LEADERSHIP STYLE AND COMPETENCY TOWARD MANAGEMENT ORGANIZATION

BY

MA. AURORA T. CADAY, LPT, DBA[1], LEOVIGILDO LITO D. MALLILLIN, PHD[2], EDGARDO G. CANDA, ED.D., LPT[3], JOSE FLORANTE F. SINGSON, PHD[4]

[1]University Research Director Universidad De Manila
[2]University Researcher-Editor in Chief Universidad De Manila
[3]University Researcher and Statistician Universidad De Manila
[4]University Researcher-Managing Editor Universidad De Manila

Abstract

The study aims to analyze the leadership style and competency toward management organization among the profile of the respondents as to age, gender, years in service, and position in school. This includes the measures of the extent of leadership style and competency toward management organization among the respondents.

Quantitative research is employed in the study to measure the leadership style and competency toward management organization. Likewise, purposive sampling is utilized in the selection of the sample size of the study. The study comprised fifty (50) respondents only.

Results show that profiles of the respondents are matured enough in their leadership style due to their skills and knowledge in the organization, show that integrity ensures the well-being of their customers, clients and employees, show self-discipline utilizes energy wisely, show that communication delivers instructions clearly and thoroughly that makes the team valuable in organization, show that trustworthiness prioritize work deliverables and results in the professional relationship of trust and interaction honestly, show that teamwork adapts change and support as needed in giving a chance for every workers to excel in their skills and capacity in the work organization, show conflict management seeks the necessary opportunity and skills for the action among the mentors and offering of advices when needed to have an input in a situation, show that problem solving provides details of the job and industry function, and show that initiative looks for needs in the workplace and think about how it might be able to meet them.

Findings show that there is a significant relationship between the leadership styles and competency as observed by the respondents.

Keywords: leadership style and competency, management organization, integrity, self-discipline, communication, trustworthiness, teamwork, conflict management, problem-solving, and initiative.

Introduction

There are various styles of leadership in different organizations, be it in the school system, business, or company. This is based on the culture of the organization which provides an impact in the organization. The leadership style influences the school competency to figure out the best leadership. It analyzes leadership style and influences as to direct and indirect effect on work climate, motivation, and employee commitment. Leadership styles empirically provide positive climate performance as to commitment and job satisfaction. It provides significant commitment to be maintained in leadership style and effort in the organization (Megawaty, et al., 2022, pp. 01-14). Hence, It examines institutional theory and moderate leadership in various

participative outcomes as to employee job performance and loyalty in the organization. It demonstrates the complexity level of the organization in a positive result of leadership style. It contributes to leadership style and complexity. It conceptualizes and demonstrates the leadership style in the decision-making process. It defines the leadership style in determining hierarchy subordinate processes. It focuses on the management and participatory leadership of students in decision-making and power style. It directs people and formal strategy in the group decision and influences in leadership style (Khassawneh, & Elrehail, 2022).

On the other hand, leadership style refers to the process of leaders' behavior and method when managing, motivating, and directing the organization and competency. It determines

individual leadership style to implement and strategize the plan and expectation of the well-being in the leadership organization and leadership. It paradoxes the leadership style, tremendous and infinite complex and journey process. It captures comprehensively the key leadership dimension attention of field management and leadership style. It catches the leadership management style attention and practices. It manages the leadership aspect quest and pleasure. Leadership is about oneself, dedicated position, process, people, and in the organization. It is straightforward and captures comprehensively. It guides self-management for the people to sustain responsibility and sustainability. It focuses on the leader dimension and is interconnected to oneself, system, and managing people (Luedi, 2022, pp. 229-235). Hence, it influences to examine the various different leadership styles as to work environment organization. It applies to the measure and development of leadership style (Anwer, et al., 2022).

Moreover, the importance of leadership style provides and helps adequate feedback and guidance of employees. It strategizes and considers the decision and understands the leadership decision. It directs to understand specific feedback to leadership opportunities to speak leadership benefit style and change. It determines important elements of the progress of the organization. It increases technology and changes to determine supportive leadership style and effect. It influences leadership style support on competency performance of employees in the organization. The leadership support and style improves the performance of the people in the organization's fierce and competitive progress. It improves the organization and performance in leadership style and competency in the management system (Yusuf, et al., 2022). Nonetheless, leadership style toward the management development system has an impact on the performance of employees such as organizational culture and leadership style. It examines the effect of individual leadership style in the organizational culture and effect. The leadership style adopted the culture in the organizational style of leadership. The positive impact of leadership style is best suited to organizations that promote and support challenging work, trust, autonomy, improvement creativity and maintain collaboration. It provides impact on leadership and positive performance manpower in the organization (Jamali, et al., 2022, pp. 1-20).

Indeed, the different leadership style influences position and authority. They are the backbone of the organization and serve the success of the team. It unlocks the kind of leadership to determine the best strength such as laissez-faire, democratic, bureaucratic, autocratic, transformational, charismatic, and transactional leadership. This type of leadership has different approaches in behavior and style. It varies on authority and decision-making, motivation techniques, and team involvement. This depends on the style of leadership in the organizational culture. It delves with techniques in leadership and understanding. It is the main asset of leadership style in the organization. It requires effective achievement of employees in the organization. It strives issues on employee performance on effective leadership style competency

management development of the organization. It improves the demand of employees to determine work discipline effectiveness and background. It motivates leadership on employee performance organization, especially on leadership style competency (Irfan, 2022, pp. 31-36). It attempts to organize leadership style and competency learning support and innovation to overcome issues and challenges turbulence situations. It investigates traits of leadership personality innovation in the organization competency. It provides competency in leadership for the need for achievement, self-core evaluation, and innovation in the organization. It plays better innovation in leadership style competency development and sustainability (Mai, et al., 2022).

Notably, the management competency leadership provides clear expectation and standard performance of the organization. It addresses timely performance to improve employees knowledge and skills to demonstrate and learn competency leadership style. It recognizes the successful performance of leadership skills. It inspires leadership ability to influence the common goals and guides benefits in the organization. It fosters various functions of leadership in a positive work environment through directing, delegating tasks and directions. It builds advanced technology transformation and competency to sustain capability engagement of digital innovation, leadership, and experience management. It requires capability on leadership style and competency process on management implication. It identifies management competency on leadership style in the organization framework (Busulwa, et al. 2022). Lastly, it describes and structures on the leadership style competency in analyzing strategic management in the organization. It gives emphasis in leadership style and competency management organization. It establishes the goal of leadership style competency toward management organization to establish a model of management in the school organization. This can contribute to innovation in any organization to analyze the process in transformation leadership function style and competency. It conceives the organization on leadership style through competency management system (Al-Kubaisi et al. 2022, pp. 1601-1622).

Statement of the Problem

1. How may the profile of the respondents be described in terms of
   1.1 age,
   1.2 gender,
   1.3 years in service, and
   1.4 position in school?
2. To what extent of leadership style and competency toward management organization among the respondents?
3. Is there a significant relationship between the leadership styles and competency as observed by the respondents?

Hypothesis
There is a significant relationship between the leadership styles and competency as observed by the respondents.

Theoretical Lens

The study is anchored on "Adaptive Theory Approach In Leadership: A Guide to Educational Management System and Mechanisms" as cited by Mallillin, (2022) as this theory navigates in the process of adaptive theory leadership as guide and mechanism in the organizational system. It stresses leadership style and competency characteristics and qualities on decision-making, problem-solving, accountability, strength, and challenges process of leadership. It adopts an immersive pedagogy method of leadership competency style as to challenges toward management organization. The theory navigates leadership style on characteristics and competency. It explores the process and persistence of handling a situation on the focus of leadership and challenges to be effective in a broader perspective. It innovates in the principles and leadership competency practice in the organization. It develops reality in strengthening leadership creativity, competency, and responsibility. The theory recognizes the leadership measures in the organization. It brings competency in management organization for leadership style that focuses in defining the symptoms and diagnosis of problem-solving issues in the organization. This includes the expected outcome and techniques in the process of solving skills in the organization. On the other hand, leadership style and competency theory toward management organization is vital. It provides clarity to the improvement goals and objectives in the organization. It motivates to guide the purpose and mission of leadership style competency. It contributes to the meaningful contribution of leadership style in the organization from good, better, and best. It stresses the understanding and contribution of leadership style competency theory accomplishment of the organization. It inspires the leadership organization capability concept.

Research Design

The descriptive quantitative research design is employed in the study. It quantifies and measures the leadership style and competency toward management organization as to the profile of respondents as to age, gender, years in service, and position in school. This includes the measure of the extent of leadership style and competency toward management organization among the respondents. On the other hand, descriptive quantitative research design examines the act of assumption to think critically and carefully in the judgement and belief system to influence the process of research. It guides the objectives of the quantitative research methods and design. It is the act of concretizing the basic analysis of quantitative research design (Jamieson, et al. 2023).

Sampling Techniques

Purposive sampling is employed in the study. It sets the criteria in selecting the population and sample size. It represents the subset and form of the study. It is drawn from the different State University in the government sector namely: Pamantasan Lungsod ng Muntinlupa, Pamantasan Lungsod ng Marikina, City of Malabon University, Pamantasan Lungsod ng Manila, Navotas Polytechnic College, and Universidad De Manila. This warrants the representation of statistical analysis. Purposive sampling is suitable in selecting the techniques and process in determining characteristics and parameters of the population of the study. It provides population and subset of the sampling technique and inferences of the sample size in leadership style and competency (Obilor, 2023, pp. 1-7). The study comprised Fifty (50) respondents only.
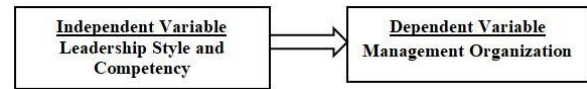
The Concept of the Study

Figure 1: The flow of the study as to independent and dependent variables on leadership style and competency toward management organization among the respondents.

Results and Discussion

1. On the Profile of the Respondents

Table 1
Profile of the Respondents

Variables		f	P
Age	25 and below	0	
	26 – 35	6	6
	36 – 45	25	25
	46 – 55	34	34
	56 and above	35	35
Sex	Male	59	37
	Female	41	63
Years in Service	5 and below	10	10
	6 – 10	34	34
	11 – 15	28	28
	16 – 20	15	15
	21 and above	13	13
Position in College/Department	School Administrator	15	15
	Dean	20	20
	Department/Program Head	33	33
	Coordinator	32	32

Table 1 presents the frequency and percentage distribution as to the profile of the respondents.

It shows that 35 or 35% of the respondents' ages are from 56 and above; 34 or 34% are from 46 – 55 years old; 25 or 25% are from 36 – 45 years old, and 6 or 6% are from 26 – 35 years old. 59 or 59% of the respondents are Male and 41 or 41% of them are female. 34 or 34% of the respondents are 6

– 10 years in service, 28 or 28% of them are 11 – 15 years in service, 15 or 15% of them are 16 – 20 years in service, 13 or 13% of them are 21 years and above in service and 10 or 105 of them are 5 years and below in service. 33 or 33% of the respondents are Department /Program Head; 32 or 32% are Coordinator; 20 or 205 of them are College Dean and 15 or 15% are School Administrators.

Findings show that the profile of the respondents has an impact in leadership style and competency toward the management organization. They know the process and have experience in the process of leadership in the organization flow and management. It provides competency skills and measures the performance of leaders in the school organization. It involves challenges due to the different cultures, behavior, values, and innovations in the leadership competency and styles in the organization. It examines the profiles of the respondents as to their performance and competency skills of the leader in the organization and system. This involves proper planning, communication, self-management, strategic action, and teamwork (Mallillin, & Mallillin, 2019).

2. **On the extent of leadership style and competency toward management organization among the respondents**

Table 2
Extent of Leadership Style in Terms of Integrity

INTEGRITY	Weighted Mean	Verbal Interpretation
Upholding the values and beliefs of the organization, even when it's challenging.	4.61	Outstanding
Admitting my mistakes with an honest and humble attitude.	4.50	Outstanding
Prioritizing honesty in all your professional dealings.	4.70	Outstanding
Making sure all my professional decisions align with my employer's values.	4.63	Outstanding
5. Doing everything you can to ensure the well-being of your customers, clients and employees.	4.77	Outstanding
Overall Weighted Mean	**4.64**	**Outstanding**

Table 2 presents the weighted mean and the corresponding interpretation on the extent of leadership style in terms of integrity.

It shows that the respondents are rated outstanding in doing everything they can to ensure the well-being of their customers, clients and employees, Prioritizing honesty in all their professional dealings, Making sure all their professional

decisions align with their employer's values, Upholding the values and beliefs of the organization, even when it's challenging, and Admitting their mistakes with an honest and humble attitude, with the weighted means of 4.77, 4.70, 4.63, 4.61 and 4.50, respectively. The Overall Weighted Mean is 4.64 which shows that the Level of Leadership Style of the respondents in terms of Integrity is Outstanding. It provides an extent of leadership style and competency in management organization. It transforms the contribution of leadership competency and style in the organization. It measures the improved quality of leadership perspective and focus (Mallillin, & Caranguian, 2022). On the other hand, the extent of leadership styles in terms of integrity focuses on ensuring the well-being of their clients or customers as a guide to management organization. This can be applied to the school setting or Higher Education Institutions. It also focuses on prioritizing honesty in dealing with people around him which focuses on professionalism as part of integrity of leadership style. Hence, leadership style in terms of integrity ensures professional decision-making and values among his/her subordinates. This includes upholding dignities, values, and beliefs in the organization and challenges. It explores accountability and practice in leadership style systems and integrity development. It predicts accountability for the leadership style and competency in terms of integrity toward management organization (Bonsu, et al. 2022).

Table 3
Leadership Style in terms of Self-Discipline

Self-Discipline	Weighted Mean	Verbal Interpretation
Making myself aware of how my decision affects others.	4.57	Outstanding
Choosing to prioritize the needs of others over myself.	4.50	Outstanding
Managing my time carefully.	4.50	Outstanding
Using my energy wisely.	4.65	Outstanding
Creating a commitment to self-improvement	4.52	Outstanding
Overall Weighted Mean	**4.55**	**Outstanding**

The table shows that the respondents rated as Outstanding that they use their energy wisely, Making themselves aware of how their decision affects others, Creating a commitment to self-improvement, Choosing to prioritize the needs of others over themselves, and Managing their time carefully, with the weighted means of 4.65, 4.57, 4.52, 4.50 and 4.50, respectively. The Overall weighted mean of is 4.55 which shows that the level of Leadership Style of the respondents in terms of Self-Discipline is Outstanding.

This shows the leadership style in terms of discipline integrates knowledge in the management organization in

whatever setting in the system and process be it in the school or in the business organization. This can also be applied in both private and government settings (Mallillin, et al. 2020). It shows that leadership style and competency stressed the performance toward the management organization. It focuses on discipline, respect, and values. This includes unity in the utilization process of the system process. It provides awareness management of the organization. The leader itself must be aware of the leadership decision that can give an effect and impact in the organization. It creates commitment and self-improvement to the fullest. It also shows that leadership style in terms of discipline prioritizes the needs of the organization and the individuals as well in the management of time where the process of leadership runs smoothly. It provides better impact in the organization process and system. It provides cognitive ability and the effect of planning and self-discipline in the academic achievement performance in the organization. It is classified for the cognitive ability of leadership style as to the values of self-discipline such as thinking conversion ability, logical reasoning ability, information processing ability, representational ability, and memory ability achievement. It mediates self-discipline and effect between leadership style and cognitive ability competency among individuals. This can be applied to the educational setting in the Higher Education Institution like Universidad De Manila. It analyzes the models of leadership style and competency toward management organization. This applies to the principles of leadership in terms of planning, organizing, directing, leading, and controlling. It provides a significant positive effect among leaders in the organization that results in competency when self-discipline is being observed among them. Self-discipline and planning is necessary among leaders in the organization. It provides them a framework for leadership style and competency (Shi, & Qu, 2022).

Table 4
Level of Leadership Style in Terms of Communication

Communication	Weighted Mean	Verbal Interpretation
1. Ask my colleagues for their opinions and ideas.	4.51	Outstanding
2. Deliver instructions clearly and thoroughly.	4.59	Outstanding
3. Make clear to my team that their input is valuable to me.	4.57	Outstanding
4. Be open to considering others' points of view.	4.55	Outstanding
5. Maintain an atmosphere of openness in my workplace.	4.56	Outstanding
Overall Weighted Mean	**4.56**	**Outstanding**

The table shows that the respondents rated as Outstanding for the Delivery instructions clearly and thoroughly, Make clear to their team that their input is values to them, Maintain an atmosphere of openness in their workplace, Be open to considering others' points of view, and Ask their colleagues for their opinions and ideas, with the weighted means of 4,59, 4.57, 4.56, 4.55 and 4.51, respectively. The Overall weighted mean of the Level of Leadership style of the respondents is Outstanding. This shows leadership style in terms of communication is necessary among the organization which delivers proper instruction clearly. This can provide proper transparency because this can measure the effectiveness of a good leader in the management organization. Communication in leadership style and competency focuses on the team effort and input valuable process in the organization. This includes openness and consideration of views and ideas of every member of the organization because two heads are better than one. The contribution of every individual is necessary in the organization. This can maintain a better atmosphere in the organization and in the workplace where ideas, suggestions, and opinions are necessary. It contributes to the professional development system approach in the organization (Mallillin, & Laurel, 2022). It mediates the leadership style as to communication in understanding the two-way communication and effect for leadership style in terms of transformation and work engagement level system. Communication signifies leadership style and work engagement in the organization especially among the Higher Education Institution like the Universidad De Manila. The communication in leadership style links with work engagement in the organization. It is not transformational leadership but a communicative leadership style for transparency and work engagement. The people in the organization are being guided on the work engagement through proper communication, especially in giving instructions for the task to be performed in complying with the goals and mission of the organization. It demonstrates novelty and approach to leadership style (Rabiul, et al. 2022, pp. 1219-1241).

Table 5
Level of Leadership Style in terms of Trustworthiness

Trustworthiness	Weighted Mean	Verbal Interpretation
1. Endeavor to always meet deadlines and turn in assignments on time.	4.52	Outstanding
2. Work on delivering reliable and worthwhile results.	4.78	Outstanding
3. Always follow through on your promises.	4.51	Outstanding
4. Be forthcoming about my mistakes.	4.53	Outstanding

	Weighted Mean	Verbal Interpretation
5. Prioritize honesty in your professional relationships and interactions.	4.76	Outstanding
Overall Weighted Mean	**4.62**	**Outstanding**

The table shows that the respondents rate outstanding for Work on delivering reliable and worthwhile results, Prioritize honesty on their professional relationships and interactions, Be forthcoming about their mistakes, Endeavor to always meet deadlines and turn in assignments on time, and Always follow through on their promises, with the weighted means of 4.78, 4.76, 4.53, 4.52 and 4.51, respectively. The Overall weighted mean of is 4.62 which shows that the respondents' leadership style in terms of Trustworthiness is Outstanding. It shows that leadership style in terms of trustworthiness is necessary in the organization. It focuses on the reliability of the delivery of work results and trust in the result output to be complied by individuals in the organization. This ensures that trustworthiness of both the leaders and the subordinates has to prioritize honesty in a professional relationship and interaction which is outstanding on the part of the respondents. It analyzes the trustworthiness of a leader by accepting the weaknesses and mistakes in the running of the organization through transparency for growth and success of the organization. This can endeavor the deadlines of the working process for the success of the organization in the Higher Education Institutions. Integrity in leadership style is a compromise in organizational management. It adapts the theory of leadership application needed for a competent leader and techniques in the organization (Mallillin, 2021). It explores the leadership styles and competency as to trustworthiness in the management organization. It aims to provide effectiveness of trust and leadership style based on commitment of employees in the organization such as Higher Education Institutions or any private and government organization. It analyzes the process of leadership style and competency as to trust being implemented. This is necessary so that employees may develop confidence in working for the organization when full trust is given. This is the role of an effective leader in the organization. This can indicate a better transformational perceived leadership positivity of trust and effective commitment in the organization. It is a positive contribution of trust and commitment in leadership style and competency in the organization (Yuan, et al. 2022, pp. 1385-1399).

Table 6
Level of Leadership Style in terms of Teamwork.

Teamwork	Weighted Mean	Verbal Interpretation
1. Familiarize myself with my team members' strengths and weaknesses.	4.52	Outstanding
2. Volunteering to contribute to group projects or tasks.	4.36	Very Satisfactory
3. Supporting my team in any capacity it requires.	4.54	Outstanding
4. Being willing to adapt or change my point of view.	4.56	Outstanding
5. Giving others the chance to excel and show their skills.	4.55	Outstanding
Overall Weighted Mean	**4.51**	**Outstanding**

The table shows that the respondents rates Outstanding on being willing to adapt or change their point of view, giving others the chance to excel and show their skills, supporting their team in any capacity it requires, and familiarize themselves with their team members' strengths and weaknesses, with the weighted means of 4.56, 4.55, 4.54 and 4.52, respectively. They are rated as Very Satisfactory in Volunteering to contribute to group projects or tasks, with the weighted mean of 4.36. The Overall weighted Mean is 4.51 which shows that the respondents' leadership style in terms of Teamwork rated as Outstanding. It shows that the level of leadership style and competency in terms of teamwork focuses on adapting for a better change of view which means improvement of the leadership techniques in the management organization. It provides others to excel in their skills as part of the organization. They can contribute to work as one in the organization. Each individual can contribute to the success of the work performance because two heads are better than one. It also focuses on team support and capacity as requirements of the organization to work as a team and one work toward management organization. This is to familiarize the members' strengths and weaknesses to improve for good, better, and best. This can lead to a favorable action and outcome on the work performance and satisfaction of every individual in the organization as one team in the system (Mallillin, 2021, pp. 17-28). It analyzes the influence of leadership style and techniques to teamwork which is necessary in the function of leadership that can satisfy the workforce and environment in the organization. It leads to better management organization as teamwork which is emphasized in the working area. It analyzes the techniques for proper teamwork as provided in the organization. This can measure the effort of every individual as contributory factors in the success of the company. Every employee has their own role and function in the organization. The competency of the leader is based on the implementation of techniques and styles in leading the people. The success of the organization is based on the leadership role and function in the organization. Teamwork influences positive work satisfaction. It also influences the positive effect of performance in the capacity of leadership (Noviyanti, & Khaddafi, 2022, pp. 553-564).

Table 7
Level of Leadership Style in terms of Conflict Management

Conflict Management	Weighted Mean	Verbal Interpretation
1. Learn to sense any tension in my workplace.	4.11	Very Satisfactory
2. Ensure my coworkers or employees know they're welcome to contact me directly with any complaints or concerns.	4.53	Outstanding
3. Practice tact when offering advice or input on any situation.	4.58	Outstanding
4. Research negotiation skills or seek out opportunities to observe them in action from mentors.	4.60	Outstanding
5. Listen to both of the disagreements.	4.55	Outstanding
Overall Weighted Mean	4.47	Very Satisfactory

The table shows that the respondents rated Outstanding for research negotiation skills or seek out opportunities to observe them in action from mentors, practice tact when offering advice or input on any situation, listen to both of a disagreement, and ensure their coworkers or employees know they're welcome to contact them directly with any complaints or concerns, with the weighted means of 4.60, 4.58, 4.55 and 4.53, respectively. Very Satisfactory rate on learning to sense any tension in their workplace with the weighted mean of 4.11. The Overall weighted Mean of 4.47 shows that the respondents' leadership style in terms of Conflict Management rated as Very Satisfactory. It shows that conflict management is one of the pressing issues to be handled by the leader in the organization. It measures the skills in handling the conflict management and decision-making process. This is a skill of a leader that needs to be negotiated to be observed because it is the opportunity to provide an action through proper mentoring. This can solve the issues on any conflict management in the organization. It also focuses on the techniques to offer as part of the input in a certain situation. The best leader is to listen to both sides in solving the issues. Identify the root causes of the conflict where possible solutions can be given as alternatives to solve the problems. This can ensure that employees are welcome for any suggestions on issues and complaints to avoid any tension that

can be observed in the working area. It identifies the relationship of the employee commitment and leadership style for the conflict management in the company. Conflict management is better to practice among leaders as part of their styles in solving conflict and management. They can be prevented from having a smooth operation and process of the organization. A leader needs to mediate conflict issues among the employees. A leader should manage the conflict among employees in accordance with the rules and policies in the organization. They need to be guided on rules and policies for disputes inside the organization. This must be given emphasis during the orientation prior to employment. This can better guide employees while working inside the organization. This can mediate better leadership style in terms of conflict management (Hussein, Ibrahim, & Ismael, 2022, pp. 43-60).

Table 8
Level of Leadership Style in Terms of Problem Solving

Problem-Solving	Weighted Mean	Verbal Interpretation
1. Studying the details of how my job, workplace, and industry function.	4.69	Outstanding
2. Seeking advice from senior professionals in my workplace.	4.56	Outstanding
3. Research logical thinking skills and how to implement them at work.	4.56	Outstanding
4. Learning from any mistakes I might make while gaining experience.	4.51	Outstanding
5. Look beyond the obvious answers and find the best solution to your problem.	4.61	Outstanding
Overall Weighted Mean	4.59	Outstanding

The table shows that the respondents rated Outstanding on studying the details of how their job, workplace, and industry function, look beyond the obvious answers and find the best solution to their problem, seeking advice from senior professionals in their workplace, research logical thinking skills and how to implement them at work, and learning from any mistakes they might make while gaining experience, with the weighted means of 4.69, 4.61, 4.56, and 4.51, respectively. The Overall weighted Mean of 4.59 shows that the

respondents' leadership style in terms of Problem Solving rated as Outstanding. It shows that problem-solving can analyze the details of the job description and job performance in the workplace and industry function. It provides the best solution for the problems and issues in the workplace as part of the process in leadership style. It seeks proper advice among leaders and professionals in the workplace. It provides critical thinking in the implementation of work ethics and logical thinking as to the solution of issues and problems in the organization. The problem solving is the solution to improve the system from good, better, and best in the organization. It provides a better impact in the workplace as to work motivation, job satisfaction, and performance competency. Problem-solving also provides impact in the leadership style and impact for work motivation. It focuses on the effect of work motivation as to the implication of problem-solving in the process of leadership style and capacity. Problem solving process in the leadership style and capacity motivates every employee in the organization to excel as part of the team and success of the company. This can be applied to Higher Education Institutions as compared to Universidad De Manila toward management organization. This can better influence employees in their competency work (Hajiali, et al. 2022, pp. 57-69).

Table 9
Level of Leadership Style in Terms of Initiative

Initiative	Weighted Mean	Verbal Interpretation
1. Look for needs in your workplace and think about how you might be able to meet them.	4.61	Outstanding
2. Volunteer to solve an inconvenience or inefficiency.	4.28	Very Satisfactory
3. Go above and beyond the minimum requirements of a task whenever appropriate.	4.53	Outstanding
4. Take it upon yourself to do the necessary	4.45	Very Satisfactory

research before pitching an idea.		
5. Confront any problems that might appear with your methods or plans instead of expecting someone else to solve them.	4.53	Outstanding
Overall Weighted Mean	**4.48**	**Very Satisfactory**

The table shows that the respondents rated as Outstanding on the look for needs on their workplace and think about how they might be able to meet them, go above and beyond the minimum requirements of a task whenever appropriate, confront any problems that might appear with their methods or plans instead of expecting someone else to solve them, with the weighted means of 4.61 and 4.53, respectively. They were rated Very Satisfactory, take it upon themselves to do the necessary research before pitching an idea, and volunteer to solve an inconvenience or inefficiency, with the weighted means of 4.45 and 4.28, respectively. The Overall weighted Mean of 4.48 shows that the respondents' leadership style in terms of Initiative rated as Very Satisfactory. It shows that leadership style in terms of initiatives provides the needs of the organization in the workplace to achieve better success toward compliance and in accordance with the needed requirements in the workplace. The initiative must go beyond what is expected in the requirements of the task whenever appropriate. It appears that the initiative of the plans in the organization as to the goals is being set by the top management. The initiatives in the leadership styles can go beyond expectation. The initiative of the leadership styles provides an idea on how to pitch the process, especially in the organizational setting. It is a competitive extreme dynamic in the world of work which is necessary among leaders or managers in the organizational system. It provides initiatives for the concept of leadership multifaceted phenomenon in the performance of the organization. It helps in organizational management as initiative is concerned especially in directing, planning, controlling, decision-making, and managing conflict resolution among leaders. It is a skill-based knowledge and initiative among leadership capacity and style in the organization (Yi, & Zulaikha, 2022, pp. 1-7).

3. **On the significant relationship between the leadership styles and competency as observed by the respondents**

Table 9
Relationship between the Leadership Style and Competency

Variables	Calculated r-value	V.I	Calculated t-Value	Critical Value	V.I.	Decision
Leadership Style vs Competency	0.674	High Positive Correlation	4.56	2.78	Significant	Not to Accept Null

						Hypothesis

Level of Significance: 0.05

The table shows that the calculated r-value of 0.674 with the verbal interpretation of high positive correlation and the calculated t-value of 4.56 is higher than the critical value of 2.78 at 0.05 level of significant falls under the area of rejection. It means that there is a significant relationship between the leadership style and the competency level of the respondents. It implies that the leadership styles: Integrity, Self-Discipline, Communication, Trustworthiness, Teamwork, Conflict Management, Problem Solving, and Initiative have a significant impact on the competency level of the respondents on their position.

Conclusions

It shows that profiles of the respondents are matured enough in their leadership capacity in the organization where most of them are male to lead the organization. Though they are new in the company still they have the capacity to lead the organization due to their skills and position in the organization.

It shows that the extent of leadership in terms of integrity shows doing everything to ensure the well-being of their customers, clients, and employees are being preserved where leaders are prioritizing them with professional dealings and honesty.

It also shows that level of leadership styles in terms of self-discipline utilizes their energy wisely where they can make them aware in the decision-making process in the organization to prioritize needs toward management organization carefully.

It shows that the level of leadership in terms of communication delivers instructions clearly and thoroughly that makes the team valuable in an organization where it maintains a better atmosphere in the workplace considering the point of view among individuals in the organization.

It shows that level of leadership in terms of trustworthiness prioritize work deliverables and results in the professional relationship of trust and interaction honestly where it always follows through commitment among leadership roles and functions in the organization.

It shows that the level of leadership style in terms of teamwork adapts change and support as needed in giving a chance for every worker to excel in their skills and capacity in the work organization where it familiarizes the members of the team with their strengths and weaknesses.

It shows that level of leadership style in terms of conflict management to seek the necessary opportunity and skills for the action among the mentors and offering of advice when needed to have an input in a situation where they can realize the sense of tension in the workplace.

It shows that the level of leadership style in terms of problem-solving provides details of the job and industry function where it seeks advice among the professionals in the workplace and implementation of work and logical thinking skills.

It shows that the level of leadership style in terms of initiative looks for needs in the workplace and thinks about how it might be able to meet them where they can volunteer to solve any inefficiency and inconvenience of the organization.

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