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## Research Article

### Leadership Styles and Technical Knowledge of Public Employees in Nueva Ecija

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#### ABSTRACT

This research study described and examined the relationship of leadership styles and acquired technical knowledge on project implementation practices among division chiefs and department heads in the provincial government. The study utilized Mixed Method of Research. Further, there were 64 respondents participated in the study. Results showed that majority of the respondents manifested democratic aspects of leadership. Also, there was a significant difference on the level of leadership styles of the respondents as to democratic aspects was noted when grouped according to dimensions, a significant difference on the level of leadership styles of the respondents. Findings further revealed that democratic aspects was positively correlated with Acquired Technical Knowledge on Project Implementation in terms of Activities/ projects/programs implemented, Leadership Styles on Project Implementation Practices as to delegative aspect was positively correlated with Acquired Technical Knowledge on Project Implementation in terms of Activities/ projects/programs implemented. Hence, Leadership Styles on Project Implementation Practices as to delegative aspect was negatively correlated with Acquired Technical Knowledge on Project Implementation in terms of transparency aspect. It was also found out that overlapping workloads and complex documentary preparations and submission of reports were the issues and problems encountered by the respondents. The study recommended the implementation of intervention program to enhance the Technical Knowledge on Project Implementation Practices.

**Keywords:** *Leadership Styles, Technical Knowledge, Project Implementation Practices*

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## **Introduction**

Philippine government is structured in hierarchical order which mandated by the 1987 constitution whereas, branches of government are classified into three namely; legislative department where the statutes are created and lies in the powers and functions of Congress composed of House of Representatives and the Philippine Senate, executive department which primordial concern is to execute the laws whereby falls on the functions of the President, Vice-President and Department Secretaries, Bureaus, Regional, Provincial and Local government offices while the Judiciary reviews and checks the constitutionality of each statute passed and executed by the two branches. This tripartite structure enabled the Philippine government to function as the citadel of people's needs and demands hence, supplement projects and programs that are beneficial to the people of the republic.

As mentioned in the preceding statements, the executive department under the constitution, implements the laws of the lands thereby falls in its functions and powers the creation and finality of rules and regulations to be used in the sound implementation of the programs and projects of the government. Implementation of projects and programs of government primarily executed by the different departments in national, regional, provincial and local offices which they are created to elevate the socio-living conditions of the general public in education, economy, trade, human settlements, social welfare, agriculture, environment and natural resources among others. As such, implementation of projects and programs of each government offices require skilled abilities of leaders such as the division chiefs and department heads most specially in the provincial government.

Verily, projects and programs of the government are multi-dimensional whereby created in order to alleviate the poor living condition of the public hence, escalate provide more convenient and sustainable development. However, implementation of such projects and programs including its quintessential objectives sometimes at stake due to poor management and lack of leadership capabilities of project leaders, program heads, division chiefs and

department heads under the auspices of each office. The causal factors under this condition has put into concentration of several studies. In fact, Edmonson et.al. (2016) discussed that project implementation thrives where there is a harmonious integration between leadership style and the objective of the project. They also asserted that project implementers also made defensive routines that enabled them to express themselves freely in the exercise of their functions as leaders.

In the Philippine context, department heads and chiefs are appointed based on merits and accomplishments under the regulations of Civil Service Commission. On one hand, their appointments are not the end points of their responsibilities, they are expected to perform the duties assigned to them and implement projects and programs from the central offices. Implementation of projects and programs are seemingly intricate tasks in its nature since these involve utilization of public funds and concrete results that the public should benefit. Looking closer, this implementation phase for each government projects and programs became the central concerns not only by the implementing departments but also the general public. In fact, individuals who assume the position and designation to implement such programs and projects may pose diverse leadership styles that may or may not influence the success or failure of the latter. Their leadership styles in the project and program implementation practices may pose great advantages as well as serious challenges since they are also entrusted to fervently execute the thrusts and significance of these projects and programs for common goals. Sarver and Miller (2018) stated that leadership is about responsibility and proper management of the human and material resources to bring change and enable progress. Precisely, some circumstances during the implementation phase of government programs and projects, leaders show skills while some rely heavily on employees' gravity of work. In the patterns of these skills shown by the leaders in a certain department, he or she is fully equipped with proper technical knowledge and competence to execute these programs and projects. They are advised and invited to attend rigorous trainings that would cultivate their

leadership skills if not, their total personality as government officials.

Meanwhile, acquired technical knowledge also constitutes a critical element in the implementation of government projects and programs. It forms the very understanding of leaders such as the division chiefs and department heads as to the technicality, procedural processes and comprehensive evaluation of the projects and programs completed. Acquisition of technical knowledge may also fix unprecedented challenges or conflicts arise during the implementation phase. Prominently, there are certain circumstances transpired whereby leaders experienced difficulty in implementing government projects and programs most specially when they grounded with stricter rules and regulations aligned in the projects and programs. Moreso, certain acquired knowledge as part of their competence as leaders sometimes, not applied while it becomes practice within their division or department assigned.

These prevailing conditions observed by the researchers plunged his soulful interests to pursue this present study whereby he intends to describe the leadership styles and acquired technical knowledge of division chiefs and department heads in the provincial government of Nueva Ecija. Moreso, this study tries to establish whether there was a significant relationship between leadership styles and acquired technical knowledge in the project implementation practices among the offices in the provincial government of Nueva Ecija as spearhead by its division chiefs and department heads. Further, this present study will contribute significantly in the pursuit of comprehensive, lawful and ardent management among government projects and program implementation practices through offering a strategic plan based on the merits of the future findings in this present undertaking.

### **Research Objectives**

This study described and examined the leadership styles and acquired technical knowledge on project implementation practices among division chiefs and department heads in the provincial government of Nueva Ecija. Specifically, it aims to:

1. describe the leadership styles of public employees on project implementation
2. assess public employees' technical knowledge on project implementation
3. examine if there is significant relationship between public employees leadership styles and technical knowledge on project implementation
4. propose program intervention to develop public employees' leadership styles and project implementation

### **Scope and Limitations**

This study was limited in the description of leadership styles and acquired technical knowledge among division chiefs and department heads in the provincial government of Nueva Ecija. Also, this study is limited in the establishment if there will be significant relationship between the profile of the respondents, leadership styles and acquired technical knowledge on project implementation practices.

### **Methods**

#### **Research Design**

The study utilized descriptive correlational research in order to describe and examine the leadership styles and technical knowledge of public employees in Nueva Ecija. The study identified the leadership styles of public employees, assess their technical knowledge on project implementation and examine if there would be significant relationship between their leadership styles and technical knowledge on project implementation.

#### **Population and Sampling**

Subject respondents of this study were the division chiefs and department heads among the offices in the provincial government of Nueva Ecija. There were 64 respondents whom 36 of them were assigned as division chiefs and 28 of them held the position as department heads of the following offices namely; Personal Staff Division, Administrative Division, Public Affairs and Monitoring Office, Sports and Manpower Development Services, Provincial Youth Development Office, Civil Security Services, Management and Information Division, Price

Support Program for Palay and Other Agricultural Crops/Products, Provincial Treasurers Office, Provincial Accounting Office, Internal Audit Services Office, Provincial Legal Office, Provincial Engineering Office, Provincial Tourism Office, Provincial General Services Office.

Furthermore, these offices also include Provincial Assessors Office, Provincial Trade and Industry Office, Office of the Provincial Agriculturist, Provincial Veterinary Office, Environment and Natural Resources, Provincial Cooperative and Entrepreneurship Office, Provincial Social Welfare and Development Office, Provincial Disaster Risk Reduction and Management Office.

In addition, Nueva Ecija Public Employment Service Office, Provincial Information Office, Provincial Health Office, Eduardo L. Josen Memorial Hospital, San Jose City General Hospital, San Antonio District Hospital, Guimba District Hospital. Moreover, these offices were also included; Gapan District Hospital, Bongabon District Hospital, Sto Domingo District Hospital, Carranglan Medical Center, Gabaldon Medical Center, General Tino Medical Center, Provincial Manpower and Training Center as well as Eduardo L. Josen Memorial College.

Meanwhile, the respondents also held regular permanent positions in the government who at the time of the administration of the study resided in different cities and municipalities in the province. Also, they performed distinct and specific responsibilities in accordance with the offices which they were assigned. On one hand, division chiefs were the employees in the provincial government offices who handle sections under each department offices. They were also responsible for the specific performance and nature of the sections they handled. In fact, there were two or more sections for each department which were handled by division chiefs, dependent on the capacity of employees and internal structure of each department.

Hence, department heads were focal responsible and accountable to the operations, management, supervision and evaluation of the provincial offices. In other words, provincial department heads acted as the leaders and managers for each provincial office as mentioned in the preceding paragraphs.

Table 1 shows the distribution of the respondents.

Table 1. Distribution of Respondents

Unit/Division	Respondents	Percentage
Personal Staff Division	36	56%
Administrative Division	28	44%
<b>Total</b>	<b>64</b>	<b>100%</b>

### Research Instrument

Seaman (2010) defined research instrument as the devices used to collect data such as questionnaires, tests, and structured interview schedules. Questionnaire as a method of gathering information from respondents about attitudes, knowledge, beliefs and feelings. Self-constructed questionnaire was used in this study. The questionnaire was designed and developed to gather information to answer questions pertaining to the leadership styles and technical knowledge on project implementation practices of the respondents. Hence, leadership styles were described in the instrument consisting of seven (7) items for every dimension.

These dimensions were authoritative aspects, democratic aspects and delegative aspects.

On one hand, technical knowledge on project implementation practices contained dimensions which were activities, projects or programs implemented, analysis on the regulatory framework, supervisory scheme, monitoring scheme, financial utilization, transparency aspects and accountability measures. Apparently, survey-questionnaire was designed by the researcher in three (3) similar segments pertaining to the profile of the respondent, leadership styles and technical knowledge on project implementation practices. More specifically, profile items of the respondents will be

plotted on the preliminary portion of the survey-questionnaire.

On one hand, the respondents measured each item under leadership skills through a Likert Scale of four (4) Very Great Extent, three (3) Great Extent, two (2) Low Extent, (1) No Extent to quantify the extent of leadership styles they possessed as division chiefs and department heads. Further, the respondents measured each item under the technical knowledge on project implementation practices through a Likert Scale of four (4) Very High, three (3) High, two (2) Low and one (1) Very Low.

Answers were validated from the questionnaire through unstructured interview while guide questions were used in the focus group discussions.

Meanwhile, to obtain the validity and reliability of the research instrument, pre-testing was conducted which participated by selected employees in the Municipality of Talugtug in the province of Nueva Ecija. The instrument obtained Cronbach alpha result of  $\alpha=0.947$  which signified that the instrument was valid and reliable to measure specific variables of the study.

#### Data Gathering Procedure

The survey questionnaire was administered to the 64 respondents herein referred as the division chiefs and department heads in the provincial government of Nueva Ecija. Thus, a letter was sent to the office of the provincial administrator through the office of provincial human resource officers. Upon the receipt of the approval copy of the letter, the researcher floated his survey-questionnaire in printed format to the respondents. The researcher waited until completion of all distributed survey questionnaire was obtained. The respondents independently answered these survey questionnaires.

Thereafter, he roamed among offices to gather those answered questionnaires and contained them in sealed envelopes for confidentiality purposes. Meanwhile, when all respondents had successfully answered the survey-questionnaires, the researcher also distributed informed consent to those respondents who were willing to be interviewed through the focus-group discussion. After obtaining such deliberate intent to participate in the latter, the researcher proceeded to administer the same.

Meanwhile, this study observed the stricter ethical procedures thereby being followed both by the researcher and respondents. The researcher used separate online storage facility, through google workspace to store and organize the data gathered. On one hand, tools were also secured and stored with utmost care and confidentiality. In line with this, tools being used as to measure technical knowledge focused on the following dimensions such as activities, projects or programs implemented, analysis on the regulatory framework, supervisory scheme, monitoring scheme, financial utilization, transparency aspects and accountability measures. Accordingly, these were measured through a Likert-Scale of 4 which had corresponding verbal interpretations. Meanwhile, to measure the extent of leadership styles possessed by the respondents, Likert Scale of Four (4) was used (4-very great extent, 3- great extent, 2-low extent and 1-no extent). In addition, to quantify the level on technical knowledge on project implementation practices of the respondents, Likert Scale of Four (4) was used (4-very high, 3- high, 2-low and 1-very low).

Meanwhile, as to the qualitative interpretation of the tool for qualitative nature of this present undertaking, thematic analysis was employed to deduce the issues and problems encountered by the respondents on technical knowledge in project implementation practices. In addition, thematic analysis was used to objectively present respondents' responses to the issues and problems they encountered.

Quality and authenticity of the research study, briefing and unstructured discussions were administered. Concerned authorities and other related officials were informed about the selection and purposive participation of the respondents through formal communication letter.

As such, information was clearly conveyed to answer the questionnaire and statements in unstructured interview and focus group discussion of which both were held confidential. Further, sufficient time allocation was given to the respondents to answer willfully, deliberately and conscientiously the survey questionnaires given as well as to the questions raised and discussed during the focus group discussion.

## Results and Discussions

### 1. Leadership Styles of Public Employees

Table 2. Leadership Styles of Public Employees

<b>Authoritative Aspect</b>	<b>Mean</b>	<b>Interpretation</b>
1. I always retain the final decision-making authority within my department or team.	3.41	Very High
2. I always try to include one or more employees in determining what to do and how to do it. However, I maintain the final decision-making authority	3.50	Very High
3. I and my employees always vote whenever a major decision has to be made	3.56	Very High
4. I do not consider suggestions made by my employees as I do not have the time for them.	3.53	Very High
5. I ask for employee ideas and input into upcoming plans and projects.	3.58	Very High
6. I tell my employees what has to be done and how to do it	3.63	Very High
7. When things go wrong, and I need to create a strategy to keep a project or process running on schedule. I call a meeting to get my employees' advice	3.52	Very High
<b>Overall Weighted Mean</b>	3.53	Very High
<b>Democratic Aspects</b>	<b>Mean</b>	<b>Interpretation</b>
1. My workers know more about their jobs than me, so I allow them to carry out the decisions to do their job	3.48	Very High
2. I allow employees to set priorities with my guidance	3.48	Very High
3. I closely monitor my employees to ensure they are performing correctly	3.47	Very High
4. When there are differences in role expectations, I work with them to resolve the differences	3.45	Very High
5. I let them know that each of them has the power of leadership position holds over another	3.50	Very High
6. I like the power that my leadership position to help my subordinates	3.58	Very High
7. I like to use my leadership power to help subordinates grow	3.52	Very High
<b>Overall Weighted Mean</b>	3.50	Very High
<b>Delegative Aspects</b>	<b>Mean</b>	<b>Interpretation</b>
1. I give plenty of space for creative ideas to emerge and be explored	3.61	Very High
2. I enable my employees for individual learning	3.67	Very High
3. I empower their mind and skills in the right circumstances	3.73	Very High
4. I allow my employees and the group to be more objective and functional as to comply with the task given to them	3.63	Very High
5. I fill any leadership and employee relationship gap in order to facilitate and operate formal completion of the project	3.48	Very High
6. I allow groups to change overtime and fulfill their roles as delegated so as to successfully complete the project	3.53	Very High
7. I let them adapt and respond to urgent and non-urgent situations confronted during the implementation of the project	3.56	Very High
<b>Overall Weighted Mean</b>	3.60	Very High

Leadership styles possessed by the respondents are described and examined. In respect to the styles they possessed, they are categorized into authoritative aspects, democratic aspects and delegative aspects. In line with the respondent's responses, item "I tell my employees what has to be done and how to do it." obtains the highest mean of 3.63 which is verbally described as "Very High." Meanwhile, item, "I always retain the final decision-making authority within my department or team." gains the lowest weighted mean of 3.41 which is verbally interpreted as "Very High".

An overall weighted mean of 3.53 which is verbally interpreted as "Very High" signifies that the respondents lead and direct their subordinates to fulfill their responsibilities and functions as determined by their positions under the leadership of the latter. Thus, they showed driven authority to run and operate the division or department they handle. As shown, authoritative aspects are also evident among division chiefs and department heads which in effect, they lead their employees or subordinates to come up with the major and critical decisions in relation to activities, programs and projects implemented assigned with their respective units and departments.

Hence, it is objectively viewed that department heads and division unit chiefs are mindful to the direction and trajectory of each activities, programs and projects in fact, this is so reflective to their actions whereas they direct their subordinates with reasonable causes that precisely vital towards the success of each activity, program and project as spearheaded by their departments and units.

Meanwhile, respondents' levels of leadership styles along with the democratic aspects show that item, "I like the power that my leadership position help my subordinates." obtains weighted mean of 3.58 which is verbally interpreted as "Very High." On the other hand, item, "When there are differences in role expectations, I work with them to resolve the differences." obtains the lowest mean of 3.45 which is verbally interpreted as "Very High."

An overall weighted mean of 3.50 which is verbally interpreted as "Very High" shows that the respondents exhibited collaborative and majority-based form of leadership which

allows their subordinates to become active part of the operation in the entire unit and department. Thus, it shows that as they exhibit democratic form of leadership within their respective units and departments, they maintain united towards the completion of certain performances, tasks projects and the like as anchored with their common objectives and goals. In delegative aspects, it is found out that division chiefs and departments heads are open and very critical to the substance of unity and majority decision when fulfilling certain activities, projects and programs of their respective departments and division units.

Accordingly, inclusion, interplay and wide interactions between employees, division unit chiefs and department heads are concretely manifested by the latter. Since, they are directed with common goals and collective visions of each department and unit, the department heads and division unit chiefs profoundly include the participation of each employees considering their potentials and significant input to the implemented activities, programs and projects. Suffice to say, that in each unit and department, democratic sense of leadership surrounds every ounce of interactions between chiefs, heads and their subordinates. As such, it is an indication that inclusive and interactive exchange of potentials surface the sound and comprehensive implementation of each activity, program and project. This in effect, show that among the government offices of Nueva Ecija, democratic aspects are still existing for one common understanding that public institutions are within the bounds of public trusts which their functions arise from the collective and cohesive aspirations.

Leadership styles of the respondents along with delegative aspects show that item, "I empower their mind and skills in the right circumstances." obtains the highest mean of 3.73 which is verbally interpreted as "Very High." While, item, "I fill any leadership and employee relationship gap in order to facilitate and operate formal completion of the project." gains the lowest mean of 3.48 which is verbally interpreted as "Very High."

An overall weighted mean of 3.60 which is verbally interpreted as "Very High" signifies that the respondents allow their subordinates

to extend their skills and potentials in the discharge of their functions and roles under the unit or department they belong. Thus, the respondents maintain harmonious relationships with their employees by providing them with sound supervision and management, most especially when there are gaps or insufficiencies transpired in the performance of their duty.

It is shown that among the leadership styles of the respondents as they lead their subordinates under the units and departments, it is evident that delegative aspects of leadership style gained the highest overall mean. This shows that they fulfill their roles and responsibilities while ensuring that their subordinates feel their significance as employees through proper delegation of tasks, sound involvement of their subordinates to all projects, tasks and programs. While, division chiefs and department heads handle critical roles, responsibilities and functions in running the thrusts and goals of their division units and departments, they manifested the delegation of power, trust and

responsibilities among their employees or subordinates. Being it as one of the most functional organs in the local governance preceding after the regional administration of each unit or office, the provincial government and the included municipalities and a city herewith, spearhead the rightful and lawful administration of functions and roles. To this effect, division units and department heads administer and govern the entire offices concern ultimately with passion and confidence to their subordinates. An indication of meaningful and sound administration of implemented activities, programs and projects.

It is supported by the study of Krause et.al. (2017) which they revealed that delegative leadership as a style and behavior gains wider facets of effective management and supervision. They also argue that delegative leadership posed significant interaction between different directions of the organization and common objectives their common objectives.

## 2. Technical Knowledge of Public Employees

Table 3. Technical Knowledge of Public Employees

Activities and Programs Implemented	Mean	Interpretation
1. There is a total active participation of employees during the implementation of the programs and projects as assigned	3.48	Very High
2. There are comprehensive plans in the conduct of the program and project	3.48	Very High
3. There are available material resources in the conduct of the programs and projects	3.55	Very High
4. There are beneficial and long-term effects of the programs and projects as seen even during implementation phase	3.58	Very High
5. There are reasonable and valid causes arising from scientific data before the conduct of the programs and projects	3.36	Very High
<b>Overall Weighted Mean</b>	3.49	Very High
<b>Analysis of Regulatory Framework</b>	Mean	Interpretation
1. There is a manifestation of critical analysis on the rules and framework in the implementation of the programs and projects	3.28	Very High
2. There is a systematic approach manifested in accordance with the framework of the programs and projects which treated as the blueprint in the implementation of the same	3.44	Very High



3. There is a comprehensive understanding to the positive and negative effects of the proposed and implemented programs and projects	3.47	Very High
4. There is a comprehensive and authentic assessment tool utilized in evaluating the performances of employees in the implementation of the programs and projects	3.30	Very High
5. There is a clearer understanding that the programs and projects are evidence-based and regulatory based as manifested by employees	3.41	Very High
<b>Overall Weighted Mean</b>	3.38	Very High
<b>Monitoring Scheme</b>	Mean	Interpretation
1. There is an accentuation as to concretize competence during the implementation of the programs and projects	3.50	Very High
2. There is valuable essence of inclusiveness among employees during the conduct of the programs and projects	3.52	Very High
3. There is a widespread manifestation as role models to work effectively in the implementation of programs and projects	3.42	Very High
4. There is a sufficient foresight to the trajectory of the programs and projects' success	3.56	Very High
5. There is an authentic and fair judgement to individuals' performance	3.48	Very High
<b>Overall Weighted Mean</b>	3.50	Very High
<b>Supervisory Scheme</b>	Mean	Interpretation
1. There is an active action which supervises the implementation of the programs and projects	3.50	Very High
2. There is mindful and objective way of directing the tasks contained in the programs and projects	3.52	Very High
3. There is a manifestation of active and responsive supervision during the conduct of programs and projects	3.42	Very High
4. There is a systematic means and manner of supervision for every program and project implemented	3.56	Very High
5. There evaluative discernment based on performance of subordinates	3.48	Very High
<b>Overall Weighted Mean</b>	3.50	Very High
<b>Financial Utilization</b>	Mean	Interpretation
1. There is a sound and lawful management of all financial resources	3.38	Very High
2. There is a continuous function of financial resources that satisfies the need of the department	3.61	Very High
3. There is a critical analysis in the fund liquidation	3.66	Very High
4. There is a comprehensive coordination between department's sections or other offices concerned in utilizing available funds for the programs or projects	3.61	Very High
5. There is lawful and consistency in the proper utilization of funds towards the completion of certain program and project	3.38	Very High
<b>Overall Weighted Mean</b>	3.53	Very High

<b>Transparency Aspects</b>	Mean	Interpretation
1. There is a right information which provide clear data on budget allocation and liquidation of funds for each program and project	3.48	Very High
2. There is an accurate and valid reporting before, during and after implementation of each program and project	3.42	Very High
3. There is a relevant information and reporting about the program and project's progress towards its completion	3.36	Very High
4. There is a presence of timely reporting which provided sufficient data on programs and projects actual status	3.34	Very High
5. There is a faithful representation of information that both reflect financial, economic, social and supervisory substance when programs and projects are implemented	3.52	Very High
<b>Overall Weighted Mean</b>	3.43	Very High
<b>Accountability Measures</b>	Mean	Interpretation
1. There is an open and active cognizance to the responsibility of actions when programs and projects are in progress	3.34	Very High
2. There is proactive behavior in rectifying issues or problems arise before, during and after implementing certain programs and projects	3.44	Very High
3. There is a clear presence of ethical actions for every program and project implemented	3.41	Very High
4. There is an uncompromising commitment manifested through diligence and responsiveness to the sound completion of the program and project	3.39	Very High
5. There are effective and productive behaviors or actions showed in the implementation of the programs and projects	3.59	Very High
<b>Overall Weighted Mean</b>	3.43	Very High

Regulatory framework consists of set of rules and regulations which are in accordance with the pertinent provisions of laws of the land where the programs and projects are based. The item, "There is a comprehensive understanding to the positive and negative effects of the proposed and implemented programs and projects." obtains the highest mean of 3.47 which verbally interpreted as "Very High." Meanwhile, item, "There is a manifestation of critical analysis on the rules and framework in the implementation of the programs and projects." gains the lowest weighted mean of 3.28 which is verbally interpreted as "Very High."

An overall weighted mean of 3.38 which is verbally interpreted as "Very High" indicates that respondents exhibit comprehensive understanding to the set of rules and regulations by showing critical thinking skills and logical

evaluation on projects and programs' technicalities most specially in the implementation phase.

Apart from careful understanding to the nature and goals of the activities, programs and projects expressed by the division chiefs and department heads, it is incumbent and critical to the part of the latter to comprehensively understand henceforth, apply certain implementing rules and regulations of the same since or other pertinent regulations which govern the administration of these activities, programs and projects.

Monitoring scheme involves the systematic supervision of the respondents from inception to finality of different programs and projects directed to their departments or offices. The item, "There is sufficient foresight to the trajectory of the programs and projects' success."

obtains the highest weighted mean of 3.56 which is verbally interpreted as "Very High." Meanwhile, item, "There is a widespread manifestation as role models to work effectively in the implementation of programs and projects." obtains the lowest weighted mean of 3.42 which is verbally interpreted as "Very High."

An overall weighted mean of 3.50 which is verbally interpreted as "Very High" shows that the respondents gained useful understanding of efficient monitoring processes. In addition, this also indicates that they are strict yet objective as to practically apply monitoring procedures systematically without degradation of their subordinates' rights and needs.

Without sound and in-tact supervision of division chiefs and department heads, implementation of activities, programs and projects of their offices may be dismantled by external factors such as internal conflict among employees, non-fulfilment of duties and responsibilities. Defying these circumstances and as seen accordingly from the data, division chiefs and department heads have closely and ultimately monitored their subordinates with proper management and supervisory tools that objectively measure the performance of the unit, office or department. They also lead their subordinates towards the perfection or at the very least, with sound completion of the programs.

Supervisory scheme requires the respondents to objectively supervise the behavior or tasks performances shown by their subordinates. The item, "There is a systematic means and manner of supervision for every program and projects." obtains highest weighted mean of 3.56 which is verbally interpreted as "Very High." On the other hand, item, "There is a manifestation of active and responsive supervision during the conduct of the programs and projects." gains the lowest weighted mean of 3.42 which is verbally interpreted as "Very High."

An overall weighted mean of 3.50 which verbally interpreted as "Very High" indicates that the respondents possessed systematic means and ways to effectively supervise their subordinates when performing their tasks contained in the implementation phase of each program and project.

Mindful and sensitive actions are taken into consideration by division chiefs and department heads when in fact, they deliver sound supervisory measures to handle their subordinates objectively. Suffice to say, that when their subordinates are managed and supervised fair and justly in accordance with the pertinent provisions of all applicable regulations therewith, fast, reliable and accurate fulfillment of activities, programs and projects are cohesively produced.

Thus, supervisory practices employed by division chiefs and department heads are creating immense impact to the discharge or delivery of the activities, programs and projects by their units or departments. In addition, offices may vary from one function to another, from one legal purpose to another, along this variation, supervision and administration expressed by the division chiefs and department heads are in the primacy of their function so as to provide systematized means in completing certain activities, programs and projects.

Financial utilization requires efficient use of budget as allocated for the completion of programs and projects in each department or office. The item, "There is a critical analysis in the fund liquidation." obtains the highest mean of 3.66 which is verbally interpreted as "Very High." Meanwhile, items, "There is a sound and lawful management of all financial resources." and "There is lawful consistency in the proper utilization of funds towards the completion of certain program and project." both gained the lowest mean of 3.38 which is verbally interpreted as "Very High."

An overall weighted mean of 3.53 which is verbally interpreted as "Very High" indicates that the respondents are mindful about the proper, lawful and consistent means of utilizing the budget for the completion of programs and projects of their departments or offices.

Undoubtedly, financial utilization and the propriety of its implementation is one of the most disregarded elements in public governance and administration due to the emotional subjectivity of individuals who handle either small amount or enormous amount of budget to be utilized in the completion of activities,

programs and projects. Nonetheless, division chiefs and department heads are utilizing their financial resources contained in programs and projects to the fact that they utilize them objectively with due diligence and uncompromised service to the general public. Wherefore, division chiefs and department heads are obedient to the laws pertaining to the utilization of financial resources and consistent therewith.

Transparency formed part the effective and proper governance which require the respondents to take faithful representation when implementing programs and projects of the department. The item, "There is a faithful representation of information that both reflect financial, economic, social and supervisory substance when programs and projects are implemented." gains the highest weighted mean of 3.52 which is verbally interpreted as "Very High." Further, the item, "There is a presence of timely reporting which provided sufficient data on programs and project actual status." obtains the lowest weighted mean of 3.34 which is verbally interpreted as "Very High."

An overall weighted mean of 3.43 which is verbally interpreted as "Very High" signifies that the respondents' are transparent with respect to all pertinent information and dealings of the department whereas it includes proper and faithful dissemination of information as to show the actual and real status of the programs and projects.

In all provincial government activities, programs and projects, along with budget allocation and financial utilization to the same have also a parallel notion of accountabilities and transparency. Accordingly, department chiefs and department heads manifest faithful representation of accountable actions through providing clear, consistent and valid financial statements as to the expenses incurred, remaining budget and other elements which include transparency to the budget allocated in the completion of the activities, programs and projects.

Consequently, division chiefs and department heads both, whom in their capacities as

leaders, exhibit transparent means and governance most specially when they handle complicated activities, programs and projects under the offices they handle. Although, there are variations of functions among units of a department, they sustain and maintain the ideology as it is practically applied through putting good faith in every work performance they discharge.

Accountability in the performance of the tasks demanded when implementing programs and projects are ways to determine the lawful and consistent obedience of employees under the auspices of their departments and units. The item, "There are effective and productive behaviors or actions showed in the implementation of the programs and projects." obtains the highest weighted mean of 3.59 which is verbally interpreted as "Very High." While, item, "There is an open and active taking cognizance to the responsibility of actions when programs and projects are in progress." gains the lowest weighted mean of 3.34 which is verbally interpreted as "Very High".

With an overall weighted mean of 3.43 which is verbally interpreted as "Very High" indicates that the respondents manifested accountable manner in responding and fulfilling their assigned tasks during program and project implementations. Thus, they show that the responsibilities they shoulder and fulfill are the core of their functions as employees and leaders of their respective departments, units or offices.

The core of good governance and public trust among government official and employees apart from efficient delivery of services and effective implementation of different programs and projects, is the level of accountability they put when at the commencement until the finality of certain programs and projects. Consequently, division chiefs and department heads maintain the presence of highly ethical and dignified public employees for the general welfare and common good.

### 3. Relationship Between Leadership Styles and Technical Knowledge on Project Implementation of Public Employees

Table 4. Relationship between leadership styles and technical knowledge on project implementation of public employees

		Activities	Analysis	Supervi sory	Financial	Transpa rency	Accoun tability
<b>Authoritative Aspect</b>	Pearson Correlation	0.077	0.063	-0.221	-0.1	-0.061	-0.039
	Sig. (2-tailed)	0.545	0.622	0.079	0.434	0.63	0.757
	N	64	64	64	64	64	64
<b>Democratic Aspect</b>	Pearson Correlation	.262*	0.203	.307*	0.215	0.07	-0.104
	Sig. (2-tailed)	0.036	0.108	0.013	0.088	0.58	0.412
	N	64	64	64	64	64	64
<b>Delegative Aspect</b>	Pearson Correlation	.257*	-0.04	-0.153	-0.168	-.295*	0.107
	Sig. (2-tailed)	0.041	0.756	0.228	0.184	0.018	0.399
	N	64	64	64	64	64	64

Leadership Styles on Project Implementation Practices as to democratic aspects was positively correlated with Acquired Technical Knowledge on Project Implementation in terms of Activities/ projects/programs implemented ( $r=.262$ ) and Supervisory scheme ( $r=.307$ ). This meant that those respondents with higher the level of Leadership Styles on Project Implementation Practices as to democratic aspect, they most likely have better Acquired Technical Knowledge on Project Implementation in terms of Activities/ projects/programs implemented and Supervisory scheme. The hypothesis of no significant relationship is rejected. This result indicates that respondents who possessed collective approach to leading their subordinates, encourage the decisions of the majority of employees and attract harmonious participation within employees' perceptions and interests, show effective management and leadership to competitively complete certain programs and projects.

Meanwhile, Leadership Styles on Project Implementation Practices as to delegative aspect was positively correlated with Acquired Technical Knowledge on Project Implementation in terms of Activities/ projects/programs implemented ( $r=.257$ ). This meant that those respondents with higher the level of Leadership Styles on Project Implementation Practices as to delegative aspect, they most

likely have better Acquired Technical Knowledge on Project Implementation in terms of Activities/ projects/programs implemented. The hypothesis of no significant relationship is rejected. This result indicates that the respondents who delegate tasks among their subordinates, show greater empowerment to the minds and skills of their inferiors or subordinates and fill the gap between leadership and employees' manifests comprehensive planning, and able to express reasonable causes of action towards the fulfillment of programs and projects' thrusts.

In addition, Leadership Styles on Project Implementation Practices as to delegative aspect was negatively correlated with Acquired Technical Knowledge on Project Implementation in terms of transparency aspect ( $r=-.295$ ). This meant that those respondents with lower the level of Leadership Styles on Project Implementation Practices as to delegative aspect, they most likely have better Acquired Technical Knowledge on Project Implementation in terms of transparency aspect. The hypothesis of no significant relationship is rejected. This result indicates that respondents who delegate and encourage the participation of their subordinates evidently express faithful representation of the information and actual status of the programs and projects which likewise implicate the financial, economic and social

meaning of the programs and projects implemented.

As such these claims are supported in the study of Turner and Muller (2016) which they study revealed that leadership styles served as competence and as a success factor on projects thereby project managers should critically manifested effective leadership since most of the most project success depend heavily on project managers' competence in handling the project from inception to completion.

Democratic aspects as manifested by division chiefs and department heads encourage the total participation of all their subordinates most specially when implementing activities, programs and projects. They maintain that the majority of their subordinates are democratically involved whose mental processes and potentials towards the implementation of programs and projects are substantial for the efficient success of the division chiefs and department heads which in eventual manner, the success of all offices and employees in the provincial government of Nueva Ecija. In addition, delegative aspects of leadership styles among division chiefs and department heads influence the transparent and accountable public administration and governance since division chiefs and department heads rightfully delegated tasks, responsibilities and accountabilities to their employees which elevate structural and functional efficiency among offices in the provincial government of Nueva Ecija.

## Conclusion

Implementation of projects and programs of each government offices require skilled abilities of leaders such as the division chiefs and department heads most specially in the provincial government. The study concludes that majority of the respondents manifested democratic aspects of leadership in which fulfill their roles and responsibilities while ensuring that their subordinates feel their significance as employees through proper delegation of tasks, sound involvement of their subordinates to all projects, tasks and programs. Thus, accountability measures are the most indicative to the respondents Technical Knowledge on project implementation. Further, Leadership Styles on Project Implementation Practices as to

democratic aspects was positively correlated with Acquired Technical Knowledge on Project Implementation in terms of Activities/ projects/programs implemented. Also, Leadership Styles on Project Implementation Practices as to delegative aspect was positively correlated with Acquired Technical Knowledge on Project Implementation in terms of Activities/ projects/programs implemented. Further, Leadership Styles on Project Implementation Practices as to delegative aspect was negatively correlated with Acquired Technical Knowledge on Project Implementation in terms of transparency aspect.

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