

# Original Research Article

## Malita LGU Officials Leadership Practices and Employees' Perception on Readiness To Work From Home Arrangement

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### ABSTRACT

**Aims:** To know the level of the leadership practices of the officials in terms of modelling the way, inspiring a shared vision, challenging the process, enabling others to act and encouraging the heart. And, to know the level of LGU's readiness to work from home as perceived by the municipal employees.

**Study design:** Descriptive-correlational.

**Place and Duration of Study:** Malita, Davao Occidental, Southern Philippines during the School Year 2020-2021

**Methodology:** This involved the systematic investigation of the nature of relationships, or associations between and among dependent and independent variables and was most commonly used when seeking statistical relationship between two variables without manipulating the data themselves. Leadership practices of LGU and LGU employees' readiness to work from home arrangement as perceived by the following domains, such that of model the way, challenge the process, enable others to act, and encouraging the heart increase, the level of employees' preparedness to work from home also increases.

**Conclusion:** Since the level of inspire a shared vision, one of the leadership practices domains, increases, the LGU officials need to know its meaning and open themselves into communication structure that allowed employee to participate. The more optimistic a leader about the future, the more effectively he or she may transmit it to others. Studies related to this topic were hereby recommended.

*Keywords: Malita LGU Officials, Leadership practices, Employees' perception, readiness, work from home arrangement*

### 1. INTRODUCTION

COVID-19, an infectious coronavirus disease, has spread rapidly over the world, with positive cases confirmed in nearly every country, causing the World Health Organization to declare a pandemic on March 11, 2020. Since then, most countries have strictly enforced community quarantines as well as public health treatments like face masks, hand hygiene, respiratory etiquette, and physical isolation (Miranda, 2020).

The recent situation depicts some challenges for every citizen in the planet since COVID-19 pandemic creates havoc to humanity. Everyone is affected by this mess since workers in both private and public sectors have to deal with the work from home arrangement which eventually the new normal this time (World Health Organization, 2020).

On the other hand, office manager leadership strategies are critical in addressing these issues during this epidemic. In order to respond to such situations, school administrators must motivate people, develop teams, and build relationships, as Franca (2019) pointed out. During times of crisis, leaders are meant to emerge. Taking the initiative to lead during this extraordinary crisis might satisfy a deep desire for meaning and purpose (Payne, 2020).

Model the Way, Inspire a Shared Vision, Challenge the Process, Enable Others to Act, and Encourage the Heart are the five practices. Under the heading of leadership models, a detailed description of these leadership approaches will be provided (Kouzes & Posner, 1993).

It is timely to investigate the leadership practices of office heads, as there appear to be no current studies examining leadership practices in relation to the LGU's readiness to engage in a work-from-home arrangement strategy in the wake of the COVID-19 pandemic. Thus, this study is proposed.

## **2.1 Objectives of the Study**

The study focused on determining how the relationship of leadership practices and LGU's readiness to work from home arrangement due to COVID-19 Pandemic of the government center in the municipality of Malita, Davao Occidental.

Specifically, it sought to answer the following questions:

1. What were the demographic profile of the officials in terms of:
  - 1.1 Age;
  - 1.2 Gender;
  - 1.3 Educational attainment; and
  - 1.4 Years in service;
2. What was the level of the leadership practices of the officials in terms of:
  - 2.1 Modelling the way;
  - 2.2 Inspiring a shared vision;
  - 2.3 Challenging the process;
  - 2.4 Enabling others to act; and
  - 2.5 Encouraging the heart.
3. What was the level of LGU's readiness to work from home as perceived by the municipal employees?
4. Is there a significant relationship between leadership practices of the officials and LGU's readiness to work from home arrangement as perceived by the employees?

## **2.2 Scope and Limitation of the Study**

This study was focused on how the government officials leadership practices relate to the LGU's readiness to work from home arrangement as perceived by the respective LGU employees during the COVID-19 pandemic in Malita, Davao Occidental.

The instruments used were limited only on the questionnaires freely downloaded from the internet's public domains. These were: Leadership Practices Inventory (LPI) by Kouzes & Posner (1993) and the schools' readiness to distance education as perceived by the school teachers formulated by Lapada (2020).

## **2. MATERIAL AND METHODS**

### **2.1 Research Design**

The study used was quantitative in nature and employed a descriptive correlational research design. This involved the systematic investigation of the nature of relationships, or

associations between and among dependent and independent variables and is most commonly used when seeking statistical relationship between two variables without manipulating the data themselves. The variables leadership practices of heads and readiness to work from home as perceived by the employees, will not be, in any way manipulated. The data were simply be subjected to observation and from the data, relationships of both independent and dependent variables were checked, collated and interpreted to determine if there will be emerging trends and patterns. This statistical process was done without treating or changing the data itself.

## **2.2 Sampling Size and Technique**

Total population sampling was employed in identifying the respondents for the Leadership Practice Inventory (LPI) questionnaire. This is possible because there were only 26 number of offices under study with a total of 1,071 heads. To determine the sample size of employees per office who responded to the questionnaire on readiness to work from home, stratified random sampling technique will be applied to ensure proportional distribution of respondents and to avoid biases in the selection. From the population of municipal employees, a sample size was determined using the Slovin's formula. This allowed the researcher to sample the population with a desired degree of accuracy.

## **2.3 Respondents of the Study**

The respondents to this study were the heads and their respective employees in each respective offices of the Local Government of Malita, Davao Occidental. The heads were the main object of the study and answered to the self-rating Leadership Practice Inventory (LPI) questionnaire. On the other hand, respective office employees answered to the questionnaire on readiness to work from home arrangement during the COVID-19 pandemic. The list of the heads and employees was obtained from Human Resource office of Malita Local Government Unit, in Malita, Davao Occidental before the actual conduct of the study.

## **2.4 Research Instrument**

Descriptive survey questionnaire was utilized in this study which were freely obtained from the internet's public domains. The instrument for heads leadership practices was divided into two (2) parts. The first part was be for the demographic profile of the respondents and the second part is the Leadership Practice Inventory (LPI) questionnaire which was be based on the adopted Leadership Practice Inventory (LPI) by Kouzes & Posner (1993) with reported internal reliability ranging from 0.80 to 0.91 Cronbach's alpha coefficients. The thirty (30) questions for the LPI questionnaire will be scaled from 1 to 5 where 5 – Almost always, 4 – Fairly often, 3 – Sometimes, 2 – Once in a while, and 1 – Rarely. The statement consists of different leadership behavior and activities. Statement 1-6 talks about how they model the way, statements 7-12 is how they inspired a shared vision, statements 13-18 deal with how they challenge the process, statements 19-24 dealt with how they enable others to act, and statements 25-30 talked about they encourage the heart.

The readiness to work from home as perceived by the office employees was based on the adapted questionnaire formulated by Lapada (2020). The ten (10) items in the questionnaire were retained but the choices were modified to accommodate broader perceptions among the teacher-respondents. Originally, the questions are answerable only by “yes”, “no”, or “maybe”. Modification was yield the adapted responses of 1 to 5 where 5 – Strongly Agree, 4 – Agree, 3 – Neither Agree or Disagree, 2 – Disagree, and 1 – Strongly Disagree. The adapted questionnaire was submitted to the adviser for comments and corrections. It will be subjected to validation by at least three (3) experts in research and education. Two (2) internal validators from the institution and one (1) external validator from other education agency was validate the questionnaire using the institution's validation sheet.

## **2.5. Data Analysis**

The five levels of Leadership Practice Inventory (LPI) among the office heads were as follows with their respective range of means, descriptive level, and interpretation:

<b>Range of Means</b>	<b>Descriptive Level</b>	<b>Interpretation</b>
4.20 – 5.00	Almost always	This indicates very high level of leadership influence.
3.40 – 4.19	Fairly often	This indicates high level of leadership influence.
2.60 – 3.39	Sometimes	This indicates neutral level of leadership influence.
1.80 – 2.59	Once in a while	This indicates minimal level of leadership influence
1.00 – 1.79	Rarely	This indicates no influence of leadership

In evaluating the level of readiness to work from home, the following scale was used:

<b>Range of Means</b>	<b>Descriptive Level</b>	<b>Interpretation</b>
4.20 – 5.00	Strongly Agree	This indicates very high level of readiness.
3.40 – 4.19	Agree	This indicates high level of readiness.
2.60 – 3.39	Neither Agree or Disagree	This indicates neutral level of readiness.
1.80 – 2.59	Disagree	This indicates minimal readiness.
1.00 – 1.79	Strongly Disagree	This indicates non-readiness.

## 2.6 Data Gathering Procedure

The necessary data was gathered from the respondents through the following procedures: The researcher sent letter to the Local Chief Executive to seek permission to conduct the study among the selected offices. Affixed in the letter of certification and endorsement from the Office of the BPA Program Head of SPAMAST and the research instrument that would be disseminated to the respondents. After the approval letter from the Office of the Local Chief Executive or the Mayor had received, a letter seeking authorization and proposed date was handed personally to the office heads of the offices. The research questionnaires were administered upon the permission of the head of office.

The questionnaire was personally distributed to the respondents and an orientation was conducted before the questionnaires would be answered. The collected data were analyzed and interpreted in light of the research questions of the study.

## 3. RESULTS AND DISCUSSION

### 3.1. Demographic Profile of the respondents.

Table 1 shows the demographic profile of the 267 respondents as to age, gender, years in service, and highest educational attainment.

There were 26 respondents answered the questionnaires. As indicated in the table, 4 or 15.38% were 24-32 years old of the total sample. The others were 4 or 15.38 % were 33-41 years old, 7 or 26.92% were 42-50 years old, 6 or 23.02 % were 51-59 years old and 5 or 19.23% were 60 and above years old. The mean average in terms of age is 47.31. This implies that most of the respondents were in their late 40's. The males were 15 or 57.70%, 10 or 38.50% were females, and 1 or 3.80% was a member of the LGBTQ. This results indicates that most of the office heads were males.

As to educational attainment, 15 or 57.706% were college graduate, with masters units with 2 respondents or 7.70%, with masters degree were 7 or 26.90%, 1 or 3.80 with doctoral units, and 1 or 3.80% with a doctorate degree.

As to years of service, 7 or 26.92% are in service for 3-8 years, followed by 9-14 years with 10 respondents or 38.46% then 15-20 years with 6 respondents or 23.08% then 21-26 years with 1 respondent at 3.85%, finally, there were 2 respondents or 7.69% who belong to 27 and above years of service, with a mean of 12.85 years.

As a result, the socio-demographic profile has little bearing on the efficiency of office management as manifested by the data.

Table 1. Demographic Profile of the respondents.

<b>PARTICULARS</b>	<b>Frequency (f)</b>	<b>Percentage (%)</b>
<b>Age</b>		
24 – 32	4	15.38
33 – 41	4	15.38
42 – 50	7	26.92
51 – 59	6	23.02
60 and above	5	19.23
Mean: 47.31		
<b>Gender</b>		
Male	15	57.70
Female	10	38.50
LGBTQ	1	3.80
<b>Educational Attainment</b>		
Baccalaureate Degree	15	57.70
With Masteral Units	2	7.70
Master's Degree Holder	7	26.90
With Doctoral Units	1	3.80
Doctor's Degree Holder	1	3.80
<b>Years in Service</b>		
3 – 8	7	26.92
9 – 14	10	38.46
15 – 20	6	23.08
21 – 26	1	3.85
27 and above	2	7.69
Mean: 12.85		
<b>n = 26, %=100</b>		

Table 2 shows the level of leadership of officials in terms of modelling. This includes the following statements, 1. Seeking out challenging opportunities that test my skills and abilities, obtained a mean of 4.69 which describes as almost always and interpreted as very high level of leadership influence. 2. Describing to others the kind of future would like for us to create together, obtained 4.54 which describes as almost always and interpreted as very high level of leadership influence, 3. Involving others in planning the actions we will take,

with a mean of 4.77 almost always and interpreted as very high level of leadership influence. 4. Clear about one's own philosophy of leadership, with a mean of 4.73 almost always and interpreted as very high level of leadership influence. 5. Taking the time to celebrate accomplishments when project milestones are reached, with a mean of 4.73 describes as almost always and interpreted as very high level of leadership influence; and 6. staying up-to-date on the most recent developments affecting one's organization, with its mean of 4.65 describes as almost always and interpreted as very high level of leadership influence. From the given statements all were described as almost always. This means that LGU officials manifest a very high level of leadership influence.

It must be observed that, Lou, et al., (2020), stated that, in existing studies on leader effectiveness, scholars have focused on the significance of the power distance orientation of followers for transformational leadership. On the other hand, leaders need to have a philosophy, a set of high standards by which the organization is measured, a set of principles concerning the way people should be treated and the way goals should be pursued that make the organization unique and distinctive, (Ejimabo ,2015).

As far as our perception as researchers, LGU officials were able to see the importance of standing out as a leader in a situation where everyone is vulnerable in this trying time.

Furthermore, shows another domain of leadership practices which is the inspired a shared vision. It has six statements that comprise the following; Appealing to others to share one's dream of the future as their own, which obtained the mean of 4.62 describes as almost always and interpreted as very high level of leadership influence ; treat others with dignity and respect; make certain that the projects obtained a mean of 4.69 describes as almost always and interpreted as very high level of leadership influence ; leading is broken down into manageable steps obtained 4.62 describes as almost always and interpreted as very high level of leadership influence ; making sure that people are recognized for their contributions to the success of our projects obtained 4.69 describes as almost always and interpreted as very high level of leadership influence ; challenge the way we do things at work obtained 4.62 describes as almost always and interpreted as very high level of leadership influence ; and clearly communicate a positive and hopeful outlook for the future of our organization, 4.62 describes as almost always and interpreted as very high level of leadership influence.

All statements from the domain of inspire a shared vision generally described as almost always manifested by all officials of the LGU who manifested a very high level of leadership influence to their subordinates. This entails support from other colleagues in the workplace. Positive relationships among employees beget social support. It could not be argued that, when an official treat his worker with dignity and respect, he inspires his employees.

It is critical for corporate leaders to develop a vision for their company, Johnson (2017), enthused. A vision is an idealized and one-of-a-kind depiction of a common future. It is, in fact, a mental image of what will happen tomorrow (Choi, 2016). The more optimistic a leader is about the future, the more effectively he or she can transmit it to others. Only if followers find the cause appealing, motivating, and inspirational can they form a shared vision (Abrell-Vogel, & Rowold, 2014).

On the other hand leaders seek opportunities to disrupt the status quo or make a paradigm shift in order to inspire people to greatness (Vugt, Hogan, & Kaiser 2018). Kouzes & Posner (1995) to develop the organization, leaders should seek out new ideas, take risks, accept responsibility, and be accountable for their activities. Orbé-Austin (2020), says that, leaders must be willing to make errors in order to succeed, because every misstep opens the door to a new opportunity. It is critical for leaders to be aware of their employees' talents and abilities, (Allen, GP. et al., 2016). People typically reveal skills and qualities that they were previously unaware of by participating in demanding chances, according to Kouzes. The leader should not set goals so high that people become frustrated, but he or she should set goals that are achievable.

There are statements in this domain of leadership practices; giving people a lot of discretion to make their own decisions obtained a mean of 4.54 describes as almost always and interpreted as very high level of leadership influence ; spending time and energy making certain that people adhere to the values that have been agreed on obtained 4.81 describes as almost always and interpreted as very high level of leadership influence ; praising people for a job well done, obtained 4.73 describes as almost always and interpreted as very high level of leadership influence ; looking for innovative ways we can improve what we do in this organization, obtained 4.77 describes as almost always and interpreted as very high level of leadership influence ; showing others how their long-term future interests can be realized by enlisting in a common vision, obtained 4.73 describes as almost always and interpreted as very high level of leadership influence; and developing cooperative relationships with the people I work with, obtained 4.81 obtained 4.73 describes as almost always and interpreted as very high level of leadership influence.

All statements were described as almost always since the mean obtained 4. 73. This indicates also that, the LGU official has a very high level of leadership influence. The statement number 14 - spend time and energy making certain that people adhere to the values that have been agreed on, and statement number 18 -develop cooperative relationships with the people I work with; obtained the same mean of 4.81 which described as almost always and interpreted as very high level of leadership influence.

In addition to , the statements under this domain are as follows; letting others know my beliefs on how to best run the organization I lead obtained 4.62 describes as almost always and interpreted as very high level of leadership influence; give the members of the team lots of appreciation and support for their contributions which obtained 4.54 describes as almost always and interpreted as very high level of leadership influence ; ask "What can we learn?" when things do not go as expected obtained 4.65 describes as almost always and interpreted as very high level of leadership influence; look ahead and forecast what I expect the future to be like which obtained 4.54 describes as almost always and interpreted as very high level of leadership influence ; create an atmosphere of mutual trust in the projects I lead which obtained 4.65 describes as almost always and interpreted as very high level of leadership influence ; and consistent in practicing the values I espouse, and obtained 4.58 describes as almost always and interpreted as very high level of leadership influence .

The above statements described as almost always and interpreted as indicates a very high level of leadership influence. The over-all mean is 4.60. Trusting and learning as found in statements 21 and 23, with the same mean of 4.65. Teamwork is critical for an organization to be productive. The leader and employees must collaborate in order to develop employee commitment and skills, solve problems, and be responsive to environmental pressures, (Rosen, M. A. et al, 2018). By fostering collaboration, leaders unleash the energies and talents available in their organization. Shared vision and values bind employees together in collaborative pursuit (Choi,2016). Tasks that require people to interact, communicate and exchange ideas and resources underscore the notion that people have cooperative goals (Jacobs et al.,2013).

Moreover, the following statements; I find ways to celebrate accomplishments, which obtained 4.62 describes as almost always and interpreted as very high level of leadership influence; I experiment and take risks with new approaches to my work even when there is a chance of failure, obtained 4.58 describes as almost always and interpreted as very high level of leadership influence ; I am contagiously excited and enthusiastic about future possibilities, which obtained 4.62 describes as almost always and interpreted as very high level of leadership influence ; I get others to feel a sense of ownership for the projects they work on, which obtained 4.77 describes as almost always and interpreted as very high level of leadership influence ; I make sure the work group sets clear goals makes plans, and establishes milestones for the projects I lead, obtained 4.65 describes as almost always and

interpreted as very high level of leadership influence ; and, I make it a point to tell the rest of the organization about the good work done by my organization, which obtained 4.69 describes as almost always and interpreted as very high level of leadership influence. It obtained the over-all mean of 4.65 which described as almost always, and interpreted as indicates very high level of leadership influence. The statement found in number 28 got the highest mean of 4.77 - I get others to feel a sense of ownership for the projects they work on. In winning teams, members share in the rewards of their efforts. Leaders give recognition to those contributing to the success of the project and encourage staff members by celebrating team accomplishment regularly. They express pride in the accomplishments of their teams (Harrison, 2020).

On the other hand, Orbé-Austin, (2020), leaders should come up with different kinds of rewards and not only rely on formal rewards. Instead, leaders can make tremendous use of intrinsic rewards, such as certificates, plaques, and other tangible gifts.

On the other hand, Mugavin (2020) explains, as shown in the models above, leaders primarily have two tasks: getting things done and influencing people to achieve their objectives. Moreover, Kohll (2018) , added that, staff must be involved and motivated, a positive culture must be established, a collective vision must be developed, quality programs must be developed, and a favorable atmosphere must be created.

It also shows another domain of leadership practices which is the inspired a shared vision. It has six statements that comprise the following; Appealing to others to share one's dream of the future as their own, which obtained the mean of 4.62 describes as almost always and interpreted as very high level of leadership influence ; treat others with dignity and respect; make certain that the projects obtained a mean of 4.69 describes as almost always and interpreted as very high level of leadership influence ; leading is broken down into manageable steps obtained 4.62 describes as almost always and interpreted as very high level of leadership influence ; making sure that people are recognized for their contributions to the success of our projects obtained 4.69 describes as almost always and interpreted as very high level of leadership influence ; challenge the way we do things at work obtained 4.62 describes as almost always and interpreted as very high level of leadership influence ; and clearly communicate a positive and hopeful outlook for the future of our organization, 4.62 describes as almost always and interpreted as very high level of leadership influence.

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Table 2. Level of leadership practices of officials in terms of:

<b>Domains</b>	<b>Mean</b>	<b>Description</b>
<b>Modeling the way</b>	<b>4.69</b>	<b>Almost Always</b>
<b>1. I seek out challenging opportunities that test my skills and abilities.</b>	<b>4.69</b>	<b>Almost Always</b>
<b>2. I describe to others the kind of future I would like for us to create together.</b>	<b>4.54</b>	<b>Almost Always</b>
<b>3. I others in planning the actions we will take.</b>	<b>4.77</b>	<b>Almost Always</b>



4. I am clear about my own philosophy of leadership.	4.73	Almost Always
5. I take the time to celebrate accomplishments when project milestones are reached.	4.73	Almost Always
6. I stay up-to-date on the most recent developments affecting our organization.	4.65	Almost Always
<b>INSPIRE A SHARED VISION</b>	4.64	Almost Always
7. I appeal to others to share my dream of the future as their own.	4.62	Almost Always
8. I treat others with dignity and respect.	4.69	Almost Always
9. I make certain that the projects I lead are broken down into manageable steps.	4.62	Almost Always
10. I make sure that people are recognized for their contributions to the success of our projects.	4.69	Almost Always
11. I challenge the way we do things at work.	4.62	Almost Always
12. I clearly communicate a positive and hopeful outlook for the future of our organization.	4.62	Almost Always
<b>CHALLENGE THE PROCESS</b>	4.73	Almost Always
13. I give people a lot of discretion to make their own decisions.	4.54	Almost Always
14. I spend time and energy making certain that people adhere to the values that have been agreed on.	4.81	Almost Always
15. I praise people for a job well done.	4.73	Almost Always
16. I look for innovative ways we can improve what we do in this organization.	4.77	Almost Always
17. I show others how their long-term future interests can be realized by enlisting in a common vision.	4.73	Almost Always
18. I develop cooperative relationships with the people I work with.	4.81	Almost Always
<b>ENABLE OTHERS TO ACT</b>	4.60	Almost Always
19. I let others know my beliefs on how to best run the organization I lead.	4.62	Almost Always
20. I give the members of the team lots of appreciation and support for their contributions.	4.54	Almost Always
21. I ask "What can we learn?" when things do not go as expected.	4.65	Almost Always
22. I look ahead and forecast what I expect the future to be like.	4.54	Almost Always
23. I create an atmosphere of mutual trust in the projects I lead.	4.65	Almost Always
24. I am consistent in practicing the values I espouse.	4.58	Almost Always
<b>ENCOURAGE THE HEART</b>	4.65	Almost Always
25. I find ways to celebrate accomplishments.	4.62	Almost Always
26. I experiment and take risks with new approaches to my work even when there is	4.58	Almost Always

a chance of failure.		
27. I am contagiously excited and enthusiastic about future possibilities.	4.62	Almost Always
28. I get others to feel a sense of ownership for the projects they work on.	4.77	Almost Always
29. I make sure the work group sets clear goals makes plans, and establishes milestones for the projects I lead.	4.65	Almost Always
30. I make it a point to tell the rest of the organization about the good work done by my organization.	4.69	Almost Always

Apart from not being familiar with the so-called new normal, I observe certain doubts and ambiguity among government personnel as a result of the covid 19 epidemic. Workers at the LGU Malita face a hurdle in terms of being willing to work from home.

The question posed in this study the level of LGU employees readiness to work from home arrangement. On this table, among the 267 respondents, it has 206 or 77.15% are strongly agree as described by its level of readiness. This necessitates worker flexibility, and despite the fact that work is limited, workers are nevertheless able to deliver what is required. Also, there is 54 or 20.22 % described as agree they are ready which means that they are flexible to work outside of their different offices and work from home is the option. Among 267 respondents, it has 5 or 1.87% is doubtful on their readiness to work from home arrangement. This described as neither agree or disagree on their readiness based on the description on the level of readiness to work from home arrangement. There was none or 0.00% disagree. There were 2 or 0.75 % described as strongly disagree among the 267 respondents.

**Table3. LGU employees Level of Readiness to Work from Home Arrangement**

Level of Readiness to Work from Home	Description
4.20 – 5.00	Remarkably Ready
3.40 – 4.19	Very Ready
2.60 – 3.39	Ready
1.80 – 2.59	Somewhat Ready
1.00 – 1.79	Not Ready
Mean: 4.54	
n=267; %=100	

Table 4. Leaders seek opportunities to disrupt the status quo or make a paradigm shift in order to inspire people to greatness (Vugt, et al, 2018). Posner and Kouzes: To develop the organization, leaders should seek out new ideas, take risks, accept responsibility, and be accountable for their activities. Orbé-Austin (2020), says that, leaders must be willing to

make errors in order to succeed, because every misstep opens the door to a new opportunity. It is critical for leaders to be aware of their employees' talents and abilities, Allen, GP. et al., (2016). People typically reveal skills and qualities that they were previously unaware of by participating in demanding chances, according to Kouzes. The leader should not set goals so high that people become frustrated, but he or she should set goals that are achievable.

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All statements were described as almost always since the mean obtained 4.73. This indicates also that, the LGU officials has a very high level of leadership influence. The statement number 14 - spend time and energy making certain that people adhere to the values that have been agreed on, and statement number 18 -develop cooperative relationships with the people I work with; obtained the same mean of 4.81 which described as almost always and interpreted as very high level of leadership influence.

**Table 4.** Relationship between leadership practices

<b>Domains</b>	<b>r-value</b>	<b>description</b>	<b>p-value</b>	<b>interpretation</b>
Modelling the way	0.063	High correlation	0.759	Not Significant
Inspiring the vision	-0.030	Low correlation	0.886	Not Significant
Challenging the process	0.079	High correlation	0.702	Not Significant
Enabling others to act	0.108	Perfect correlation	0.599	Not Significant
Encouraging the heart	0.178	Perfect correlation	0.385	Not Significant
<b>Leadership Practices (Overall)</b>	0.078	High correlation	0.706	Not Significant

## 4. SUMMARY, CONCLUSION AND RECOMMENDATION

### 4.1 Summary

Based on the presented, analyzed and interpreted data, this chapter presents the key findings and recommendations for this study focus on determining how the relationship of leadership practices and LGU's readiness to work from home arrangement due to COVID-19 Pandemic of the government center in the Municipality of Malita, Davao Occidental.

The study sought to answer the following problem statement such as: 1) Demographic profile of the respondents. 2) The level of the leadership practices of the officials in terms of Modelling the way; inspiring a shared vision; challenging the process; enabling others to act; and encouraging the heart. 3) The level of LGU's readiness to work from home as perceived

by the municipal employees. 4) The significant relationship between leadership practices of the officials and LGU's readiness to work from home arrangement as perceived by the employees.

This study considered the relationship of leadership practices and LGU's readiness to work from home arrangement due to COVID-19 Pandemic of the government center in the Municipality of Malita, Davao Occidental during the period 2020-2021.

There were 26 interviewed respondents. The mean average in terms of age is 47.31. The males were 15 or 57.70%, 10 or 38.50% were females, and 1 or 3.80% was a member of the LGBTQ community. There were 4 or 15.38% were 24-32 years old of the total sample.

There were 15 or 57.706% of respondents who were college graduate, with masters units with 7.70% having a master's degree. There were 2 respondents who belong to 27 and above years of service, with a mean age of 12.85 years.

Malita LGU officials have a very high level of leadership influence. Table 2 shows the level of leadership of officials in terms of modelling. All were described as 'almost always' with a mean of 4.69, which means they had a good overall performance.

Table 2 shows another domain of leadership practices which is the inspired a shared vision. It has six statements that comprise the following; Appealing to others to share one's dream of the future as their own, treating others with dignity and respect. Leading is broken down into manageable steps. With a general mean of 4.64, which describes as almost always and interpreted as very high level of leadership influence.

On the other hand, there are statements in this domain of leadership practices described as almost always and interpreted as very high level of leadership influence. All statements were described as almost always since the mean obtained 4.73. This indicates also that, the LGU officials has a very high levels of leadership influence. Table 5 is a list of statements that indicate a high level of leadership influence. The over-all mean is 4.60, with the same mean of 4.65 for Trusting and learning as found in statements 21 and 23, with an average of 4.54.

Furthermore, the following statements; I experiment and take risks with new approaches to my work even when there is a chance of failure. The statement found in number 28 got the highest mean of 4.77 - I get others to feel a sense of ownership for projects they work on.

Among the 292 respondents, it has 206 or 77.15% are strongly agree as described by its level of readiness. This necessitates worker flexibility, and despite the fact that work is limited, workers are able to deliver what is required.

Leadership practices of LGU and LGU employees' readiness to work from home arrangement as perceived. As level of model the way, challenge the process, enable others to act, and encouraging the heart increase, the level of employees' preparedness to work from home also increases.

Since the p-value is greater than 0.05 level of significance, hence we failed to reject the null hypothesis and conclude that there is NO significant relationship between leadership practices of the officials and LGU's employees' readiness to work from home arrangement as perceived.

## **4.2 Conclusions**

The researchers came up with the following conclusions based on the findings of the study:

In terms of educational attainment of the LGU employees, it had been shown during the conduct of the study of the previous year that only few employees had attained the post graduate level. It implies lack of career movements of the rest of the LGU employees.

The level of leadership is not so problematic, however, it implies laxity among the employees since career wise they are stagnated on their present qualification and promotions maybe difficult for them in the future when opportunity comes in.

Readiness among the employees of the LGU is not an issue, however, other employees might be influential to the majority of the employees who are ready, thus, it will affect employees' job performance.

As the results shown on the level of “encouraging the heart” increases, the level of employees’ readiness to work-from-home also increases. Positive results posed on this domain, yet, it takes a lot of courage to influence the employees when leadership is not sustained. On the other hand, the level of inspiring a shared vision increases, the level of employees’ readiness to work-from-home decreases. This is a positive response among the employees but the takeaway on this might not be prolonged since leadership at the LGU is not sustainable, transfers and promotions, and dismissal and retirement are the realities at hand.

There is no significant relationship between leadership practices of the officials and LGU's employees’ readiness to work from home arrangement as perceived.

#### 4.5 Recommendations

Based on the findings, the following recommendations are presented: Employees must pursue post graduate studies, in this way he or she can be promoted anytime when opportunities are at hand or available. Very high level of leadership influence is evident in Malita LGU. It is recommended to maintain this by continuing trainings/seminars for the employees. Most of the employees are remarkably ready for the work from home arrangement. This shall be acknowledged well. Support measures is encouraged ensure safe and productive work environment. To minimize bureaucracy which resulted to laxity among the employees, continuity plan for all employees for advance studies, team building and conflict resolution and values formation may be conducted annually. Finally, since the level of inspire a shared vision, one of the leadership practices domains, increases, the LGU officials need to know its meaning and open themselves into communication structure that allows employee to participate. The more optimistic a leader is about the future, the more effectively he or she can transmit it to others.

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