Probing The Leadership Styles of Local Government Units

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Abstract

The objectives of the study included examining the various leadership styles that were viewed as well as assessing the performance of the organization. Using a hybrid survey questionnaire based on the Seal of Good Local Governance (SGLG) indicators, a descriptive-causal research approach was used to gather and analyze data from a sample of 718 respondents from the LGUs of Cauayan City, Echague, San Guillermo, and San Isidro. The respondents came from Cauayan City, Echague, San Guillermo, and San Isidro. According to the findings, department heads and supervisors at LGUs displayed a blend of charismatic, transformational, and visionary leadership styles, with an emphasis on clear communication, motivation, and innovation. However, there was space for development in the transactional leadership style. In addition to this, the survey found remarkable organizational effectiveness across a variety of domains. The outcomes of the research also show the importance of socio-economic profiles as factors that impact leadership styles. The findings of the study showed that there is a significant positive association between leadership styles and the performance of organizations. This finding highlights the significance of developing individualized leadership training programs for heads and supervisors in Isabela's 6th Congressional District.

Keywords: leadership styles; local government units; organizational performance

INTRODUCTION

The birth, expansion, and continued viability of organizations and societies are all profoundly influenced by the leadership styles that are in place at the helm of their respective institutions. Leadership is a notion that cuts beyond businesses, sectors, and cultures. It has a significant impact on the accomplishments and goals that are shared by human endeavors as a whole. The manner in which leaders direct, motivate, and exert influence over the people they are responsible for guiding has a substantial impact on the trajectory of forward movement and development (Khan et al., 2014). This is true whether we are talking about enterprises, governments, non-profit organizations, or community groups.

Leadership styles have emerged as essential predictors of success or failure in communities throughout history, from ancient civilizations to today's modern cultures. The selection of a particular leadership strategy has the potential to mold the culture of the organization, encourage creativity, have an impact on decision-making procedures, and, ultimately, determine the quality of the services or products that are offered to the general public.

Throughout the course of this conversation, we are going to discuss the complex nature of leadership styles and the influence that these types have on the development of organizations as well as society. We will look into the qualities and ramifications of many leadership paradigms, spanning from more classic autocratic and transactional styles of leadership to more current transformational, servant, and collaborative approaches. Among these leadership paradigms, we will examine traditional autocratic and transactional styles of leadership.

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In addition to this, we will investigate the significance of various leadership styles in a variety of societal contexts. The manner in which leaders rule, motivate, and interact with the people they represent can have far-reaching effects on the social cohesiveness, trust in institutions, and the pursuit of common objectives. The decisions that a society's leaders make, as well as the ways in which they manage problems, foster innovation, and encourage inclusivity, have a significant impact on the development and well-being of that society.

According to Arslan and Staub (2013) as they delve deeper into this investigation of the complicated role that various leadership styles play in the development of organizations and societies, we will come to understand the fundamental principles that define successful leadership. In addition, we will analyze the characteristics that are necessary for leaders to have in order to successfully steer their communities and organizations in the direction of communal prosperity and meaningful advancement.

We may pave the way for more informed decision-making, better governance, and a greater appreciation for the significance of leadership in forming the world we inhabit if we grasp the dynamic interaction between leadership styles and their impact on the fabric of organizations and societies. This understanding will also help us better comprehend the role that leadership plays in shaping the world we inhabit (Klein et al., 2013). As we move further into this investigation, we will become aware of the potential for transformative leadership to serve as a catalyst for positive change and contribute to the creation of a greater future for everyone.

Leadership philosophies are important characteristics that have a considerable impact on the efficiency with which Local Government Units (LGUs) carry out their functions. Within the scope of this research, we investigate the different styles of leadership exercised by department heads working for LGUs. Our overarching goal is to acquire an in-depth comprehension of the influence that these styles have on the dynamics of the organization as well as the quality of the services that are delivered to the community. Through an examination of the myriad ways in which leadership is exercised within these governmental units, it hope to determine the benefits, drawbacks, and repercussions associated with each strategy, ultimately shedding light on the significant part that leadership plays in determining the levels of achievement and development attained by LGUs.

The Local Government Units (LGUs) are critical components of the public administration system since they are tasked with the delivery of fundamental services, the execution of policies, and the fulfilment of the requirements of the local community. The department leaders, who sit at the top of each department, hold crucial duties in the management and guidance of their teams to ensure that the LGU's goals are efficiently achieved. Their approaches to leadership have a significant impact on the working environment, the degree to which employees are motivated, the decision-making processes, and the overall quality of the service that is provided to the general public.

Within the scope of this study is an in-depth examination of a variety of leadership philosophies practiced by department heads working for LGUs. These leadership philosophies include, but are not limited to, charismatic leadership, transactional leadership, transformational leadership, visionary leadership, and culture-based leadership. We hope to provide a thorough and nuanced picture of the leadership landscape inside LGUs by investigating the characteristics, behaviors, and approaches utilized by these leaders (Jing, 2017).

In addition, we will explore the consequences of each leadership style on the accomplishment of LGU goals, as well as the outcomes of organizations, the levels of satisfaction of employees, and the level of community engagement. In order to ensure a comprehensive and enlightening study, we plan to gather the perspectives of department heads, employees, and stakeholders through the use of questionnaires, interviews, and data analysis.

The study have significant implications for both the governance of local communities and the administration of public affairs. Policymakers and administrators are able to make educated

judgements regarding the appointment and development of leaders who possess the leadership styles that are most appropriate for their respective contexts if they first acknowledge the impact that different leadership styles have on the operations and outcomes of local government units (LGUs)(Abu-Abdissamad and Augustine, 2018). This research will also add to the larger discussion on leadership in the public sector, bringing vital insights into the ways in which good leadership can generate positive change and enhance the relationship between local government organizations and the communities they serve.

This study will focus on charismatic, transformational, transactional, visionary, and culture-based leadership styles (Haque et al., 2015; Klein et al., 2013) in order to investigate the influence that leadership styles have on the organizational performance of LGUs. The purpose of this research was to investigate the various leadership styles employed by department heads working for Local Government Units and to provide a deeper knowledge of the consequences these styles have for the efficiency with which organizations serve their communities. Our goal is to provide actionable insights that can contribute to the ongoing development and improvement of LGUs, which will eventually be to the benefit of the welfare and well-being of the local people. To accomplish this, we will delve into the wide variety of leadership styles that are now in use.

Statement of the Problem

Generally, the study aimed to evaluate the impact of the leadership styles of heads/supervisors on the organizational performance of Local Government Units.

Specifically, it sought to answer the following questions:

1. What are the heads/supervisor's leadership styles in the Local Government Unit as perceived by heads/supervisors themselves and their staff?

METHODOLOGY

In order to investigate the perceived leadership styles of the LGU and the organizational performance of the organization, the descriptive-causal technique was utilized. In the year 2022, the research was carried out inside the Local Government Units of Isabela's 6th Congressional District with the participation of LGU personnel. The local chief executives of the LGU, department leaders and supervisors, staff members, and members of the populace (i.e. the head of the family) are the respondents for the survey. The size of the sample was chosen using a confidence level of 95% along with a margin of error of 5%. The responders were selected through a random process. The questionnaire utilized in the study was developed by the researchers themselves, and it was based on the Seal of Good Local Governance (SGLG). It centered its attention largely on the five (5) brief area indicators, which are as follows: Governance, Local Governance, Service Delivery, Economic Development, and Environmental Management. Prior to the actual conduct of the study, the questionnaire was validated for both its content and its reliability using a five-point Likert scale, with 5 being the greatest possible score and 1 representing the lowest possible score. After the validation process was complete, the questionnaire was created in three different sets: one for the local chief executives and department heads of the Municipality; one for the personnel of the LGU; and one for the heads of families living in the community. The questionnaire for the survey was disseminated using hybrid platforms, which consisted of a combination of printed questionnaires and Google Forms. The Statistical Package for the Social Sciences (SPSS) was utilized in order to do analysis on the data and provide interpretation of the results. For the profile and to provide a picture of the heads' and supervisors' leadership styles and the organizational performance of the LGU as perceived by the heads and supervisors themselves, the staff, and the heads of the family, descriptive statistics such as frequency counts, percentages, and means were employed. These statistics were gathered through interviews with the heads and supervisors, the staff, and the heads of the family.

RESULTS

Perceived Leadership Styles of Department Heads/Supervisors

Research has been done in a variety of settings to investigate different leadership styles in an effort to identify the kind of leadership that is most likely to inspire and direct others towards the successful completion of predetermined tasks. Understanding the leadership styles of the department heads and supervisors in the LGUs of the 6th Congressional District of Isabela helps in identifying behaviors that either aid or prevent the achieving of the units' goals, but more importantly, this knowledge will serve as a basis for improving the management style that most effectively satisfies the requirements of both employees and organizations.

Charismatic Leadership

The heads of departments and other supervisory positions gave themselves very good ratings in this facet of leadership. They almost always or always tell staff about their job performance, help staff build their self-confidence, and tell them to complete tasks to achieve departmental objectives, lead their staff to take the initiative to find the crux of the problem and take effective action to supervise them, provide a new thinking approach for the difficult problem, inform staff that if they want to get paid, then they should do something, and inspire with new ways to think about old problems. On the other hand, they frequently communicate to the workers that they will be able to anticipate a reward once the assignment has been completed.

They confirmed that their heads and supervisors almost always help them build their self-confidence, tell them to the complete tasks to achieve departmental objective, as well as lead their them to take the initiative to find the core of the problem and take effective action to supervise them. On the part of the staff, they stated that they affirmed this. On the other hand, they stated that heads and supervisors oftentimes tell them their job performance, provide a new way of thinking approach for the difficult problem, tell them that once the task is done, they can expect a reward, inform them that if they want to get paid, then they should do something, and inspire them with new ways to think about old problems. All of these things were stated in the previous paragraph.

It was discovered, on the basis of the impressions of the two different groups of respondents, that the department heads and supervisors in the Local Government Units of the 6th Congressional District of Isabela were very good examples of charismatic leaders. They were very talented in using their communication skills, persuasion, and charm to influence people, most importantly their workers. One of their greatest strengths was in their ability to communicate effectively. Their connection with the members of their team was very profound, which was very beneficial within the organization in terms of its ability to advance and accomplish its objectives.

Transactional Leadership

The heads and supervisors have confirmed that they always or almost always feel that motivation can be achieved through a system of rewards and punishments, and that they place a high importance on structure and order, with rigorous adherence to regulations and rules. However, they focus on short-term goals and take measures infrequently unless it becomes clear that the target cannot be achieved. On a more negative note, it was discovered that they rarely get involved unless the problem gets significantly worse before they do so.

They made the observation that their bosses and supervisors frequently place a great importance on structure and order, with rigorous adherence to policies and procedures. This was something that was noted among the personnel. On the other hand, they occasionally had the experience that their

leaders or supervisors seldom took action unless the goal could not be attained, did not intervene unless the problem became worse, rarely focused on short-term goals, and believed in motivating employees through a system of rewards and punishments.

on light of the findings presented above, it can be concluded that, on general, the heads and supervisors working in LGUs were more charismatic leaders than transactional leaders. They rarely take action unless the goal cannot be reached, they do not interfere unless the problem gets worse, they concentrate on short-term goals, and they believe that motivation can be achieved by a system of rewards and punishments. In spite of this, it has been seen that they are effective due to the fact that they frequently place a high emphasis on structure and order, in addition to a tight adherence to regulations and standards.

Transformational Leadership

The heads and supervisors are the people who almost always make sure that their staff enjoys working with them, inspire them to rethink the key points of the past smooth operation, keep their egos under control while putting the best interest of the team and the organization before their own personal gain, and always inspire the people who report to them. Their staff, on the other hand, made the observation that their heads and supervisors always or almost always make sure that they feel good working with them; often inspire them to rethink the key points of the past smooth operation; inspire them often being their subordinates; often keep their egos under control; as well as putting the best interest of the team and the organization before their own personal gain.

The heads and supervisors were also very good at their jobs as transformational leaders, as evidenced by the observations of the heads and supervisors made by their staff members. They keep their egos under control, put the best interest of the team and the organization above their own personal benefit, and always inspire subordinates. They make sure that their staff enjoys working with them on a regular basis, motivate them to rethink the important parts of the operation that ran well in the past, keep their egos under control, and inspire subordinates.

Visionary Leadership

Visionary Leadership the heads/supervisors declared that they always or almost always see to it that their staff will have confidence in them as their leader and provide a standard for them to learn and imitate. They also often make judgement that is sufficient to solve any difficulties and inspire their staff to participate in corporate affairs.

It was also presented in the table that their staff were aware that their heads/supervisors often make judgement that is sufficient to solve any difficulties; inspire them to participate in corporate affairs; see to it that they will have confidence in them as their leader; and frequently provide a standard for them to learn and imitate.

Considering the evaluations given by the two groups of respondents, the heads/supervisors were also well inclined to be visionary leaders. They always or almost always see to it that their staff will have confidence in them as their leader. Moreover, they often provide a standard for the staff to learn and imitate; make judgement that is sufficient to solve any difficulties; and often inspire their staff to participate in corporate affairs.

Culture-Based Leadership

The heads and supervisors believed that they always or almost always made their staff confidently accomplish the task alone; made them feel proud of being a member of the department; made them be involved at all levels of the organization to be more cooperative and passionate; and continuously enhanced organizational culture with improved communication and personal alignment to a greater extent in line with senior management objective.   On the other hand, their employees admitted that they rarely witnessed these characteristics in anyone other than their heads or supervisors.

When taken as a whole, it is possible to make the observation that the heads and supervisors of the organization were capable of serving as good cultural leaders. They frequently ensure that their employees are capable of completing the task on their own, that they are pleased to be a part of the department in which they work, that they are involved at every level of the organization so that they are more collaborative and passionate, and that they continually improve organizational culture through improved communication and greater personal alignment with the goals of senior management.

Discussion

Leaders that exude charisma are recognized for their commanding presence as well as their ability to encourage and inspire others around them. They have a vision and are able to articulate it with passion, which in turn inspires enthusiasm and dedication among the members of their team. In LGUs, charismatic department leaders have the potential to generate a sense of purpose and direction, so making the organization more appealing to the various stakeholders it serves.

The primary responsibility of transactional leaders is to communicate to their team members the objectives and standards they are expected to achieve. As a result, they foster a transactional connection between leaders and subordinates by instituting a system of rewards and punishments depending on performance. This method of leadership has the potential to be useful for keeping the peace in local government units and achieving short-term goals.

Leaders that focus on transformation go beyond transactional tactics and instead concentrate on developing a shared vision for the organization and encouraging employees to make positive changes. They foster creative thinking, a commitment to never-ending progress, and personal growth among members of the team. Transformational leaders have the potential to pave the way in local government organizations (LGUs) for the implementation of constructive changes and to have an effect that is long-lasting on the community.

Leaders with a vision are skilled at conceiving of long-term objectives and developing tactics to bring those objectives to fruition. They are able to convey their vision articulately, which enables other members of the team to direct their efforts towards a common goal. Visionary leaders in local government units have the ability to chart the course for the future of their communities and devise plans for sustainable development.

Values, conventions, and traditions within an organization are given utmost importance by leaders who are culture-based. They place a primary emphasis on fostering a constructive organizational culture and making decisions that are consistent with the LGU's commonly held beliefs. This approach has the potential to develop a sense of community and encourage collaboration among staff members.

When it comes to Local Government Units, the leadership styles of department heads have a considerable impact on the organization's effectiveness, the level of satisfaction felt by employees, and the level of service provided to the community as a whole. While there are benefits associated

with each leadership style, a well-rounded leader is able to draw from a variety of leadership approaches depending on the circumstances. Dynamic and effective leadership can be achieved by a combination of charismatic inspiration, clear transactional aims, transformative change, visionary foresight, and culture-based principles. This leadership will ultimately be beneficial to both the LGU and its people. Leadership that can adjust to changing circumstances and is intelligent is more important than ever for local government units (LGUs) to maintain their growth and success in the face of a variety of obstacles.

CONCLUSION

Based on the results and findings of the study, the following conclusions can be drawn:

1.   Leadership Styles of LGU Heads/Supervisors: LGU heads/supervisors exhibited a combination of charismatic, transformational, and visionary leadership styles. These leadership styles emphasized effective communication, motivation, and innovation. However, there was room for improvement in transactional leadership, particularly in taking timely actions and focusing on long-term goals. Understanding the perceived leadership styles of heads/supervisors is essential for assessing their impact on organizational performance.

2.   Organizational Performance of the LGU: The Local Government Units (LGUs) demonstrated commendable and exceeded expectations organizational performance in various areas, including transparency, participation, equity, local legislation, development planning, revenue generation and allocation, customer service, health and nutrition, education, housing and utilities, peace and security, disaster preparedness, enterprise promotion, natural resources management, and waste management. These efforts have contributed to sustainable livelihoods, economic growth, environmental conservation, and the overall well-being of the constituents. Assessing the organizational performance provides valuable insights into the effectiveness of the LGUs and their contributions to the community.

Recommendations:

The following are hereby recommended focusing on the following areas to enhance leadership practices and improve organizational performance in the Local Government Units (LGUs) of the 6th Congressional District of Isabela:

1.   *Leadership Training and Development Programs:* Create and carry out leadership development programs that are specifically geared towards meeting the requirements of local government unit heads and supervisors in Isabela's 6th Congressional District. These programs ought to center their attention on developing transactional leadership abilities such as goal orientation and timely action-taking, while simultaneously promoting effective communication, motivation, and creativity.

2.   *Strengthening Organizational Performance:* Continue to give areas of commendable organizational performance the priority they deserve and work to improve them, such as transparency, participation, equity, local legislation, development planning, revenue generation and allocation, customer service, health and nutrition, education, housing and utilities, peace and security, disaster preparedness, enterprise promotion, natural resources management, and waste management. Implement methods to maintain and further strengthen the beneficial impact that local government units already have on sustainable livelihoods, economic growth, environmental conservation, and the overall well-being of the constituents in the area.

3.   *Foster a Culture of Charismatic, Transformational, and Culture-based Leadership:* It is important to encourage and assist heads of local government units (LGU) in their efforts to

demonstrate charismatic, transformative, and culture-based leadership styles. It has been discovered that a medium association exists between organizational success and factors such as good communication, motivation, and innovation. As a result, the relevance of these factors should be emphasized.

4.   *Continuous Evaluation and Improvement:* In local government units (LGUs), it is important to establish systems for continuing evaluation of leadership styles and organizational effectiveness. Make advantage of the feedback provided by heads/supervisors, staff, and household heads in order to identify areas for improvement and put into action any adjustments that are required. It is important to conduct regular impact assessments of leadership development efforts in order to ensure that these initiatives are effective in improving organizational performance.

5.   *Further Research:* It is possible to conduct additional study to investigate additional profile traits and broaden the geographic reach in order to acquire a more in-depth comprehension of the leadership dynamics present in LGUs. In the context of local government, qualitative research can offer a more nuanced perspective on leadership and provide deeper insights into the underlying causes of observed interactions. This is because qualitative research can examine a wider range of factors.

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