



DEPARTMENT OF EDUCATION HEADS' LEADERSHIP STYLES AND EMPLOYEES' SATISFACTION IN THE SCHOOLS DIVISION OFFICE OF CALAMBA CITY: BASIS FOR PROFESSIONAL DEVELOPMENT PLAN

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ABSTRACT

This study described and analyzed leadership styles among Department of Education heads and employees' satisfaction in the Schools Division of Calamba City. It determined the level of manifestation of leadership styles and level of employees' satisfaction concerning the five (5) Spectrums of the Big Five Inventory Approach, namely: openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism. It also sought to answer if there was a significant relationship between the leadership style and employees' satisfaction.

This study used the descriptive-correlational method of research utilizing quantitative approaches. A validated survey questionnaire was used to gather quantitative data from Division Office non-teaching personnel. The respondents were the 71 non-teaching personnel in the Schools Division of Calamba City. Leadership styles and employees' satisfaction were Highly Manifested and Highly Satisfied respectively, but they still need to sustain, innovate and develop their leadership styles for continuous improvement. There was a significant relationship between the leadership styles and employees' satisfaction.

There was a need to identify the employees' satisfaction with the leadership styles provided by their DepED heads to verify if the DepED heads were effective leaders. Hence, the study recommended a feedback mechanism for all the employees in the organization and a professional development plan.

Keywords: DepED heads, leadership style, employees' satisfaction

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INTRODUCTION

Different organizations, whether governmental or private, are created with the primary intention of achieving predetermined goals and objectives. In achieving these goals, Abasilim et al. (2019) stated that the role of the human elements or employees cannot be overemphasized. Human resources must galvanize all other resources in the business, whether financial, land, or technological, for the firm to fulfill its defined goals and objectives. The success of every business, school, or organization is largely dependent on its leader, boss, or manager. To facilitate smooth and optimum success, leadership impact is desired in organizations.

Leadership establishes an organization's goals and methods for achieving them. In an organization, leadership is defined as the process by which one person, the leader, motivates others to achieve the organization's unique objectives. Abasilim, et al. (2019) stated that leadership has always been considered a critical element and function of management, which helps manage the dedication level of employees within the organization and the attainment of organizational goals.

Doing the right thing, at the right time, for the benefit of the whole organization is the leadership in public administration. The role of public administrators is very crucial in developing the attitudes of an employee in an organization. If the employees are well-motivated, job satisfied, and organizationally committed, it will lead to the organization's success in achieving its goals. In public administration, the strategic state of the leader includes leadership styles and approaches used to motivate followers to lead effectively as leadership determines the goal. Some leaders are more concerned with the work at hand than with the people with whom they collaborate, while others are more concerned with their subordinates' relationships than with the work itself.

One sector of public administration in the Philippines is the Department of Education (DepEd). Its main function is to formulate, implement, and coordinate policies, programs, and projects in the areas of formal and non-formal basic education. In 2002, the Department of Education Schools Division Office of Calamba City was established that composed of teaching and non-teaching personnel. The non-teaching personnel is the support group of the Department of Education in attaining its mission and vision of providing quality basic education for its learners. There were limited positions for non-teaching personnel but on November 15, 2013, the DepED Rationalization Plan was approved by the Department of Budget and Management including the

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rationalized structure and staffing pattern of offices at the central, regional, and schools division levels. The Rationalization Program is a move to transform the Executive Branch into a more effective and efficient government. It aims to: a) focus government efforts on its vital functions and channel government resources to these core public services; and b) improve the efficiency of government services, within affordable levels, and in the most accountable manner.

Upon the approval of the Rationalization Plan, the DepED Calamba City is categorized into 3 groups – the Curriculum and Implementation Division (CID), School Governance and Operations Division (SGOD) and Office of Schools Division Superintendent (OSDS). The unit heads and section heads for the SGOD and OSDS together with their subordinates are the non-teaching personnel. They are the support personnel of Department of Education who is in-charge in administrative management and school governance operations of schools. They performed their jobs based on their Key Result Areas and prepare their Individual Performance Commitment Review Form (IPCRF) at the end of each year with supporting documents to verify if the employees meet their targets. There were no feedbacks and suggestions coming from the employees of each department on the efficient and effective leadership styles and approaches of their heads.

The researcher believes that it is very important to know opinions and suggestions of employees to better improve the relationship between DepED heads and their subordinates as well as the manner of leadership styles to be implemented by each DepED heads. This will also serve as basis for professional development and serve as feedback mechanism for the employees to voice out their opinions as well as personal experiences with the leadership of their heads.

The purpose of this study was to investigate the leadership styles of DepED heads and the effect of such styles on the employees' satisfaction. Through the collaboration of DepED heads and their employees, improving the leadership style will be easier if the employees' satisfaction is identified. This research is based on the notion that a professional developmental plan is needed in every organization to meet its desired results.

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MATERIALS AND METHODS

The study was descriptive-correlational research using the questionnaire method. It gave the researcher information on the population or universe being studied, described the who, what, when, where, and how of the situation, the data on the number of times something had occurred or the average number of occurrences, and a systematic description of the data being analyzed that is factual and accurate as possible. The descriptive-correlational method was used because the researcher aimed to reach a sound assessment of the leadership styles provided by DepEd heads and employees' satisfaction in the Schools Division of Calamba City and a probable recommendation and application of solutions to the problem noted.

This study was conducted at the Department of Education Schools Division of Calamba City under Region IV-A CALABARZON. The survey was answered by the participants involved in their respective offices.

The sample of the study was derived from the total population of non-teaching personnel in the Schools Division of Calamba City including an administrative officer, administrative assistants, administrative aides, clerks, nurses, engineers, education program specialists, liaison officers, and all other personnel of every department who served as the respondents of the study. The researcher utilized total enumeration because of the limited number of employees.

The respondents of the study were the non-teaching personnel in the Schools Division of Calamba City particularly the Office of the Schools Division Superintendent (OSDS) and the School Governance Operations Division (SGOD). Since the study was checking on the leadership style and employees' satisfaction, the survey questionnaires were answered by 71 non-teaching personnel of every department under the supervision of DepED heads in the Schools Division of Calamba City during the Calendar Year 2020 to 2021. The sentiments of these respondents were of major importance in the attainment of the major objectives of this study and came up with a plausible conclusion at the end of this research.

The main instrument that was used in the collection of data was the survey questionnaire that was patterned and formulated by the researcher based on the Big Five Inventory Approach in terms of openness to experience, conscientiousness, extraversion, agreeableness, neuroticism, and sequence based on the need of study. The questionnaire consisted of two parts that referred

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to unit and section heads and the employees of each department. The first part was composed of questions about the leadership styles provided by Department of Education heads based on Big Five Personality traits. The second part was about the level of employees' satisfaction with the leadership styles provided by Department of Education heads. To test the validity and reliability of the research instrument, the Cronbach's Alpha Reliability Test was used.

The following were the statistical treatment applied in the study: the simple mean and four-point Likert scale was used to determine the level of manifestation of leadership style and level of employees' satisfaction provided by the Department of Education heads; the Pearson Product Moment Correlation Coefficient was utilized to determine the significant relationship between the leadership style and employees' satisfaction; and the Regression analysis was utilized to show the impact of leadership style provided by Department of Education heads to the level of employees' satisfaction.

RESULTS AND DISCUSSION

Discussion per problem and per table/thematic chart followed by discussion, interpretation/reflection, and supporting literature.

Table 1.1
Leadership Style in terms of Openness to experience

Indicators	Staff	
	X	VI
The DepED heads provide		
1. a rich vocabulary and vivid imagination.	3.35	HM
2. an excellent ideas based on working decisions.	3.37	HM
3. inspiration that there is no absolute right and wrong.	3.31	HM
4. employee's ideas and input on upcoming plans and projects.	3.31	HM
5. time reflecting on things before requiring employees to meet deadlines.	3.21	M
6. opportunity to others the chance to voice out their ideas.	3.42	HM
7. technical assistance such as coaching/mentoring to ensure quick understanding among employees.	3.31	HM
8. avenue for employees to participate in the decision making process.	3.34	HM
9. time to listen and entertain new ideas.	3.35	HM
10. determination to stick with things that he/she know.	3.30	HM

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General Assessment		3.33	HM
Legend: 3.25 - 4.00 Highly Manifested (HM)	2.50 - 3.24 Manifested (M)		
1.75 - 2.49 Slightly Manifested (SM)	1.00 - 1.74 Not Manifested (NM)		

Table 1.1 shows the level of manifestation of leadership style provided by Department of Education heads in terms of Openness to experience. The general assessment was 3.33 and was interpreted as Highly Manifested. "The DepED heads provide an opportunity to others the chance to voice out their ideas" had the highest mean which was 3.42 and was interpreted as Highly Manifested. Whereas, "The DepED heads provide time reflecting on things before requiring employees to meet deadlines" gained the lowest mean which was 3.21 and was interpreted as Manifested.

It implies that DepED heads allow employees to express their ideas and collaborate openly with their coworkers. This kind of environment in an organization can boost employee morale and overall engagement. One can build a great work culture and obtain fresh and exciting new ideas by encouraging employees and giving them a voice. Employees who work for leaders who are open to all ideas, constructive comments, and even doubts about a choice are more engaged and productive.

The indicator with the lowest mean implies that DepED heads need to improve on the aspect of giving deadlines or meeting targets. There should be focus group discussions with the employees to know their suggestions on how to accomplish reports to meet their deadlines. However, reports with immediate outputs and accomplishments cannot be avoided but make sure that the group is well-informed and well-directed so that the group will attain the target needed. As discussed in Abasilim et al. (2018), a leader's leadership style was how he or she directed and motivated others to achieve corporate goals. In the case of organizations and companies, encouraging their team members to express their opinions and ideas became profoundly beneficial for the career growth of their employees. Keeping their employees informed and ensuring that they are heard by management. Employees who believed they would have a voice at work were nearly five times more likely to feel empowered to do their best work.

According to Wen et al. (2019), team performance was an important part that built up an organization. Individual efforts by one or two people did not move the organization forward. Rather, it was brought about via the combined efforts of all members of the organization. Also,

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Haleem et al. (2018) stated that the success of organization depends upon the involvement, efforts, and commitment of their labor or workforce. Northhouse (2016, as cited in Lew, 2019) claimed that individuals scoring high on openness to experience are open-minded and imaginative leaders that enthusiastically absorb information and are quick to problem-solve.

Table 1.2
Leadership style in terms of Conscientiousness

Indicators	Staff	
The DepED heads provide	X	VI
1. diligence of a good father of a family in supervising his/her employees.	3.31	HM
2. tasks in consideration to employee's skills and pay attention to details.	3.32	HM
3. assurance that all tasks are done as required.	3.49	HM
4. closely monitoring of team to ensure employees are performing correctly.	3.31	HM
5. a schedule and like to follow orders.	3.32	HM
6. coordination with various offices/sections on the effective and uniform implementation of their processes	3.24	M
7. commitment to work with honesty and integrity.	3.48	HM
8. guidance and resources necessary for their employees to do their best work.	3.34	HM
9. delegation of duties and responsibilities to the employees.	3.38	HM
10. motivation to employees into completing work to a higher standard.	3.31	HM
General Assessment	3.35	HM

Legend: 3.25 - 4.00 Highly Manifested (HM) 2.50 - 3.24 Manifested (M)
1.75 - 2.49 Slightly Manifested (SM) 1.00 - 1.74 Not Manifested (NM)

Table 1.2 shows the level of manifestation of leadership style provided by Department of Education heads in terms of Conscientiousness. The general assessment was 3.35 and was interpreted as **Highly Manifested**. "The DepED heads provide assurance that all tasks are done as required" had the highest mean which was 3.49 and was interpreted as **Highly Manifested**. "The DepED heads provide coordination with various offices/sections on the effective and uniform implementation of their processes" attained the lowest mean which was 3.24 and was interpreted as **Manifested**.

The findings revealed that DepED heads are conscientious leaders because they make sure that all tasks are done as required and they follow a plan rather than act spontaneously.

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This kind of leaders are responsible, goal-oriented, reliable, organized, and hard-working because they pay attention to details to make sure that they deliver on their promises. In relation to this, according to Lew, (2019), conscientiousness, or self-discipline, is one of the most important factors in a leader, particularly under stressful situations when responsibility and reliability is pertinent.

The indicator with the lowest mean implies that DepED heads should continue to improve their processes and make sure that there is proper coordination with various offices/sections on the effective and uniform implementation of their process.

In public administration, government offices were mandated to improve efficiency in the delivery of government service to the public in accordance with the Republic Act 9485 or Anti-Red Tape Act (2007). It was the declared policy of the State to promote integrity, accountability, and proper management of public affairs and public property as well as to establish effective practices aimed at the prevention of graft and corruption in government. According to Lew (2019), with a conscientious leader, individual tasks were delegated and completed, consequences of decisions are directed towards one entity, and in-group social issues were given a directed option for a solution. It was also supported by the study by Gonul (2016), it was said that conscientiousness was one of the most researched characteristics in work psychology, indicating a person who was dependable, responsible, dutiful, self-disciplined, and well organized.

Table 1.3
Leadership style in terms of Extraversion

Indicators	Staff	
	X	VI
The DepED heads provide		
1. comfort among the employees and people in the organization.	3.31	HM
2. time to talk with different people in organization.	3.34	HM
3. space to mingle with others.	3.28	HM
4. direction that inspires others to work cooperatively.	3.31	HM
5. leadership position over his/her team.	3.31	HM
6. an assertive personality.	3.35	HM
7. information to communicating with group members.	3.34	HM
8. a healthy and friendly atmosphere.	3.41	HM
9. actionable solutions to problems with full of energy.	3.31	HM

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10. lot of enthusiasm that influences others.	3.30	HM
General Assessment		
	3.33	HM

Legend: 3.25 - 4.00 Highly Manifested (HM) 2.50 - 3.24 Manifested (M)
1.75 - 2.49 Slightly Manifested (SM) 1.00 - 1.74 Not Manifested (NM)

Table 1.3 shows the level of manifestation of leadership style provided by Department of Education heads in terms of Extraversion. The general assessment was 3.33 and was interpreted as **Highly Manifested**. "The DepED heads provide a healthy and friendly atmosphere" obtained the highest mean which was 3.41 and was interpreted as **Highly Manifested**. "The DepED heads provided space to mingle with others" lowest mean which was 3.28 and was interpreted as **Highly Manifested**.

The result of the study revealed that DepED heads provide a healthy and friendly atmosphere. As leaders, they must inspire, influence, and guide the employees to participate. Extravert leaders are known for their ability to connect with others and are well-liked in their teams and offices because they build rapid and easy friendships and work effectively in groups.

According to Tri Wikaningrum et al. (2018), influencing was the essence of leadership. Different persons can perform various leadership functions, influencing what groups do, how they do it, and how group members interact with one another. Of course, many people are affecting each other in this interactive process. The issue isn't just who wields power, but also what sort of power is wielded and what the results are.

The indicator "DepED heads provide space to mingle with others" revealed that it is important that as leaders we need to socialize and create good relationships not only with our employees but also with other members of the organization. Leaders who encourage social interactions in the workplace and assist employees to create strong bonds with one another contribute to a productive workforce.

In fact, Lew (2019) stated that extraversion was known to be the most necessary personality trait for a team leader to have. It was the individual's self-confidence, decisiveness, and driven nature that greatly influenced each member of the group. This offered the advantages of providing a clear authority structure and direction.

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Table 1.4

Leadership style in terms of Agreeableness

Indicators	Staff	
	X	VI
The DepED heads provide		
1. concern for his/her employees.	3.37	HM
2. direction for the interest of the organization rather than self-interest.	3.35	HM
3. consideration to moral and ethical consequences of decisions made.	3.39	HM
4. sympathy to employees' feelings.	3.25	HM
5. a soft heart for the employees.	3.32	HM
6. trust and confidence with his/her employees.	3.45	HM
7. encouragement and positive social exchanges in the workplace.	3.38	HM
8. good relationship with the members of the organization.	3.42	HM
9. cooperative attitude with others.	3.42	HM
10. forgiving attitude if someone commits a mistake.	3.45	HM
General Assessment	3.38	HM

Legend: 3.25 - 4.00 Highly Manifested (HM) 2.50 - 3.24 Manifested (M)
 1.75 - 2.49 Slightly Manifested (SM) 1.00 - 1.74 Not Manifested (NM)

Table 1.4 shows the level of manifestation of leadership style provided by Department of Education heads in terms of Agreeableness. The general assessment was 3.38 and was interpreted as **Highly Manifested**. "The DepED heads provide trust and confidence with his/her employees and forgiving attitude if someone commits a mistake" had the highest mean which was 3.45 and was interpreted as **Highly Manifested**. "The DepED heads provide sympathy to employees' feelings lowest mean" which was 3.25 and was interpreted as **Highly Manifested**.

Based on the findings, DepED heads are sensitive to the demands of subordinates and are interested in employee wellbeing. Trust is very important in a workplace because it increases the loyalty and the willingness of the employees to stay in an organization. Leaders who are approachable, and friendly and show support to /her team employees even if they commit mistakes create a strong and good relationship in an organization. When they understand their team, they have a better idea of the challenges ahead of us.

According to Ebrahim (2018), leaders should interact with their subordinates. Also, Tri Wikaningrum et al. (2018) emphasized that part of being a good leader was to influence others

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and understand one another. By interacting and understanding our employees, we develop closer relationships with them. It enabled them to work together more effectively and to allocate key resources and energy more efficiently. To support this, Gonul (2016) found agreeableness as an important leadership trait for creating a justice climate. Caring, altruistic, and concerned about the proper and humane treatment of people are remarkable characteristics of an ethical leader. This kind of leader would surely motivate and encourage employees to work effectively and efficiently in the organization as they felt that they are being trusted and heard by their leaders.

Table 1.5
Leadership style in terms of Neuroticism

Indicators	Staff	
The DepED heads provide	X	VI
1. strategies to cope with stress and conflict.	3.25	HM
2. ease during work most of the time.	3.28	HM
3. situations depicting calmness and humility.	3.31	HM
4. frequent mood swings.	2.63	M
5. service without expecting something in return.	3.45	HM
6. consideration to others for mistakes committed.	3.42	HM
7. instruction without insulting others in the organization.	3.34	HM
8. support to empower employees.	3.35	HM
9. unconditional trust to subordinates.	3.34	HM
10. stability over different times.	3.31	HM
General Assessment	3.27	HM

Legend: 3.25 - 4.00 Highly Manifested (HM) 2.50 - 3.24 Manifested (M)
1.75 - 2.49 Slightly Manifested (SM) 1.00 - 1.74 Not Manifested (NM)

Table 1.5 shows the level of manifestation of leadership style provided by Department of Education heads in terms of Neuroticism. The general assessment was 3.27 and was interpreted as **Highly Manifested**. "The DepED heads provide service without expecting something in return" attained the highest mean which was 3.45 and was interpreted as **Highly Manifested**. "The DepED heads provide frequent mood swings" attained the lowest mean which was 2.63 and was interpreted as **Manifested**.

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Neuroticism stands for anxiety, worry, anger, trouble, impulsiveness, acting uncontrolled, insecurity, and stress. The findings of the presented study on leadership style in terms of neuroticism revealed that DepED heads were not the neurotic individual that is less likely to be perceived as ethical leader. In fact, it shows that there is emotional stability among DepED heads in the Schools Division of Calamba City. They can handle situations with calmness and can provide strategies to cope with stress and conflicts.

Providing service without expecting something in return is a good personality trait among DepED heads because as a public servant, it is the most important trait – to deliver quality services without the exchange of something. As stated in the 1987 Philippine Constitution Section 1, Public Office was a public trust wherein public officers and employees must, at all times, be accountable to the people, serve them with utmost responsibility, integrity, loyalty, and efficiency; act with patriotism and justice, and lead modest lives.

However, the indicator with the lowest mean “DepED heads provide frequent mood swings” was a manifestation that DepED heads need to improve themselves to avoid this and find ways to lessen their mood swings.

It was emphasized by Haleem et al. (2018) that leadership in an organization deals with the approaches needed in their daily activities and it includes standards, norms, items, or issues observed in the workplace that may affect the employees’ performance, personality, and behavior.

Table 2.1
Level of employees’ satisfaction in terms of Openness to Experience

Indicators	Staff	
The DepED heads provide	X	VI
1. a rich vocabulary and vivid imagination.	3.32	HS
2. an excellent ideas based on working decisions.	3.32	HS
3. inspiration that there is no absolute right and wrong.	3.27	HS
4. employee’s ideas and input on upcoming plans and projects.	3.34	HS
5. time reflecting on things before requiring employees to meet deadlines.	3.14	S
6. opportunity to others the chance to voice out their ideas.	3.34	HS

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7. technical assistance such as coaching/mentoring to ensure quick understanding among employees.	3.28	HS
8. avenue for employees to participate in the decision making process.	3.31	HS
9. time to listen and entertain new ideas.	3.30	HS
10. determination to stick with things that he/she know.	3.30	HS
General Assessment	3.29	HS

Legend: 3.25 - 4.00 Highly Manifested (HM) 2.50 - 3.24 Manifested (M)
1.75 - 2.49 Slightly Manifested (SM) 1.00 - 1.74 Not Manifested (NM)

Table 2.1 shows the level of employees' satisfaction provided by Department of Education heads in terms of Openness to Experience. The general assessment was 3.29 and was interpreted as **Highly Satisfied**. "The DepED heads provide employee's ideas and input on upcoming plans and projects and opportunity to others the chance to voice out their ideas" obtained the highest mean which was 3.34 and was interpreted as **Highly Satisfied**. "The DepED heads provide time reflecting on things before requiring employees to meet deadlines" obtained the lowest mean which was 3.14 and was interpreted as **Satisfied**.

Based on the result of the study, it was confirmed by the DepED employees that DepED heads were open-minded because they are willing to accept ideas, opinions, and feedback for the improvement of their work. Being open-minded is being open to a wide range of ideas, arguments, and facts. Being open-minded is widely regarded as a favorable trait. It is a necessary ability for critical and rational thinking. According to Gonul (2016), leaders high in openness to experience were often perceived as approachable and a good listeners and thus, created a psychologically safe team environment.

However, the indicator with the lowest mean implies that DepED heads need to continuously reflect on things to come up with a more effective output before requiring employees to meet deadlines. The most useful reflection involves the conscious consideration and analysis of beliefs and actions for learning. Rather than doing things the same way they have always been done, reflecting helps to improve abilities and assess their efficacy. It is about positively examining what one does and why one does it, and deciding whether there is a better or more efficient way to do it in the future.

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As discussed by Chandrasekar, et al. (2015), openness to experience predicts training for individuals and expatriate success.

Table 2.2
Level of employees' satisfaction in terms of Conscientiousness

Indicators	Staff	
The DepED heads provide	X	VI
1. diligence of a good father of a family in supervising his/her employees.	3.31	HS
2. tasks in consideration to employee's skills and pay attention to details.	3.38	HS
3. assurance that all tasks are done as required.	3.39	HS
4. closely monitoring of team to ensure employees are performing correctly.	3.32	HS
5. a schedule and like to follow orders.	3.31	HS
6. coordination with various offices/sections on the effective and	3.35	HS
7. commitment to work with honesty and integrity.	3.45	HS
8. guidance and resources necessary for their employees to do their best work.	3.37	HS
9. delegation of duties and responsibilities to the employees.	3.24	S
10. motivation to employees into completing work to a higher standard.	3.35	HS
General Assessment	3.35	HS

Legend: 3.25 - 4.00 Highly Manifested (HM) 2.50 - 3.24 Manifested (M)
1.75 - 2.49 Slightly Manifested (SM) 1.00 - 1.74 Not Manifested (NM)

Table 2.2 shows the level of employees' satisfaction provided by Department of Education heads in terms of Conscientiousness. The general assessment was 3.35 and was interpreted as **Highly Satisfied**. "The DepED heads provide commitment to work with honesty and integrity" had the highest mean which was 3.45 and was interpreted as **Highly Satisfied**. The DepED heads provide delegation of duties and responsibilities to the employee's lowest mean which was 3.24 and was interpreted as **Satisfied**.

It implies that DepED heads are committed to working by showing their honesty and integrity towards work according to the employees of the organization. This result was following RA 6713 otherwise known as the "Code of Conduct and Ethical Standards for Public Officials and Employees" (1989) was implemented by the Civil Service Commission. As public officials and

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employees, DepED heads should at all times be accountable to the people and should discharge their duties with utmost responsibility, integrity, competence, and loyalty, act with patriotism and justice, lead modest lives, and uphold public interest over personal interest.

In relation to this, Lew, (2019) emphasized that conscientiousness, or self-discipline, is one of the most important factors in a leader, particularly under stressful situations when responsibility and reliability is pertinent.

The indicator with the lowest mean implies that DepED heads should continue to provide instructions and delegate responsibility and authority to the employees to inspire employees to perform better and to develop them to become more professionals.

Based on the study of Lew (2019), with a conscientious leader, individual tasks are delegated and completed, consequences of decisions are directed towards one entity, and in-group social issues are given a directed option for a solution thus resulting for a provision of a more define instructions and orders from the leader down to the employees. Relatively, Hickman (2009, as cited in Tran, 2020) emphasized that a successful leadership approach was to overcome individual differences and focus on the vision and mission of the organization.

Table 2.3
Level of employees' satisfaction in terms of Extraversion

Indicators	Staff	
	X	VI
The DepED heads provide		
1. comfort among the employees and people in the organization.	3.30	HS
2. time to talk with different people in organization.	3.25	HS
3. space to mingle with others.	3.27	HS
4. direction that inspires others to work cooperatively.	3.30	HS
5. leadership position over his/her team.	3.28	HS
6. an assertive personality.	3.32	HS
7. information to communicating with group members.	3.32	HS
8. a healthy and friendly atmosphere.	3.32	HS
9. actionable solutions to problems with full of energy.	3.32	HS
10. lot of enthusiasm that influences others.	3.32	HS

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General Assessment	3.30	HS
Legend: 3.25 - 4.00 Highly Manifested (HM)	2.50 - 3.24 Manifested (M)	
1.75 - 2.49 Slightly Manifested (SM)	1.00 - 1.74 Not Manifested (NM)	

Table 2.3 shows the level of employees’ satisfaction provided by Department of Education heads in terms of Extraversion. The general assessment was 3.30 and was interpreted as **Highly Satisfied**. “The DepED heads provide an assertive personality, The DepED heads provide information to communicating with group members, The DepED heads provide a healthy and friendly atmosphere., The DepED heads provide actionable solutions to problems with full of energy, and The DepED heads provide a lot of enthusiasm that influences others.” Have the highest mean which was 3.32 and was interpreted as **Highly Satisfied**. The DepED heads provide time to talk with different people in organization lowest mean which was 3.25 and was interpreted as **Satisfied**.

Based on the result of the study, the employees confirmed that DepED heads are friendly, assertive, and benevolent manifesting the characteristics of being extravert leader. Leaders that provide a lot of enthusiasm is important since it awakens employees' potential and drives their passion in achieving the set goals of the company. This enthusiasm inspires employees to move forward positively and therefore, it fully satisfies their hard work and helps yield great productivity in the organization as well. When the members of a team are enthusiastic, the whole team becomes highly energized and as a result, it increases the accomplishments of the team.

Extraversion is widely regarded as the most important personality quality for a team leader to possess. According to Lew, (2019), decision-making mixed with confidence created many solutions and provided direction for group members with lower self-confidence that they were working in the right direction. Similarly, Gonul, (2016) stated that extroverts are positive, ambitious, and influential; they were likely to generate confidence and enthusiasm among followers. It was also supported by the study of Chandrasekara (2019), wherein he claimed that extraversion was the next most influential personality trait on job satisfaction. Relatively, Chandrasekar et al. (2015) emphasized that extraversion appears to be related to employees’ high sales performance.

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Table 2.4

Level of employees' satisfaction in terms of Agreeableness

Indicators	Staff	
The DepED heads provide	X	VI
1. concern for his/her employees.	3.38	HS
2. direction for the interest of the organization rather than self-interest.	3.41	HS
3. consideration to moral and ethical consequences of decisions made.	3.46	HS
4. sympathy to employees' feelings.	3.32	HS
5. a soft heart for the employees.	3.32	HS
6. trust and confidence with his/her employees.	3.45	HS
7. encouragement and positive social exchanges in the workplace.	3.32	HS
8. good relationship with the members of the organization.	3.38	HS
9. cooperative attitude with others.	3.42	HS
10. forgiving attitude if someone commits a mistake.	3.42	HS
General Assessment	3.39	HS

Legend: 3.25 - 4.00 Highly Manifested (HM) 2.50 - 3.24 Manifested (M)
1.75 - 2.49 Slightly Manifested (SM) 1.00 - 1.74 Not Manifested (NM)

Table 2.4 shows the level of employees' satisfaction provided by Department of Education heads in terms of Agreeableness. The general assessment is 3.39 and interpreted as **Highly Satisfied**. "The DepED heads provide consideration to moral and ethical consequences of decisions made" had the highest mean which was 3.46 and was interpreted as **Highly Satisfied**. "The DepED heads provide sympathy to employees' feelings, a soft heart for the employees and provides encouragement and positive social exchanges in the workplace" gained the lowest mean which was 3.32 and was interpreted as **Highly Satisfied**.

It was confirmed by the employees of the organization that DepED heads are sensitive to subordinates' needs and concerned about employee well-being. They provide consideration and ethical consequences for their decisions. Employees who are treated with more humanity are more likely to treat others with humanity, both at work and home. According to Chandrasekara (2019), those who hold agreeableness were more team workers and tend to succeed at work and in life, therefore, they would get better emotional support from colleagues. A person with a high level of agreeableness was said to be typically pleasant, kind, and tactful, whereas someone with a low level of agreeableness may prioritize their interests over the

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interests of others. There was also a study conducted by Chandrasekar et al. (2015), wherein he claimed that agreeableness was associated with employees' performance in customer-oriented and team-oriented jobs.

Table 2.5
Level of employees' satisfaction in terms of Neuroticism

Indicators	Staff	
	X	VI
The DepED heads provide		
1. strategies to cope with stress and conflict.	3.20	S
2. ease during work most of the time.	3.23	S
3. situations depicting calmness and humility.	3.31	HS
4. frequent mood swings.	2.82	S
5. service without expecting something in return.	3.44	HS
6. consideration to others for mistakes committed.	3.41	HS
7. instruction without insulting others in the organization.	3.37	HS
8. support to empower employees.	3.35	HS
9. unconditional trust to subordinates.	3.38	HS
10. stability over different times.	3.34	HS
General Assessment	3.28	HS

Legend: 3.25 - 4.00 Highly Manifested (HM) 2.50 - 3.24 Manifested (M)
1.75 - 2.49 Slightly Manifested (SM) 1.00 - 1.74 Not Manifested (NM)

Table 2.5 shows the level of employees' satisfaction provided by Department of Education heads in terms of Neuroticism. The general assessment was 3.28 and was interpreted as **Highly Satisfied**. "The DepED heads provide service without expecting something in return" had the highest mean which was 3.44 and was interpreted as **Highly Satisfied**. "The DepED heads provide frequent mood swings" attained the lowest mean which was 2.82 and was interpreted as **Satisfied**.

Based on the result of the study, DepED heads were not a neurotic individual that is less likely to be perceived as ethical leader as it was confirmed by the employees of the organization. They provide services without expecting something in return which is a good manifestation of leaders in the public service. Frequent mood swings need to be manage and lessen by DepED heads to fully satisfy their employees.

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As discussed in Gonul, (2016), a high neuroticism score had a negative impact on leadership emergence and made it difficult for a leader to be a good role model. It was also supported by the study conducted by Chandrasekara, (2019), wherein he stated that neuroticism was the least influential factor on job performance and employees' satisfaction.

It implies that if leaders provide stability and calmness over different times and situations, the employees in the organization will agree to the leaders and they will be cooperative to whatever decisions that the leader direct because they believe that it is for the interest of the organization rather than the self-interest of the leader.

Mutsonziwa, et al. (2015) revealed that it was very important to keep the employees satisfied as they were the key asset of any organization.

Table 3
Test of Significant Relationship

Leadership Style	Employees' satisfaction	r value	p value	Remarks	Decision
Openness to experience	Openness to experience	.868**	.000	Significant	Reject Ho
	Conscientiousness	.790**	.000	Significant	Reject Ho
	Extraversion	.784**	.000	Significant	Reject Ho
	Agreeableness	.803**	.000	Significant	Reject Ho
	Neuroticism	.784**	.000	Significant	Reject Ho
Conscientiousness	Openness to experience	.826**	.000	Significant	Reject Ho
	Conscientiousness	.874**	.000	Significant	Reject Ho
	Extraversion	.849**	.000	Significant	Reject Ho
	Agreeableness	.777**	.000	Significant	Reject Ho
	Neuroticism	.776**	.000	Significant	Reject Ho
	Openness to experience	.873**	.000	Significant	Reject Ho
	Conscientiousness	.890**	.000	Significant	Reject Ho

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Extraversion	Extraversion	.904**	.000	Significant	Reject Ho
	Agreeableness	.851**	.000	Significant	Reject Ho
	Neuroticism	.874**	.000	Significant	Reject Ho
	Openness to experience	.845**	.000	Significant	Reject Ho
Agreeableness	Conscientiousness	.810**	.000	Significant	Reject Ho
	Extraversion	.816**	.000	Significant	Reject Ho
	Agreeableness	.883**	.000	Significant	Reject Ho
	Neuroticism	.816**	.000	Significant	Reject Ho
Neuroticism	Openness to experience	.864**	.000	Significant	Reject Ho
	Conscientiousness	.857**	.000	Significant	Reject Ho
	Extraversion	.866**	.000	Significant	Reject Ho
	Agreeableness	.859**	.000	Significant	Reject Ho
	Neuroticism	.900**	.000	Significant	Reject Ho

Table 3 shows the test of Significant Relationship between the level of manifestation and the level of employees' satisfaction with the leadership style of Department of Education heads in the Schools Division of Calamba City. The probability values were all less than the level of significance at .05 thus rejecting the null hypothesis. It could be concluded that there was a significant relationship between the level of manifestation of leadership style and the level of employees' satisfaction with the leadership style of Department of Education heads in the Schools Division of Calamba City. Thus, the relation between the level of manifestation of leadership style to its employees' satisfaction was functioning parallel to each other.

It implies that the Big Five personality qualities are linked to leadership success (openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism). Employee motivation and satisfaction are influenced by leadership style. It has a strong positive impact on employee satisfaction.

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Table 4.1

Regression Analysis in terms of Openness to Experience

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Remarks	Decision
	B	Std. Error					
1 (Constant)	-.410	.166		-2.696	.009		
Openness	.367	.111	.329	3.252	.002	Significant	Reject ho
Neuroticism	.300	.107	.238	2.672	.010	Significant	Reject ho

R-Square = .859
 Adjusted R Square = .848
 F- value = 78.885
 Significance = .000

Table 4.1 illustrates the regression analysis on leadership style to the level of employees' satisfaction with the leadership style of Department of Education heads in terms of Openness to Experience. Based on the table, Openness to Experience and Neuroticism significantly impacted the level of employees' satisfaction with the leadership style of Department of Education heads in terms of Openness to Experience. The probability values of .002 and .010 were less than the level of significance at .05, thus rejecting the null hypothesis. The two variables, Openness to Experience and Neuroticism significantly impacted Openness to Experience by 85.9%.

It implies that leaders who are open-minded and provide time to listen and entertain new ideas are also leaders who provide consideration to others for mistakes committed. They provide unconditional trust and support to empower their employees. This personality of a good leader significantly impacts the employees' satisfaction since they are treated fairly and given the chance to voice out their ideas. Also, the employees feel that there is a good relationship between the leaders and subordinates in the organization.

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According to Gonul (2016), openness to experiences showed people's proclivity to be creative, introspective, imaginative, resourceful, and insightful. Leaders who were open to new experiences were frequently seen as accessible and good listeners, resulting in a psychologically safe team atmosphere

Table 4.2
Regression Analysis in terms of Conscientiousness

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Remarks	Decision
	B	Std. Error	Beta				
1 (Constant)	-.223	.162		-1.205	.233		
Conscientiousness	.415	.096	.421	4.003	.000	Significant	Reject ho
Extraversion	.358	.117	.329	2.535	.014	Significant	Reject ho
Neuroticism	.293	.104	.229	2.866	.006	Significant	Reject ho
R-Square	= .862						
Adjusted R Square	= .851						
F- value	= 81.201						
Significance	= .000						

Table 4.2 Regression Analysis of leadership style to the level of employees' satisfaction with the leadership style of Department of Education heads in terms of Conscientiousness. Based on the table, conscientiousness, extraversion, and neuroticism significantly impact the level of employees' satisfaction with the leadership style of Department of Education heads in terms of Conscientiousness. The probability values of .000, .014, and .006 were less than the level of significance at .05, thus rejecting the null hypothesis. The three variables, conscientiousness, extraversion, and neuroticism significantly impacted Conscientiousness by 86.2%.

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It implies that a leader must provide the diligence of a good father in supervising his/her employees. A leader that provides motivation and guidance necessary for their employees to do their best work creates a healthy and friendly atmosphere. The leader communicates all the information to the group members. All these characteristics significantly impact the employees' satisfaction because it provides ease during work most of the time and support to empower the employees in the organization.

In like manner, Gonul, (2016) emphasized that conscientiousness was among one of the most commonly studied traits in work psychology that indicates an individual who was dependable, responsible, dutiful, self-disciplined, and well organized. Individuals who possessed conscientiousness had careful planning, effective organizing, and time management which may lead to more achievement in career life.

Table 4.3
Regression Analysis in terms of Extraversion

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Remarks	Decision
	B	Std. Error	Beta				
1 (Constant)	-.153	.171		-.900	.371		
Conscientiousness	.214	.101	.226	2.600	.012	Significant	Reject ho
Extraversion	.497	.124	.474	3.630	.001	Significant	Reject ho
Neuroticism	.360	.110	.293	3.027	.004	Significant	Reject ho

R-Square = .863
Adjusted R Square = .852
F- value = 81.833
Significance = .000

Table 4.3 presents the regression analysis on leadership style to the level of employees' satisfaction with the leadership style of Department of Education heads in terms of Extraversion.

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Based on the table, conscientiousness, extraversion, and neuroticism significantly impacted the level of employees' satisfaction with the leadership style of Department of Education heads in terms of Extraversion. The probability values of .012, .001, and .004 were less than the level of significance at .05, thus rejecting the null hypothesis. The three variables, conscientiousness, extraversion, and neuroticism significantly impacted Extraversion by 86.3%. It implies that if a leader is extraverts, they provide actionable solutions to problems full of energy. It is the enthusiasm that influences others to work cooperatively resulting in close monitoring of the team to ensure that employees are performing correctly. These characteristics significantly impact the employees' satisfaction because it provides consideration and well-defined instruction among employees. By being extravert leaders, they lead or influence the employees to complete their work to a higher standard. Lew (2019) stated that extraversion was the individual's self-confidence, decisiveness, and driven nature that greatly influenced each member of the group. Similarly, Gonul (2016) stated that extroverts are positive, ambitious, and influential; they were likely to generate confidence and enthusiasm among followers.

Table 4.4
Regression Analysis in terms of Agreeableness

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Remarks	Decision
	B	Std. Error	Beta				
1 (Constant)	-.071	.203		-.350	.727		
Agreeableness	.457	.125	.432	3.666	.000	Significant	Reject ho
Neuroticism	.307	.129	.266	2.378	.020	Significant	Reject ho

R-Square = .835
Adjusted R Square = .822
F- value = 65.573
Significance = .000

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Table 4.4 illustrates the regression analysis on leadership style to the level of employees' satisfaction with the leadership style of Department of Education heads in terms of Agreeableness. Based on the table, Agreeableness and Neuroticism significantly impact the level of employees' satisfaction with the leadership style of Department of Education heads in terms of Agreeableness. The probability values of .000 and .020 were less than the level of significance at .05, thus rejecting the null hypothesis. The two variables, Agreeableness and Neuroticism significantly impacted Agreeableness by 83.5%.

It implies that a leader that shows concern and sympathy for the employees' feelings were also leader that provide consideration and support to empower the employees in the organization. In relation to this, Chandrasekar, et al. (2015) emphasized that Agreeableness was associated with performance in customer-oriented and team-oriented jobs and was the most influential personality trait on job satisfaction.

Table 4.5
Regression Analysis in terms of Neuroticism

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Remarks	Decision
	B	Std. Error	Beta				
1 (Constant)	-.260	.195		-1.338	.185		
Extraversion	.386	.133	.362	2.901	.005	Significant	Reject ho
Neuroticism	.642	.124	.551	5.177	.000	Significant	Reject ho

R-Square = .850
Adjusted R Square = .838
F- value = 73.499
Significance = .000

Table 4.5 presents regression analysis of leadership style to the level of employees' satisfaction with the leadership style of Department of Education heads in terms of Neuroticism.

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Based on the table, extraversion and neuroticism significantly impacted the level of employees' satisfaction with the leadership style of Department of Education heads in terms of Neuroticism. The probability values of .005 and .000 were less than the level of significance at .05, thus rejecting the null hypothesis. The two variables, extraversion and neuroticism significantly impacted Neuroticism by 85.0%.

It implies that if leaders provide stability and calmness over different times and situations, the employees in the organization will find comfort to talk and mingle with their heads as well as to the other members in the organization resulting to a healthy and friendly atmosphere.

Chandrasekar, et al. (2015) emphasized that neuroticism contributes to a wide range of jobs including management positions as well as jobs in the safety/security sector. In addition, Gonul, (2016) found that a high score on neuroticism trait affects leadership emergence negatively and made it difficult for a leader to be an effective role model. However, the indicators prepared in this study were prepared positively and did not result in a neurotic individual.

CONCLUSION

The DepED heads of the Division of Calamba are leaders in accordance with the elements of the Big Five Inventory personality traits. They are aware of their duties, roles, and responsibilities to develop, motivate and lead their employees for the achievement of the organization's vision, mission, and goals. Likewise, the DepED employees are appreciative and satisfied with how the DepED heads motivate, treat, and handle them in achieving the targets and goals of the organization. They show appreciation and self-fulfillment by the manifestation of the leadership styles of their DepED heads.

Moreover, there is a significant relationship between the level of manifestation of leadership style provided by DepED heads to the employees' satisfaction thus, the hypothesis is rejected. It implies that leadership success has been known to correlate with the Big Five personality traits such as openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism, and leadership style is important for motivating employees and increasing their satisfaction level.

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The DepED heads leadership styles in terms of the Big Five Inventory approach in combination significantly impact the level of employees' satisfaction in the Schools Division of Calamba City. Leadership styles are to some extent associated with personality types. Personality has an impact on the leadership style of the leaders and, thus, should be considered while examining the effectiveness of leadership. It implies that each personality trait cannot impact the employees' satisfaction alone. As leaders, you have to manifest the leadership style based on different personality traits in order to meet the expectations and satisfaction of the employees. To meet the employees' satisfaction, the most important personality trait to be manifested along with the leadership style must be emotional stability or neuroticism. The next personality trait is conscientiousness, followed by openness to experience and extraversion and last is the agreeableness.

As a result of the study, Professional Development Plan for Schools Division of Calamba City is needed to strengthen the leaders' weaknesses and continuously improve their leadership styles in different aspects. It also includes selecting the right type of leaders for relevant jobs through personality tests as well as developing leaders for the future.

RECOMMENDATIONS

The top management of the Schools Division of Calamba City may continue to motivate the DepEd heads by providing necessary rewards and recognition, training, and seminars based on the needs and assessment formulated by the DepED Human Resource Training and Development for their continuous professional growth. They may provide a list of leadership training for DepED heads both internationally and locally. This may be an opportunity for improvement for all DepED heads to have training, seminars, or even scholarship grants to enhance their performances.

Also, the top management of the Schools Division of Calamba City through the Human Resource Training and Development and Feedback Committee may design an instrument on employee satisfaction feedback (ESF) which may be conducted twice a year as a feedback mechanism regarding the leadership style of DepED heads. They may identify the training and seminars needed to continuously improve the leadership styles of DepED heads.

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Likewise, the top management of the Schools Division of Calamba City through Human Resource Training and Development may always prioritize the needs of both DepEd heads and employees along with benefits, incentives, rewards, recognitions, and training needs for professional growth.

The top management thru Feedback Committee and Division chiefs may closely monitor and evaluate the DepED heads along with their employees' heads during the conduct of Performance Review and Assessment. The feedback from the employees as well as division chiefs may be the basis for the review and assessment to better improve the leadership style and performance of non-teaching personnel.

Moreover, the top management of the Schools Division of Calamba City may consider the professional development plan to sustain and continuously improve the relationship between the DepED heads to the employees' satisfaction in the Schools Division of Calamba City.

Furthermore, the Schools Division of Calamba City may conduct another study related to leadership styles to further test if there is a significant relationship between the perceived leadership style and employees' satisfaction provided by DepED heads.

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