction scale when the participants were grouped according to workplace working hours. Moreover, it was determined that there was no significant difference according to the marital status of the participants and the duration of their work. Finally, it was determined that there was a positive and low-level relationship between the sub-dimensions of the job satisfaction scale and the job performance scale. As a result, it was determined that the job satisfaction and job performance levels of the individuals differed according to their socio-demographic characteristics, and the higher their job satisfaction, the higher their job performance.

A study on employee motivation and job performance among basic schoolteachers in Ghana was conducted by the team of Forson (2021). They examined the relationship between job motivation factors and performance among teachers at basic schools in Ghana. The study employs a quantitative approach on a sample of 254

teachers from a population of 678 in the Effutu Municipality of Ghana, of which 159 questionnaires were duly answered and returned (representing 62.6% return rate). Using multiple regression and ANOVA, the study found that compensation package, job design and environment and performance management system as significant factors in determining teacher's motivation in the municipality. Thus, these motivation factors were significant predictors on performance when regressed at a decomposed and aggregated levels. These findings support the self-determination theory, more specifically on the explanations advanced under the controlled and autonomous motivation factors. Significant differences were also observed in teachers' performance among one of the age cohorts. In conclusion, the study urges the municipal directorate of education to make more room for young teacher trainees and interns who are at the formative stage of their careers to be engaged to augment the experienced staff strength. They also added that more should be done to make the profession attain some level of autonomy in the discharge of duty to breed the next genre of innovative educators in the municipality.

Pestrano (1999) conducted a study on school administrators' level of motivation, administrative performance, and job satisfaction. The independent variables sex, civil status, age, educational qualification, length of administrative experience, and annual salary were related to dependent variables-level of satisfaction, administrative performance, and job satisfaction. The respondents of the study were the 243 randomly selected school administrators in Division of Iloilo. The results indicated that the administrators' reflected a "high level" of motivation, "superior level" of administrative performance and "moderately satisfied" with their jobs. Sex, civil status, age, and length of experience had no significant influence on school administrators' level of motivation, administrative performance, and job satisfaction. The level of motivation was significantly related to school administrators' administrative performance and job satisfaction. Educational qualification had no significant influence on school administrators' level of motivation but had significant influence on their level of administrative performance and job satisfaction. Annual salary had no significant influence on level of administrative performance and job satisfaction but had a significant influence on the level of motivation.

In 2015 Angeles, Saludo, Virtus, and Win conducted a study on the job satisfaction and performance level of employees of Ajinomoto Philippines Corporation-Lucena branch with an objective to delve and comprehend information that can help both the employees and company regarding the level and significance of performance and job satisfaction to their work and working area. They defined that job satisfaction and performance refer to the gratification that an employee feels when he/she accomplished the job and appreciated by the superiors. Their research discussed the needs of employees that influence their job satisfaction and performance level in the workplace. Hence, it is important to understand why employees get satisfied and dissatisfied because they will also be uninterested in performing at their full potential in the workplace. The study used both qualitative and quantitative method and the data were obtained from 15 employees of Ajinomoto Philippines Corporation-Lucena branch. This study could provide the job satisfaction from the perspective of employees in the company, to show if it matters in the work performance and productivity in the company and to manifest if job satisfaction may contribute to the building of a loyal and committed workforce. A company can have productive employees if there is a strong relationship between the company and its employees. Results of this study indicate that there is a significant relationship between the factors of job satisfaction and performance level (working condition to diligence and professional approach and equipment to work attitude). The employees were satisfied the way they are being handled by the management all throughout the company's operation. An interview with the manager disclosed that, the employees good rating was based in accordance with their job performance referring to their respective positions. However, on the part of the station manager, he must hire more helpers to avoid having overload of the task given to them.

Methodology

The survey-correlational method of research was employed in this investigation. Survey research (formerly known as descriptive research), involves collecting data to test hypotheses or answer questions concerning the current status of the subjects in the study (Gay & Airasian, 2005). Survey research determines and reports the way things are. Correlation research, on the other hand, attempts to determine whether, and to what degree, a relationship exists between two or more quantifiable variables. Bhandari (2023) explains that a correlational research design investigates relationships between two variables (or more) without the researcher controlling or manipulating any of them. It is a non-experimental type of quantitative research. The purpose of a correlation research may be to establish relationship (or lack of it) or to use relationships in making prediction. Relationship investigations typically study several variables believed to be related to a major and complex variable (Gay & Airasian, 2005).

Survey-correlational method of research is deemed appropriate in this study as the respondents' leadership practices, leadership style, managerial effectiveness, job satisfaction, and job performance will be ascertained and described and the relationships among these variables are established.

Leadership practices in terms of model the way, inspire a shared vision, challenge the process, enable others to act, and encourage the heart as constructs and leadership styles in terms of authoritarian style, participative style, and delegative style as constructs are the independent variables.

The respondents' managerial effectiveness is the moderator variable, and their job satisfaction and job performance are the dependent variables.

Results

Ranks of Leadership Practices Among the Respondents

The data in Table 1.1 revealed that *enabled others to act* (*M* = 8.97, Rank 1) was the most dominant leadership practice among the respondents. Least dominant was *inspire a shared vision* (*M* = 8.04, Rank 5). Other leadership practices were encourage the heart (*M* = 8.87, Rank 2); model the way *(M* = 8.42, Rank 3); and challenge the process (*M* = 8.26, Rank 4).

Table 1.1 P*Ranks of Leadership Practices Among the Respondents*

Leadership Practice	*M*	Rank
Enable others to act	8.97	1
Encourage the heart	8.87	2
Model the way	8.42	3
Challenge the process	8.26	4
Inspire a shared vision	8.04	5

Degree of Nurturance of the Leadership Practices in Terms of Model the Way, Inspire a Shared Vision, Challenge the Process, Enable Others to Act, and Encourage the Heart Among the Respondents

The data in Table 1.2 revealed that all the five constructs of leadership practices-- model the way, inspire a shared vision, challenge the process, enable others to act, and encourage the heart were *extremely nurtured* among the respondents. This was revealed by obtained mean scores which fell within the 8.06 to 8.97 range with *SD*s ranging from .92-1.49, indicating their homogeneity in terms of their leadership practices.

Table 1.2: *Degree of Nurturance of the Leadership Practices in Terms of Model the Way, Inspire a Shared Vision, Challenge the Process, Enable Others to Act, and Encourage the Heart Among the Respondents*

Leadership Practice	*SD*	*M*	Description
Model the Way	.96	8.42	Extremely Nurtured
Inspire a Shared Vision	1.39	8.06	Extremely Nurtured
Challenge the Process	1.49	8.26	Extremely Nurtured
Enable Others to Act	.92	8.97	Extremely Nurtured
Encourage the Heart	1.09	8.87	Extremely Nurtured

Note:	**Scale of Means**	**Interpretation**
	7.21 – 10.00	Extremely Nurtured
	5.41 – 7.20	Very Highly Nurtured
	3.61 – 5.40	Highly Nurtured
	1.81 – 3.60	Nurtured
	1.00 – 1.80	Less Nurtured

Leadership Styles Ranked Among the Respondents

The data in Table 2 revealed that participative style (*f* = 71, Rank 1) was the most dominant leadership style employed among the respondents. The least dominant was authoritarian style (*f*= 2, Rank = 3), while delegative style was employed among the smaller number respondents (*f* = 17, Rank 2).

Table 2 :*Ranks of Leadership Styles Among the Respondents*

Leadership Style	*f*	Rank
Participative style	71	1
Delegative style	17	2
Authoritarian style	2	3

Levels of Managerial Effectiveness, Job Satisfaction, Job Performance Among the Respondents
Data in Table 3 reveal that the respondents were described as great leaders (*M* = 3.33, *SD* = .44); were very satisfied with their jobs; and had outstanding job performance.

Table 3 : *Level of Managerial Effectiveness, Job Satisfaction, and Job   Performance Among the Respondents*

Variable	*SD*	*M*	Description
Managerial effectiveness	.44	3.33	Great leader
Job satisfaction	.55	3.61	Very satisfied
Job performance	.22	4.65	Outstanding

Relationships Among the Respondents' Leadership Practices in Terms of the Identified Constructs-Model the Way, Inspire a Shared Vision, Challenge the Process, Enable Others to Act, and Encourage the Heart; Managerial Effectiveness, Job Satisfaction, and Job Performance
Leadership practices and managerial effectiveness. The Pearson's *r* results in Table 4 revealed that positive and not significant relationships existed in the respondents' leadership practices in terms of the identified constructs-model the way, inspire a shared vision, enable others to act, and encourage the heart and managerial effectiveness. Obtained *r*s were: .069, .069, .075, and .006, respectively. All *p*s > .05.
Negative and not significant relationships were noted between leadership practices in terms of challenge the process as construct and managerial effectiveness (*r* = -.034, *p* = .749).

Leadership practices and job satisfaction. The Pearson's *r* results in Table 4 revealed that positive and not significant relationships existed in the respondents' leadership practices in terms of the identified constructs--model the way, inspire a shared vision, challenge the process, enable others to act, and encourage the heart and participative style of leadership. Obtained *r*s were: .170, .102, .109, .188, and .161, respectively. All *p*s > .05.

Leadership practices and job performance. The Pearson's *r* results in Table 4 revealed that positive and not significant relationships existed in the respondents' leadership practices in terms of the identified constructs--inspire a shared vision and challenge the process and job performance. Obtained *r*s were: .023 and .005, respectively. All *p*s > .05.

Negative and not significant relationships were noted in the respondents' leadership practices in terms of the identified constructs—model the way, enable others to act, and encourage the heart, and job performance. Obtained *r*s were: -.03 and -.017, and -.087, respectively. All *p*s > .05.

Table 4 : *Pearson's r Results for the Relationships Among the Respondents' Leadership Practices in Terms of the Identified Constructs--Model the Way, Inspire a Shared Vision, Challenge the Process, Enable Others to Act, and Encourage the Heart; Managerial Effectiveness, Job Satisfaction, and Job Performance*

Variables (n = 90)	Managerial Effectiveness		Job Satisfaction		Job Performance	
	r	r prob.	r	r prob.	r	r prob
Leadership Practices						
Model the Way	.069	.516	.170	.108	-.013	.900
Inspire a Shared Vision	.069	.515	.102	.338	.023	.833
Challenge the Process	-.034	.749	.109	.306	.005	.959
Enable Others to Act	.075	.481	.188	.076	-.017	.877
Encourage the Heart	.006	.958	.161	.129	-.087	.417

Discussion

Otherwise known as the democratic style, the participative style of leadership is a style that is useful in very diverse groups whose members have opposing views, but a leader needs to find a common ground. In such complicated situations, a leader's ability to attune to people's needs and make everybody collaborate plays a big role (Goleman, 2000).

Jooste and Fourie's definition of leadership practice (2010), emphasized, that, a leader's capacity to foresee, visualize, retain versatility, think creatively, and collaborate with followers to initiate reforms that will ensure the organization's viability in the future via improved efficiency and productivity, will come into play.

As Banerjee (2017) explained, managerial effectiveness is governed by managerial skills, competence, intelligence, knowledge, sincerity and creativity. It is judged by not what managers do, but by how well they do. Effective managers enable the business to grow in the dynamic and vigorous environment, making them *great leaders*.

Leadership practices in terms of--model the way, inspire a shared vision, challenge the process, enable others to act, and encourage the heart, leadership style in terms of the identified constructs-authoritarian style, participative style, and delegative style; managerial effectiveness; job satisfaction; and job performance were not significantly related. One of the main objectives of any working professional, whether it be a manager or an employee, is to deliver high performance on the job and to support fellow peers, teams, and coworkers to do the same. The finding seems to emphasize that everyone is expected to contribute to the overall success of an organization; hence, a one-for-all and all for-one reckoning.

Conclusions

In view of the findings, the following conclusions are drawn:

It appears that heads of local social welfare development offices foster collaboration and strengthen others. These actions are based on the understanding that a leader cannot do things alone. Leadership is very dependent on creating, building, and supporting a team with the concept of enabling others are essential to effectiveness. By understanding the strengths of the people in their team, and by truly believing in each person's potential, these heads of offices are confident in enabling others to take control and have initiative. As Nelson Mandela (Kouzes and Barry Posner, in Velez, 2023) aptly said, *"Unity is strength... when there is teamwork and collaboration, wonderful things can be achieved."* Enabling others to act by fostering collaboration and strengthening others is a cornerstone to exemplary leadership. The true worth of a leader tends not to find success during the leader's own term but ensuring success-making it possible for others to do good work. As the saying goes, a team of "*We*" will always be stronger than a team of "*I*,"

 Since people are naturally drawn to leaders who inspire a shared vision of a better world, and because they want to feel like they are a part of something important, these leaders fall short of envisioning a positive future and getting others on board.

Extremely nurtured, the leadership practices--model the way, inspire a shared vision, challenge the process, enable others to act, and encourage the heart-appears greatly exude among the heads of local social welfare development offices in this research. This implies that, in distinguishing the path maker/path follower; managers need to be concerned with organizing stable systems, ensuring quality, and identifying and implementing best practice. Hence, leaders need to be concerned about creativity and innovation, making positive changes and seeking to challenge and push boundaries. And with the '*do the right thing*' distinction, leaders seem to see the importance of choice and vision, and at the same time, once a choice is made, it is essential that '*things are done well*'– that is, the choice is executed well, and that others are engaged in the delivery.

Generally, participative leadership was dominantly employed by the respondents. This seems to suggest that leaders, as exemplified by the heads of local social welfare development offices, guide their employees while encouraging them to provide feedback and participate in decision-making. These leaders recognize employees' significant role in their organization's success.

The finding that the heads of local social welfare development offices were great leaders seems to insinuate the idea that they should be mentoring other good and great leaders. Perhaps they possess self-awareness, garner credibility, focus on relationship-building, have a bias for action, exhibit humility, empower others, stay authentic, present themselves as constant and consistent, strive to become role models, and are fully present. As a great leader they should have integrity, self-awareness, courage, respect, empathy, and gratitude. They should likewise be learning agile and flex their influence while communicating and delegating effectively.

The saying that good *leaders are made, not born,* seems justified. However, put it in another way*, leadership is a skill that can be developed.* Good leaders are molded through experience, continued study, and adaptation. Most often than not, *collaboration builds stronger leaders.* Therefore*,* it is also essential for the leader, as represented by the heads of local social welfare development offices to recognize that *leadership is a social process*. It is less about one strong or charismatic individual, like them, and more about a group of people working collectively to achieve results *together*; as "good leadership never stops" and that *leadership is not a destination, it is a journey*—it is something that leaders have to work at regularly throughout their career, regardless of what level they reach in their organization or what industry they are in.

The heads of local social welfare development offices seem to project substantial positive feelings or attitudes towards their jobs. This means that when they say that they are satisfied with their jobs, they really like their jobs, feel good about it, and value this job highly. As it is, the level of contentment that the heads feel with their job are within their daily duties to cover satisfaction with team members and or superiors, satisfaction with organizational policies, and the impact of their job on employees' personal lives.

As revealed by the study, heads of local social welfare development offices had outstanding job performance. There seems to be an indication that their training and natural ability (like dexterity or an inherent skill with numbers), may have equipped them with dexterity in dealing with workplace environment factors including physically demanding tasks, employee morale, stress levels, and working at extended hours. Perhaps, at the other end of the spectrum, well designed work environments, lower stress, and a supportive employer may have greatly contributed to their outstanding job performance, which is an important part of workplace productivity and safety.

Leadership practices in terms of-model the way, inspire a shared vision, challenge the process, enable others to act, and encourage the heart, leadership style in terms of the identified constructs-authoritarian style, participative style, and delegative style; managerial effectiveness; job satisfaction; and job performance were not significantly related. One of the main objectives of any working professional, whether it be a manager or an employee, is to deliver high performance on the job and to support fellow peers, teams, and coworkers to do the same. The finding seems to emphasize that everyone is expected to contribute to the overall success of an organization; hence, a one-for-all and all for-one reckoning.

Recommendations

In view of the findings and conclusions, the following are recommended:

Realizing their leadership practices, leadership style, managerial effectiveness, job satisfaction, and job performance, heads of offices can now assess   their managerial and leadership capabilities and make a personal evaluation on how they fare in their jobs in terms of their satisfaction and performance.

The agency (DSWD) should endeavor to maintain and continually harness the leadership and managerial effectiveness of the heads of offices by providing support in terms of job enrichment, intrinsic and extrinsic motivation, and talent development. Off-the-job incentives and maintenance support to professional development are hereby suggested.

Aware of the findings, employees of the local social welfare development offices (LSWDOs) in Western Visayas may now understand the leadership practices nurtured, the style of leadership employed, the managerial effectiveness, the job satisfaction level, and the level of job performance of their heads.

Through the findings, the leaders can learn and duplicate heads' leadership practices, leadership style, managerial effectiveness, job satisfaction and job performance, in preparation for their promotions. A succession plan for employees should be crafted to maintain the same exemplary examples of the incumbent heads. A training scheme should be devised in the form of seminar-workshops on leadership practices, leadership style, and managerial effectiveness to truly ensure job satisfaction and performance levels expected of them.

The local social work development office may now refer to the findings as guide. They can now consider retooling or re-engineering the strengths and capabilities of the human resource, especially the heads by utilizing the *Leadership Personal Development Handbook* as their guide; as such they can draw insights on what training programs to consider, for effective and efficient leadership and management.

Other government agencies may be informed on how their respective agencies are run, especially in terms of leadership practices, leadership style, and managerial effectiveness leading to job satisfaction, and job performance.

The national development planners may now refer to the findings as baseline information in their choice of policies regarding training strategies and other imperatives relative to human resource management and development, most especially on leadership practices, leadership style, and managerial effectiveness resulting to ideal job satisfaction and performance levels of the heads and employees.

Future researchers, guided by the results of the investigation, can replicate the study with other government agencies or private companies to truly validate these findings of this study. Through this, they can contribute to further the development of theories and principles on leadership practices, leadership style, managerial effectiveness, job satisfaction, and job performance, not solely as applied to government agencies but to other institutions as well. Other variables to be considered are adversity quotients, managerial capability, strategic planning, management, and the like.

The researcher recommends the *Leadership Personal Development Handbook* as guide, when contemplating effective and relevant impact of heads on organizational functioning.

Acknowledgements

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