DPWH Supervisors' Leadership Styles and the Employees' Commitment in the Planning and Design Division

RENE CHARLES C. SUPREMO
ORCID No. 0000-0003-2032-7070
supremo96709@liceo.edu.ph
Liceo de Cagayan University
Cagayan de Oro City, Philippines

LESLEY C. LUBOS
ORCID No. 0000-0002-8761-3680
lesleyclubos@buksu.edu.ph
Bukidnon State University
Malaybalay City, Bukidnon, Philippines

ABSTRACT

This research aimed to identify the different kinds of leadership styles applied by supervisors and examine their effects on the employees' commitment in the Planning and Design Division (PDD) of the Department of Public Works and Highways (DPWH) Regional Office 10. The study concentrated on six styles; these are autocratic, bureaucratic, democratic, laissez-faire, transactional, and transformational leadership styles. Survey questionnaires were distributed to the 66 research participants, and all were received back. This study utilized the quantitative research method; hence, central tendency measurement, variation measurement, and linear correlation were used in the data analysis. The results imply that the supervisors or the leaders of the Planning and Design Division are more inclined to optimistic or reinforcing leadership styles; these are bureaucratic, democratic, transformational, and transactional styles. With regards to the employees' commitment, it showed that the employees' affective, continuance, and normative commitment have high marks. Meaning, the employees working specifically in the PDD are committed to their job because; they wanted to stay,

they need to stay, and they are obligated to stay. Unfortunately, the correlation of leadership styles with the employees' commitment, as confirmed by the results, did not come out as significant.

Keywords: leadership, employees' commitment, correlation, DPWH

INTRODUCTION

The Planning and Design Division (PDD) is one of the seven (7) divisions within the DPWH Regional Office X. This Office is tasked to plan, design, and prepare various projects such as roads, bridges, flood control structures, and public buildings for implementation. Through the years, PDD is a growing family where its size is merely a handful back in 2010 until reaching more than 300 personnel in early 2019. This is due to the demand in the workforce brought by the increasing annual budget appropriated into the infrastructure sectors, like the DPWH. It is a great challenge for the leaders of the division to manage such a huge number of employees and to encourage them to stay committed and longer in the organization.

Just like any government organization, the PDD experiences a high rate of employee turnover. This phenomenon is simply justified by the limited number of budgetary positions created for the office; hence, in the long run, employees tend to seek outside employment with secured tenure. Also, the high turnover rate is sometimes caused by fast-changing demographics in the workplace. It has been a norm that, as the government administration is replaced or changed, so as the department, the management, and down to the supervisors and even the employees' experience changes. Hence, the crucial part of leaders of an organization such as the Planning and Design Division is their behavior and style of leadership that would keep their employees committed to the organization despite the pessimistic circumstances.

Over the years, many managers and researchers have developed different kinds of leadership styles. The research was centered on six leadership styles, namely, autocratic, bureaucratic, democratic, laissez-faire, transactional, and transformational leadership styles.

The Autocratic Leadership Style is frequently considered as the classical approach. In this particular style, a supervisor holds much power and control when it comes to the decision-making process. The supervisor does not ask counsel from his constituents, nor are they permitted to give any opinion on

important issues. Workers are anticipated to comply with orders without giving any kind of clarification. As M. S. Khan, I. Khan, I. and Qureshi (2015) had pointed out, the whole environment of the system is to create motivation by giving a set of rewards for excellent accomplishments and punishments for misconduct. Additionally, the autocratic leadership style has been enormously slated all through the past 30 or so years. A few research studies have verified that establishments with frequent autocratic leaders have a higher turnover ratio compared to other leaders and that they have trouble in dealing with absenteeism among their employees.

In this manner, the positive points for the autocratic leadership style may be enumerated as follows: great overall control of the system, unaffected program, assured laws that protect the youth, there would be fewer discussions concerning decision-making, constituents are knowledgeable and need no intense supervision, well-defined guidelines within the organization and outstanding amount of discipline. However, it may have many disadvantages, these are: disobedience or insolence among the employees, unimproved initiative of the employees because of fear and sheer hatred to their co-workers, encouraged suppression of the interests of the organization, impediment of the individuality of the group by the leader's authority, no promotion of talents and recognition, and prone to violence because of fear and aggression.

Bureaucratic Leadership is when a manager's style is in conformance to the books or by the books. All procedures and decisions must be in coordination with the rules and policies of the organization. On the off chance that the manager sees that one action is not secured by the book, the manager would look for direction from the office above the person in question. This manager demonstrates more like a cop than a genuine leader who drives his constituents. He or she imposes the rules at all times. This style is more successful and effective in situations when: workers are performing scheduled assignments or those that are routinely arranged; workers should be guided in understanding specific standards and procedures; workers that are assigned to critical or dangerous equipment or environment that needed to be defined set of methodologies to operate; safety or security preparation is ongoing, and workers that are involved in task concerning the huge amount of money. This style will not be effective when: there are work habits that are embedded into the system, especially those that are obsolete and no longer used; workers sometimes lose the enthusiasm in their task and their coworkers, and workers only do the things that are assigned to them and do not contribute more than needed.

The Democratic Leadership Style is also known as the participative style as it recognizes the members of the organization to indulge themselves in decision-making activities. The democratic manager will always make sure that his constituents are well updated on the things that are happening and the things that may influence their tasks and asks for guidance or opinions before making a decision. The style necessitates the manager to become a coach who decides in the final but consolidates information first from their constituents before choosing. Democratic leadership has a great probability of producing high quality and a huge quantity of work for a very lengthy period. Many employees like the trust they receive and respond with cooperation, team spirit, and high morale (Khan et al., 2015). For this kind of style, we have the advantages of self-sufficiency, negotiations are decided, inspiring, diverse ideas has the assurance of the group members, fortifies public securities, exclusions are agreed, an understanding of most issues, the plausibility to develop creatively is given, independence of view, equal privileges, and creates assimilation of outsiders possible. However, we can still have disadvantages like discussions may be time-consuming, sometimes it would be difficult for the manager. There is no best solution to problems, and lots of meetings can become troublesome and tedious.

The Laissez-faire Leadership Style is additionally called a 'hands-off' approach. This is when the manager gives small or no details and direction and gives much independence to the employees. The entirety of the position of power is openly given to the employees. Also, they are entrusted with choosing for themselves on how to make goals, to decide critical situations, and to solve any issues they may encounter or experience.

Moreover, this style has the following benefits: flexibility to select, there is no burden among the organization members, there is independence in which the leader hardly has time to prepare, a huge opportunity of independence, has particular social practice, and lesser chance that the leader will become detested. However, it may have a few disadvantages where the group will try to go beyond the line, un-satisfaction among the minor group, resilience among the group members will be in disarray, mismanagement of the guidelines and rules of the organization, members are not taken as serious, no sense of responsibility, there is no sense of teamwork, and no sense of togetherness.

Transformational Leadership is based on the idea of inspiration and stimulation. A leader who is following this style is more motivating, involving, encouraging, and helpful. A transformational leader takes the employees together to achieve the collective goals and motivates them with appreciation, team

coordination, and individual attention (Masood, Dani, Burns, & Backhouse, 2006).

Furthermore, a leader with this style knows how to retain its employees and manage workload in a more friendly and comfortable way. Because this leader is more engaged with the workers, therefore, workers also feel comfortable and satisfied with their work (Allix, 2000). If a worker is getting the right supervision in a friendly way, then he/she will be more engaged with the company's goals and objectives. The environment in an organization matters a lot and is one of the big reasons people stay or quit any job (Bass & Riggio, 2006). The basic theme of this style is that the transformational leader acts as a role model and has a strong influence on its workers, due to which employees are pushed towards hard work and goal achievement in a very positive way (Bass & Stogdill, 1990).

Transactional leadership styles are more adapted in some cultures, which will be justified later in the results. However, different previous researchers have discussed this style in various aspects. Leaders who follow this style tend to be autocratic and dictatorial, which at times can be a brilliant way to force the subordinates if their work is not done diligently. However, in most cases, it is not a very motivating style as per employees' recommendations. Transactional leaders try to keep a critical eye on their workers and do not help them in their task as a part of the group but rather, they give instructions and supervise the task as a leader but not as a member, which gives the employee a feeling of the low and high level of designations (Zhu, Sosik, Riggio, & Yang, 2012).

Transactional leaders monitor the task as a supervisor and instruct the employees where he/she thinks the work is not done in the desired manner. These leaders focus more on the results than on the factors of motivating employees towards their work. They tend to be strict and instructive, which is unlikely for transformational leaders. They need to keep an eye on the employees' performance. However, if it is handled with motivational and psychological factors, then it might prove to be more successful (Ribiere & Sitar, 2003).

Transactional leaders work according to the current situation given to them rather than focusing on the long-term vision. These leaders usually avoid taking risks in their tasks. They work in a do as directed zone and want their subordinates to work accordingly. Risk avoidance is a good strategy, but if a company wants to excel in the market, risk-taking should be made an integral part of teamwork. Therefore, these leaders only work according to their comfort zone and do not allow their subordinates to take a risk in any task (Epitropaki & Martin, 2005).

On the other hand, employees' commitment may be viewed as an organizational

member's psychological attachment to the organization. Employees' commitment plays an essential role in determining whether a member will stay with the organization and zealously work towards organizational goals (Grimsley, 2016).

There are three components of the Employees' Commitment; affective commitment, continuance commitment, and normative commitment. Affective commitment is the emotional attachment to an organization. If one has a high level of affective commitment, one enjoys the relationship with the organization and is likely to stay. An employee stays because he or she wants to stay. Continuance commitment is the degree to which one believes that leaving the organization would be costly. If a person has a high level of continuance commitment, he or she will stay with an organization because he or she feels the need to stay. For example, one may feel quitting his or her job, which may lead to an unacceptable length of unemployment. However, the person may feel that he or she will lose a certain degree of status if he or she leaves a well-respected organization such as a top law firm or research company. Normative commitment is the degree that an employee feels obligated to the organization or believes that staying is the right thing to do. Here, one believes he or she ought to stay (Grimsley, 2016).

Researchers are attracted to correlating leadership styles with employees' commitment, which could be seen in the many types of research in the past. Most of which have varied or diverse findings. For example, Al-Daibat (2017), in his study entitled "Impact of Leadership Styles in Organizational Commitment", suggests that organizational commitment at Jordanian banks significantly correlates with the transactional and transformational leadership styles. He postulates that this result demonstrates the essential role of leadership towards achieving the desired employees' commitment to work, to complete a job or tasks, to mobilize potential, and to motivate employees in order to build a similar vision with the management.

Abasalim, Gberevbie & Osibanjo (2019) also found a positive relationship between transformational leadership style and employees' commitment, whereas the transactional leadership style has not yielded a positive relationship with the employees' commitment. Furthermore, he discovered that the laissez-faire leadership style does not correlate with employees' commitment. He further recommends that the employees' commitment is more likely to be accomplished if the appropriate leadership type is implemented and using specific demographic parameters of age, gender, academic qualification, employment status, and marital status.

Lo and Ramayah (2009) also has verified that several dimensions of

transactional leadership style and transformational leadership style yield a positive relationship with organizational commitment. It was determined that transformational leaders are more capable of bringing out commitment in employees than transactional leaders. They believe that the study of the two (2) leadership styles correlating with the organizational commitment would add value to the literature on supervisors' leadership styles, especially in the Malaysian setting.

FRAMEWORK

Independent Variables   Dependent Variables

Leadership Styles

1. Autocratic
2. Bureaucratic
3. Democratic
4. Laissez-faire
5. Transactional
6. Transformational

Employees' Commitment

1. Affective
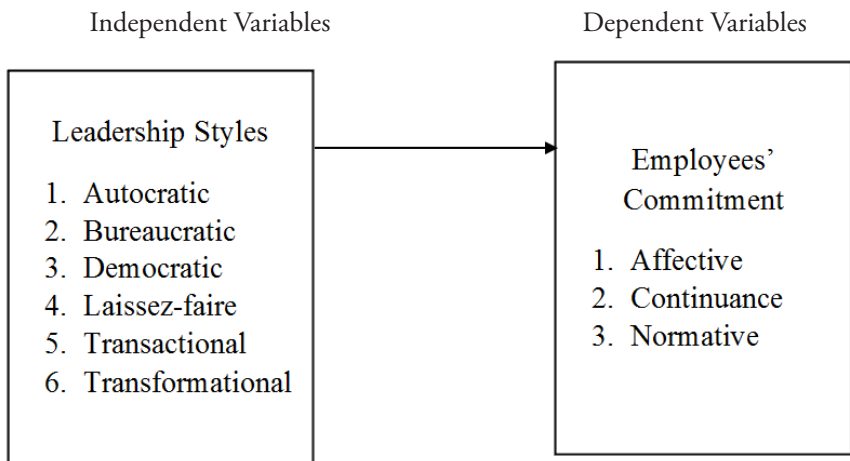2. Continuance
3. Normative

Figure 1. Conceptual Framework of the research.

The conceptual framework is trying to represent the researcher's general view of the whole concept and to picture the dependencies of the variables. According to Regoniel (2015), it draws a diagram using the knowledge required in the course of the study, considering his past knowledge of the research outputs of other researchers and the observations that were collected on the topic of study.

Moreover, conceptual frameworks are said to create the conditions for presenting the given research question that motivates the examination to be detailed based on the problem statement. The problem statement of a thesis presents the context and the issues that caused the researcher to conduct the study (McGaghie, Bordage & Shea, 2001).

The conceptual framework shows the impact of all the variables. It is representing a clear image of the variables that were used in the study, their effects, impact, and changes. It will help the reader understanding the concept in a short and precise figure. In this model, it demonstrates that leadership styles have an impact on the dimensions of employees' commitment.

OBJECTIVES OF THE STUDY

This study tried to look into the leadership styles implemented within the Planning and Design Division of the Department of Public Works and Highways Regional Office 10 and how it affects the employees based on their commitment to the organization. Specifically, this study aimed to: 1) identify the profile of the participants in terms of gender, marital status, age, and designation; 2) determine the leadership styles implemented by the Division Chief and Section Chiefs within the Planning and Design Division in terms of job performance, organizational output, policy enforcement, and project supervision; 3) identify the level of commitment of the participants towards the organization in terms of affective commitment, continuance commitment, and normative commitment; and 4) correlate leadership styles with employees' commitment

METHODOLOGY

Research Setting

The study was performed within the premises of the DPWH Office building, located in Bulua, Cagayan de Oro City. The participants for this study comprised of the technical personnel of the Planning and Design Division (PDD) of the said Department. The population was a mixture of employees designated as Engineers, Architects, Engineering Assistants, and Engineering Aides. The participants' ages ranged from 20 to 40 years old.

All participants were invited to complete the survey during their lunch break or any free time they have. They were guided by the researcher on how to accomplish the survey. They were also be informed and assured of the conditions on confidentiality being a participant of this research. As a method of appreciation to the participants, the researcher provided them complimentary lunch or snacks.

The researcher tried to give the best care and attention the participants needed to acquire quality data.

Research Design

The study utilized the quantitative method to analyze the data that was gathered. Based on the given hypothesis and variables, the approach for analyzing the data was using the following techniques: central tendency measurement, variation measurement, and linear correlation, most specific is the Pearson's Correlation coefficient 'r.' Central Tendency Measurement is a value that represents a typical, or central, entry of a data set. The Variation Measurement gives the variability and consistency of the sample or population. Linear Correlation or simply Correlation refers to the degree of relationship among the variables. Furthermore, Pearson's r, though formulated by Karl Pearson in 1985, originates from the theory developed by Galton (1872). Linear correlation measures the quality in terms of strength and the course of the linear relationship of two variables; in other terms, it evaluates the extent and spacing of the variables as a whole.

Nevertheless, causality cannot be established by the mere relationship between the two variables alone. Causality is defined as the connection between the causes and effects. Causal relationships can only be hypothesized if it supported by several conditions. These conditions may include; the quality and consistency of the relationship; a clear view that the causes lead the effects; the presence of a relationship that is dose-response; a sensible mechanism that is organic; and supported with evidence from experimentation that a variable is said to affect other variable or variables (Brightwell & Dransfield, 1989).

Moreover, in this research, the researcher has attempted to characterize whether there is a positive relationship between the leadership style as the independent variable and the dependent variable of employees' commitment.

Respondents and Sampling Procedure

There was only one population examined in this study; all technical personnel within the Planning and Design Division.

N = total number of technical personnel

Subsequently, a representative sample was chosen from the given population. The size of which was determined using Slovin's Formula (1960) in the book by Ryan (2013) entitled "Sample Size Determination and Power",

$n = N / (N \times (1 - d)^2) + 1$

Where: n   sample size
                    N   population size
                    d   degree of confidence/confidence interval

As of January 2019, the number of technical personnel employed within the Planning and Design Division is 79. With a degree of confidence of 95%, the calculation for the sample size was determined as follows,

n =79 / (79 x (1 − 0.95)^2 + 1)) = 65.83 say 66

Questionnaire Design

There were two survey questionnaires accomplished by the participants. One questionnaire was focused on employees' commitment, and another was designed for the leadership style determination. The questionnaires were personally made by the researcher, but other authors/researchers were followed in its completion. Five Likert scales were incorporated in both questionnaires following from "strongly agree" as 5 to "strongly disagree" as 1. As one may know, Likert (1932) invented the theory of determining attitudes by asking individuals to react to a series of statements about a given subject in terms of its level to which they approve of them, and therefore looking into the intellectual and emotional components of attitude.

a) Demographics

The participants were asked about demographic information, which is the most basic information for interpretation and analysis. Their age, gender, marital status, and designation were included in this section. Different codes were given to these demographic variables for practical use during the statistical evaluation.

b) Leadership Styles

Questions regarding all the types of leadership styles were included in this section. Again, a 5-point Likert scale was used from "strongly agree" to "strongly disagree." There were five questions for each type, which were randomly numbered. All in all, a total of 30 questions are composed of this section.

c) Employees' Commitment

For the questions regarding employees' commitment, the studies of Allen and Meyer (1990) was followed. Fifteen questions were included with equal distribution among the three components of commitment.

Data Gathering Method

The survey questionnaires were disseminated personally among the participants that were selected at random. On the questionnaires given, the participants were asked to encircle the number of their responses to each statement. They were given 1 hour to fill them out. In collecting them back, they were asked to hand them over to the person facilitating the survey.

Data Analysis

After all the data were collected, it was coded according to its corresponding sections/categories. The data were analyzed according to the formulated hypothesis grounded from the conceptual framework. Since the data is quantitative, as stated in the Research Design, it can be analyzed using computer applications like SPSS 14.0, Microsoft Excel, or any other statistical software. The researcher opted to use the first for convenience.

The data analysis involved four parts. The first part involves the descriptive evaluation of the demographics of age, gender, marital status, and designation. Frequencies with corresponding percentages were determined and evaluated in terms of the diversity of the participants. The second part involves the evaluation of the leadership styles using the statistical average and standard deviation. Statistical mean gives essential information about the data set at hand, and as a single number, it can provide many insights into the experiment and quality of the collected data. The standard deviation gauges the variation or scattering of the data. It determines the level of importance of the leadership styles by using a scale. The third part involves identifying the employees' commitments and their components of affective, continuance, and normative commitments. The data was then evaluated using statistical average and standard deviation. In the last part, a linear correlation was used. Each leadership style shall be paired with employees' commitment and be evaluated if they have a significant relationship.

Questionnaire Reliability

In a quantitative study, reliability depends on the instrument used to collect data (McCrae, Kurtz, Yamagata & Terracciano, 2011).

The two questionnaires were tested in terms of their reliability. Fifteen participants were asked to accomplish them for both instruments. All of the participants were technical personnel of the Planning and Design Division, DPWH Regional Office 10. Cronbach's Alpha values were used by the researcher which was determined using a computer software SPSS 17.0 for the analysis. The Cronbach's Alpha is a tool that measures the internal consistency or the level by which a set of items are as a group is closely related. It is a measure of reliability. Higher scores for alpha do not mean that the measure is single-dimensional. Cronbach's Alpha is a coefficient for reliability (or consistency) rather than a statistical test. For a sample size of 10 or lesser, the Cronbach's Alpha should be greater than 0.7, and for more than 10 samples, a value of 0.5 is the minimum.

Based on the results (see Figure 2), both questionnaires passed the Reliability

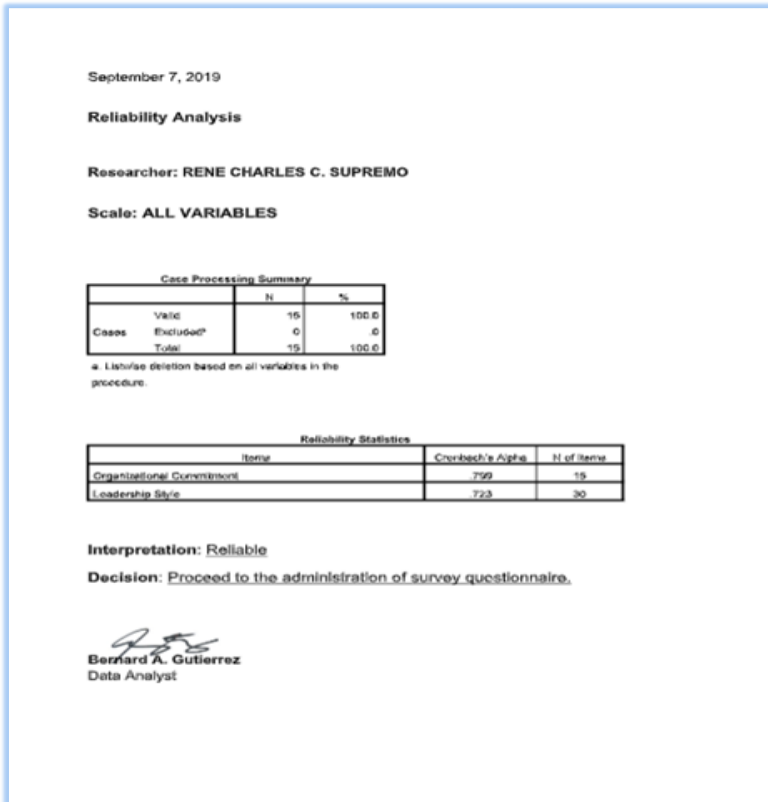Test with Cronbach's Alpha values of 0.723 for the leadership styles and 0.799 for employees' commitment.

September 7, 2019

Reliability Analysis

Researcher: RENE CHARLES C. SUPREMO

Scale: ALL VARIABLES

Case Processing Summary		N	%
Cases	Valid	15	100.0
	Excluded	0	.0
	Total	15	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics		
Items	Cronbach's Alpha	N of Items
Organizational Commitment	.799	15
Leadership Style	.723	30

Interpretation: Reliable

Decision: Proceed to the administration of survey questionnaire.

Bernard A. Gutierrez
Data Analyst

Figure 2. Reliability Test Results for Leadership Styles and Employees' Commitment Questionnaires.

RESULTS AND DISCUSSION

In this section, the researcher showed the output of the data analysis based on the enumerated objectives.

Objective 1: Identify the profile of the participants in terms of age, gender, marital status, and designation.

Table 1

Participants' Demographic Profile for Gender, Marital Status, Age, and Designation

Demographic Profile		Frequency	Percentage
Gender			
Male		42	63.6
Female		24	36.4
	Total	66	100.00
Marital Status			
Single		52	78.8
Married		14	21.2
	Total	66	100.00
Age			
18-24		23	34.8
25-34		39	59.1
35 and older		4	6.1
	Total	66	100.00
Designation			
Bridge and Other Public Works Design Section		13	19.7
Environmental Section		10	15.2
Highways Design Section		7	10.6
Planning, Programming and FS Section		13	19.7
Road Right of Way Section		9	13.6
Engineering Surveys and Investigation Section		14	21.2
	Total	66	100.00

Data analysis proceeded with 66 participants. Table 1 shows that the majority of these participants are men (63.6 %). Regarding the ages of the participants, 34.8% are between 18-24 years old, 59.1% are between 25-34 years old, while 6.1% of the participants are above 35 years old. In terms of marital status, 78.8% are single, whereas 21.2 % are married. In terms of designation, 19.7% of the participants are assigned in the Bridge and Other Public Works Design Section, 15.2% from the Environmental Section, 10.6% are designated in the Highway Design Section, 19.7% come from the Planning, Programming and Feasibility Studies Section, 13.6% from the Road Right-of-Way Section; and 21.2% are assigned in the Engineering Surveys and Investigation Section.

It is no surprise that the subject Office is a majority of males. Since the office is under a department that deals with the construction and implementation of infrastructure projects, most of its employees are technical personnel who are either Engineering or Architecture graduates. As been known, these courses that

are particularly engaged in construction work are dominant in males. Nevertheless, the Planning and Design Division and its works are primarily in the office, which encourages workers and professionals coming from any generation or gender.

In terms of age group, it can be seen that the population is highly dominated by the millennial generation of more than 59%, followed by Generation Z of 34.8% and a very few of Generation X. This time is the period of replenishing not only in the Planning and Design Division but to almost all of the offices within the Regional Office in terms of employment. The older employees are replaced by younger generations. DPWH started its replenishing stage way back in 2012 as part of the so-called Rationalization Plan, which provided terminal plans for older employees and created new plantilla positions for every office.

Objective 2: Determine the leadership styles implemented by the Division Chief and Section Chiefs within the Planning and Design Division.

Table 2

Rating Scales for Leadership Styles Results

Scale	Range	Verbal Description
5	4.21-5.00	Always
4	3.41-4.20	Often
3	2.61-3.40	Occasionally
2	1.81-2.60	Seldom
1	1.00-1.80	Never

As shown in Table 2, the responses to all of the statements will be rated according to the five scales. The computed average of all responses for each statement is grouped according to the range of the scales; these are; always (4.21-5.00), often (3.41-4.20), occasionally (2.61-3.40), seldom (1.81-2.60), and never (1.00-1.80).

Table 3

Participants' Responses to the Leadership Style Questionnaire

Qn #	Statements	Average	Verbal Description
	Autocratic Leadership Style		
1.	Employees are supervised closely, or they are not likely to do their work.	3.11	Occasionally
4.	In general, our supervisor thinks that most of the employees are lazy.	2.12	Seldom
7.	Employees are given rewards or punishments as motivation to achieve their organizational objectives.	3.44	Often
10.	Most employees feel insecure about their work and need direction.	2.56	Seldom
13.	I consider the leader as the chief judge of the achievement of the members of the group.	4.23	Always
	Total	3.09	Occasionally
	Democratic Leadership Style		
2.	Employees are part of the decision making.	4.17	Often
5.	Our leader provides guidance without pressure	3.79	Often
8.	Most workers have frequent and encouraging communication with their leaders	4.09	Often
11.	Our leader helps subordinates accept responsibility for completing their work.	4.17	Often
14.	I feel that employees are basically competent and always do good job if given a task.	4.17	Often
	Total	4.08	Often
	Laissez-faire Leadership Style		
3.	In complex situations, our leader let subordinates workout problems on our own.	2.70	Occasionally
6.	Our leader stays away while subordinates do their job.	2.62	Occasionally
9.	Our leader lets their subordinates appraise their own work.	3.39	Occasionally
12.	Our leader gives subordinates complete freedom to solve their problem.	3.86	Often
15.	In most situations, employees get little input from their leader.	2.76	Occasionally
	Total	3.07	Occasionally
	Transactional Leadership Style		

Table 3 Continues

16.	Most of the time, our leader ensures that others get recognition and/or rewards when they achieve difficult or complex goals.	3.79	Often
19.	Our leader sets agreements with its employees.	4.18	Often
22.	Our leader ensures to correct poor performance.	4.29	Always
25.	Our leader sets standards that you all agree.	4.29	Always
28.	Our leader makes clear expectations.	4.18	Often
	Total	4.15	Often
	Transformational Leadership Style		
17.	Our leader encourages employees to perform.	4.42	Always
20.	Our leader spends time teaching and coaching.	4.11	Often
23.	Our leader listens to concerns.	4.42	Always
26.	Our leader sets challenging standards.	4.11	Often
29.	Our leader increases employees' motivation.	4.29	Always
	Total	4.27	Always
	Bureaucratic Leadership Style		
18.	Our leader ensures all works are according to policies that are set for the office.	4.32	Always
21.	Our leader takes full control of the performance or work of the office.	4.20	Always
24.	Our leader strictly follows rules and regulation.	4.35	Always
27.	Our leader enforces the technical rules set by the department.	4.26	Always
30.	Our leader is given authority as part of their position in the department.	4.36	Always
	Total	4.30	Always

Table 3 enumerates the 30 statements with its corresponding numerical average of the participants' responses. The average response for each statement is identified with a verbal description based on the Likert scale in Table 2. The statements are then classified into six groups representing the six leadership styles, with each having five statements. The overall score for autocratic leadership style is the sum of statements 1, 4, 7, 10, and 13; while, the democratic leadership style score is the total of statements 2, 5, 8, 11, and 14; then, the laissez-faire leadership style score is of statements 3, 6, 9, 12, and 15; subsequently, the transactional leadership style score will be the total of statements 17, 20, 23, 26, and 19; and lastly, the transformational leadership style score will be the aggregate of statements 18, 21, 24, 27, and 30.

As it is observed in the table, the two prevailing styles which are regarded

as 'Always' are the Bureaucratic Leadership Style with the largest mean of 4.30, together with the Transformational Leadership Style having a mean of 4.27. It is followed by the Transactional Leadership Style and the Democratic Leadership Style with a valuation of 'Often' having scores of 4.15 and 4.08, respectively. The least two styles are the Laissez-faire Leadership Style and Autocratic Leadership Style with a rating of 'Occasionally' with 3.07 and 3.09, respectively.

Table 4

Descriptive Statistics for Leadership Styles

	Leadership Styles	Number of employees	Average	Standard deviation	Verbal Description
1.	Autocratic	12	3.09	0.434	Occasionally
2.	Democratic	11	4.08	0.359	Often
3.	Laissez-faire	12	3.07	0.461	Occasionally
4.	Transactional	10	4.15	0.422	Often
5.	Transformational	10	4.27	0.458	Always
6.	Bureaucratic	11	4.30	0.416	Always
	Total	66			

Table 4 summarizes the descriptive statistics for the six leadership styles used in the Planning and Design Division. The high points on Bureaucratic Leadership Style and Transformational Leadership Style can be supported by the fact that the Office has had a management change, specifically the change of management in the Regional Director position. The current management can be very competitive when it comes to output and altogether supportive of nurturing and enhancing the capability of the employees through technical training and seminars. In terms of bureaucracy, the DPWH Regional Office 10 has recently been certified under ISO 9001:2015 Quality Management System. This quality management system provides guides for each employee to abide by the regulations and policies that have been set by the Department.

Furthermore, as implicated in the results, the Laissez-faire Style is the complete opposite of the Transactional and Transformational Styles. It verified that it could not coexist strongly with the two reinforcing leadership styles. Hayashi and Ewert (2006) found in their study that outdoor leaders tend to favor transformational leadership or transactional leadership over a laissez-faire style of leadership.

Phipps and Hayashi (2005) also found this similar pattern.

On another note, when talking about the Autocratic Style as the least favorite style, it is presumable safe to say that it may be instigated by the number of younger generations within the Office. Currently, the Office is a majority of the Millennials. Many studies suggest that the millennial generation does not go well with the Autocratic Leadership Style. They would prefer more of either transactional or transformational leaders. Leaders, especially those who use a traditional approach, continue to struggle with understanding and motivating Millennials (Thompson & Gregory, 2012).

Objective 3: Identify the level of commitment of the participants to the organization in terms of affective, continuance, and normative commitment types.

Table 5

Rating Scales for Employees' Commitment

Scale	Range	Verbal Description
5	4.21-5.00	Very High
4	3.41-4.20	High
3	2.61-3.40	Neutral
2	1.81-2.60	Low
1	1.00-1.80	Very Low

There are five scales to evaluate the computed means for the employees' commitment (affective commitment, continuance commitment, and normative commitment), these are: Very High (4.21-5.00), High (3.41-4.20), Neutral (2.61-3.40), Low (1.81-2.60), and Very Low (1.00-1.80). The employees' commitment will be evaluated the same.

Table 6

Participants' Responses to the Employees' Commitment Questionnaire

Qn#	Statement	Average	Verbal Description
Affective Commitment			
1.	I am willing to put in a great effort beyond the normally expected in order to help this organization be successful.	4.56	Very High
2.	I talk up this organization to my friends as a great organization to work for.	4.02	High
3.	I feel very little loyalty to this organization. (reverse) *I feel a very high sense of loyalty to this organization.*	3.64	High
4.	I would accept almost any type of job assignment in order to keep working with this organization.	4.03	High
5.	I find that my values and the organization's values are very similar.	3.64	High
	Subtotal	3.98	High
Continuance Commitment			
6.	I am proud to tell others that I am part of this organization.	4.29	Very High
7.	I could just as well be working for a different organization as long as the type of work is similar. (reverse) *I could not imagine working for a different organization.*	2.71	Neutral
8.	This organization really inspires the very best in me in the way of job performance.	3.94	High
9.	It would take a very little change in my present circumstances to cause me to leave this organization. (reverse) *It would take a very extreme situation/issue that would cause me to leave this organization.*	3.39	Neutral
10.	I am extremely glad that I chose this organization to work for, over others I was considering at the time I joined.	4.17	High
	Subtotal	3.70	High
Normative Commitment			
11.	There is not too much to be gained by sticking with this organization indefinitely. (reverse) *There is much to be gained by sticking with this organization.*	3.95	High

Table 6 Continues

12	Often, I find it difficult to agree with this organization's policies on important matters relating to its employees. (reverse) *I find it easy and understandable to agree with this organization's policies on important matters relating to its employees.*	3.73	High
13.	I really care about the fate of this organization.	4.09	High
14.	For me this is the best of all possible organizations for which to work.	3.83	High
15.	Deciding to work for the organization was a definite mistake on my part. (reverse) *Deciding to work for this organization was a good judgment on my part.*	4.12	High
	Subtotal	3.93	High
Employee Commitment	**Total**	**3.87**	**High**

Table 6 itemized the 15 statements with their corresponding numerical average of the participants' responses. The average response for every statement was assigned with a verbal description found in the Likert scale of Table 5. The statements were then categorized into three (3) groups corresponding to the three components of employees' commitment, each composed of five statements. The score for affective commitment is the total of statements 1, 2, 3, 4, and 5; while, continuance commitment score is the total of statements 6, 7, 8, 9, and 10; and finally, then normative commitment score will be the aggregate of statements 11, 12, 13, 14, and 15. The employees' commitment score is the average of the three (3) components.

Table 7

Descriptive Statistics for Employees' Commitment

Types of Commitment	Number of employees	Mean	Standard Deviation	Verbal Description
Affective	16	3.98	0.604	High
Continuance	28	3.70	0.485	High
Normative	22	3.93	0.573	High
Employees' Commitment	66	3.87	0.489	High

Table 7 summarizes the descriptive statistics for employees' commitment among the employees in the Planning and Design Division. As shown, the three (3) individual commitments have a rating of 'High.' Affective commitment has

a mean of 3.98, continuance commitment of 3.70, and normative commitment with a mean of 3.93. It should also follow that the overall commitment will have a rating of 'High' with a computed mean of 3.87. Moreover, most of the employees appeared to have high levels of affective commitment compared to both continuance and normative commitment. Accordingly, the employees in this research seem committed because they feel an obligation to the Office.

Objective 4: Correlate leadership styles with employees' commitment.

Table 8

Correlation Results of Leadership Styles and Employees' Commitment

	Types of Leadership Styles	Pearson's r Correlation	P-value	Interpretation
	Autocratic	0.096	0.441	Not significant
	Bureaucratic	-0.018	0.889	Not significant
Employees'	Democratic	0.171	0.170	Not significant
Commitment	Laissez-faire	0.047	0.707	Not significant
	Transactional	0.217	0.080	Not significant
	Transformational	0.144	0.248	Not significant

As shown in Table 8, the relationship between the leadership styles and employees' commitment using linear correlation, known as Pearson's coefficient 'r' correlation. Pearson's r correlation measures the relationship between two variables in terms of the strength of their association. A value of Pearson's moment coefficient (r) close to -1 or +1 signifies a fortified relationship, while those values that are nearer to 0 have a weak relationship. Furthermore, a positive r coefficient value indicates that the two variables increase or decrease simultaneously. In contrast, a negative r value signifies that one variable increases while the other decreases. Moreover, as presented in the table, the p-value indicates whether the relationship between the two variables is significant. The p-value should be less than the alpha = 0.05 for a significant relationship.

Since the resulted p-values of the independent variable (leadership styles) against the dependent variable (employees' commitment) are more than 0.05, we conclude that there is no significant relationship between them. It also noted that Pearson's r values are nowhere near -1 or +1, which entails that there is also a weak correlation between the two (2) variables.

CONCLUSION

This study aimed to look into the leadership styles implemented within the Planning and Design Division of the Department of Public Works and Highways Region 10 and how it affects the employees based on their commitment to the organization. Based on the results, the PDD is dominated by the millennial generation, with about 64% males. Further, the leaders or supervisors of PDD have adopted the bureaucratic, democratic, transactional, and transformational leadership styles with the least implemented styles as the autocratic and laissez-faire leadership styles. It suggests that the leaders or supervisors of the PDD are more inclined to positive or reinforcing leadership styles. Talking about the commitment of the employees to the organization, it revealed that the affective, continuance, and normative types of commitment have high marks. This means that the employees working specifically in the PDD are committed to their job because; they wanted to stay, they need to stay, and they are obligated to stay. As for the correlation between the leadership styles and employees' commitment, the results implicated no significant relationship.

RECOMMENDATIONS

1. It was found that the level of commitment of the employees in the Planning and Design Division is high; it is recommended that the leaders or supervisors should maintain or even enhance their style of management in order to preserve the employees' level of commitment.

2. Given the information on the types of leadership styles, the Division Chief and Section Chiefs in the PDD can make inferences on how to improve their style to draw out the potential of their employees.

3. It was determined that the number of male employees is greater than the number of female employees in a substantial amount. Therefore, it is recommended that the Management of DPWH Regional Office 10 creates programs that promote or encourage gender diversity and balance participation.

4. Researchers pursuing the same topic should minimize or lessen the number of leadership styles to have a more focus and perhaps may result in a significant correlation.

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