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Research Article

Leadership Competencies and Role Effectiveness of Managers: A Case Study in Selected Public Sectors of Quezon City for Basic and Applied Management Research Journal

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ABSTRACT

Leadership serves as a critical factor of efficiency, productivity, and overall success of an organization, particularly within the public sector where it directly influences the quality of governance and service delivery. Public sector leaders/managers in the Philippines encounter distinct challenges arising from bureaucratic structures, constraints in resources, and the increasing demand for a more efficient, resilient and responsive governance. Thus, this study seeks to examine the relationship between leadership competencies and managerial role effectiveness among selected public sector managers in Quezon City, Philippines. A researcher-made structured survey questionnaire was administered online to forty-seven (47) purposively selected respondents. Descriptive statistics and Spearman's correlational matrix was used to analyze the data. Results revealed that participants generally demonstrated high to very high levels of leadership competency and role effectiveness, with weighted mean scores of 4.34 and 4.26, respectively. Given the results, this study found a strong positive correlation between leadership competency and role effectiveness. Capacity-building programs and developmental interventions were recommended to address low ratings in the change management and adaptability, and coaching and performance management competencies. Further research is recommended to include multiple local or national government agencies for improved generalizability.

Keywords: Competency, competency-based framework, leaders, public sector, public administration

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Introduction

Leadership plays a crucial role in shaping the efficiency, productivity, and overall success of organizations. Effective leadership enables organizations to adapt to changing environments, enhance performance, and achieve strategic goals, whereas weak leadership may result in stagnation and organizational failure (Biloa, 2023). In contemporary organizational settings, leaders are increasingly expected to demonstrate the ability to foster innovation, devise novel strategies, and improve productivity and efficiency, particularly as public expectations and demands for services continue to grow. As governance challenges become more complex and public awareness increases, public organizations are required to undergo fundamental organizational changes toward improved and responsive governance (Soeardi et. al., 2022).

Leadership is commonly understood as the capacity of an individual to influence others in working collectively toward shared objectives. Leaders may exercise this influence with or without formal authority, relying on their skills and abilities to guide group efforts. Beyond directing tasks, leadership involves active participation in planning, coordination, and decision-making to ensure that organizational goals are achieved. Effective leaders are also characterized by integrity, which is reflected in self-awareness, sincerity, and emotional maturity. Moreover, leadership encompasses multiple roles, including building interpersonal relationships, managing and disseminating information, and making strategic decisions related to innovation, conflict resolution, and resource allocation. These characteristics highlight the essential role of competent leadership in promoting organizational effectiveness and achieving sustainable outcomes (Soeardi et. al., 2022).

Given the increasing demands placed on organizations, it is important to identify the specific capabilities that enable leaders to perform effectively. Leadership competency frameworks offer a useful theoretical lens for examining how leadership capabilities can be developed, assessed, and linked to managerial role effectiveness. It focuses on the learned capabilities that underpin effective

leadership performance. These competencies are demonstrated through observable behaviors guided by a shared underlying intent, highlighting the idea that leadership effectiveness can be cultivated through the development and application of key competencies (Boyatzis, 2018, as cited in Truninger et. al., 2020).

By organizing leadership into discrete and measurable components, competency frameworks help simplify the complexity of leadership. Day et. al. (2021) notes that such frameworks provide a structured approach for identifying, assessing, and benchmarking leadership attributes, making them

valuable tools for leadership evaluation and development. Similarly, Ruben (2019) emphasizes their role as heuristic devices that support assessment, encourage self-reflection, and guide leadership development by identifying behaviors associated with effective leadership and areas for improvement.

The connection between leadership competencies and role effectiveness is well-established in organizational research (Bi, 2023). Research shows that demonstrated competencies, especially those observed consistently over time, are strongly linked to leader effectiveness as perceived by supervisors, peers, and subordinates (Truninger et. al., 2020). Effective leaders exhibit competencies aligned with the specific requirements of their roles, indicating that role effectiveness depends on applying relevant knowledge, skills, and abilities in context. Unlike generic leadership behaviors, these role-specific competencies are more predictive of successful performance (Kragt & Day, 2020).

In the context of public administration, effective leadership is essential for ensuring quality service delivery and successful policy implementation (Liberty et al., 2023). Public sector managers are expected to combine administrative oversight with competencies that support governance, transparency, and accountability, including decision-making, communication, conflict resolution, adaptability, and ethical stewardship (Musaigwa, 2023; Verlinden, n.d.; Marijani, 2017). Public leaders are also defined by their ability to

influence others within a group (Bose, 2020) and by their responsibility to guide and coordinate employees toward achieving organizational goals, requiring a broad perspective and strong managerial skills (Shorobura & Dolynska, 2023). Examining these competencies provides insight into how managerial effectiveness can enhance public service outcomes.

Public sector managers in the Philippines face unique challenges arising from bureaucratic complexities, limited resources, and the growing demand for responsive and accountable governance (Parinasan et. al., 2024). These conditions require leaders who are not only capable of managing administrative processes but also equipped with the knowledge, skills, and attitudes necessary to drive organizational effectiveness. As emphasized by Civil Service Commission Chairperson Karlo Nograles, developing competent public leaders is essential to achieving the nation's collective vision of a "Matatag, Maginhawa, at Panatag na Buhay," as outlined in the Philippine Development Plan (Mata, 2023).

As one of the largest and most populous cities in the Philippines, Quezon City reflects the broader challenges faced by the national public sector (Quezon City Government, 2025). Its diverse population, growing economic activities, and complex administrative responsibilities make effective leadership within local government units and public institutions particularly crucial. The competencies and effectiveness of managers in Quezon City directly influence the delivery of essential public services, including health care, education, disaster management, and social welfare, highlighting the importance of studying managerial roles in this local context (Quezon City Government, 2025).

Despite extensive research on leadership competencies and role effectiveness, limited studies have examined this relationship within the Philippine public sector, particularly at the local government level where managers must balance administrative duties with the delivery of public services (Villaseñor, 2024). Investigating selected public sectors in Quezon City provides a contextualized perspective on how leadership practices

influence managerial effectiveness and, in turn, the overall efficiency and quality of local governance (Petinglay & Abioda, 2024).

This study aims to provide an in-depth understanding of the interconnection between the leadership competencies and the role effectiveness of managers in selected public sectors of Quezon City. It seeks to offer managers an opportunity to reflect on their leadership competencies and how these influences contribute to their efficacy in fulfilling organizational roles. The findings are expected to support professional growth through self-assessment, capacity building, and the development of structured frameworks for leadership improvement. Further, insights from this research may foster improved workplace dynamics by clarifying how leadership competencies of managers impact professional observation, communication, and encouragement. Consequently, this may serve as a leading medium for enhanced employee performance, job satisfaction and organizational dedication.

In line with the aforementioned significance of understanding how leadership competencies influence managerial effectiveness, this study seeks to answer the following questions that will guide a systematic investigation of managers in selected public sectors of Quezon City, :

1. What is the demographic and professional profile of the managers in the selected public sector organizations in terms of: (1) Age; (2) Sex; (3) Highest educational attainment; (4) Years of managerial experience; (5) Position level/rank; and (6) Training or certifications in leadership/management?
2. What is the level of leadership competencies of managers in terms of: (1) Strategic thinking and visioning; (2) Decision-making and problem-solving; (3) Communication and interpersonal skills; (4) Team leadership and motivation; (5) Change management and adaptability; and (6) Ethical and public service orientation?
3. What is the level of managerial role effectiveness of the managers as perceived in terms of: (1) Planning and goal setting; (2) Organizing and resource management; (3) Leading and supervising personnel; (4)

Coordinating and networking with stakeholders; and (5) Monitoring, evaluation, and reporting of organizational performance?

4. Is there a significant relationship between the level of leadership competencies and the degree of managerial role effectiveness of managers in the selected public sector organizations?
5. What strategies or development programs can be proposed to enhance the leadership competencies and managerial role effectiveness of public sector managers in Quezon City?

Methods

This study is a case study on selected public sector agencies in Quezon City, focusing on the leadership competencies and managerial effectiveness of managers within these organizations. A quantitative correlational approach was utilized to examine the relationship between these variables. The study focused on employees with managerial and supervisory positions in selected public agencies in Quezon City. Data were collected from three (3) government offices, with a total of forty-seven (47) respondents occupying the following positions: (1) Section Chief/Head (Salary Grade 22-23); (2) Division Head/Manager (Salary Grade 24-25); (3) Department Head/Manager (Salary Grade 26-27); and (4) Executive (Salary Grade 28 and above).

Participants were selected using expert purposive sampling, as they hold managerial and supervisory positions requiring extensive leadership experience and decision-making responsibilities. The Department of Budget and Management (DBM) Manual on Position Classification and Compensation (PCC) classifies Professional Supervisory (PS) positions, generally at Salary Grade 22 and above, as roles involving planning, directing, coordinating, controlling, and overseeing organizational units. Section Chiefs, Division Heads, Department Heads, and Executives were therefore chosen because their DBM-classified positions inherently require leadership, decision-making authority, and accountability for organizational performance,

making them well-positioned to provide meaningful insights into the relationship between leadership competencies and managerial role effectiveness.

This study focused on the leadership competencies and role effectiveness of managers in the selected public sectors of Quezon City. The scope is limited to managers holding positions with Salary Grade [SG] 22 and above in government agencies such as the energy sector, social welfare, and disaster management offices. The study is delimited to selected offices within Quezon City due to time, resources, and logistical constraints. Consequently, the findings do not represent all public sectors in the Philippines nor private sector organizations, and were interpreted within the context of the selected public sectors and may not be generalized to all local government units. Data collection was done through a researcher-made structured survey questionnaire, administered online via Google Form through a direct link and QR code to ensure ease of access and convenience for the respondents. The survey questionnaire was divided into four (4) sections as follows: (1) Demographic and Professional

Profile; (2) Leadership Competencies; (3) Managerial Role Effectiveness; and (4) Strategies and Development Programs. The instrument was reviewed and validated by an independent researcher with expertise in leadership and management studies.

In conducting this study, ethical standards were strictly observed throughout the data collection process to safeguard the rights and privacy of the respondents. The objectives and purpose of the study were clearly explained to the respondents and their informed consent was obtained to ensure that they were fully aware of the nature and scope of the data being collected. Their participation was entirely voluntary and responses are kept confidential.

The survey data were organized, coded, and analyzed using quantitative statistical methods. Descriptive statistics were used to summarize respondents' demographic and professional profiles, as well as their levels of leadership competencies and managerial effectiveness. The levels of leadership

competencies and managerial role effectiveness were measured using a 5-point Likert scale. Respondents rated each item based on the degree to which they agreed with state-

ments about their competencies and effectiveness. The scale ranged from 1 (Strongly Disagree) to 5 (Strongly Agree), with the following numerical interpretation:

Table 1. Research instrument Likert scale indicator

Assigned Point	Numerical Range	Description	Interpretation
5	4.21 - 5.00	Strongly Agree	Very High
4	3.41 - 4.20	Agree	High
3	2.61 - 3.40	Moderately Agree	Moderately High
2	1.81 - 2.60	Disagree	Low
1	1.00 - 1.80	Strongly Disagree	Very Low

This scale provided a standardized way to quantify respondents' perceptions and allowed for easy aggregation and interpretation of data regarding their leadership competencies and managerial effectiveness. To examine the relationship between leadership competencies and managerial effectiveness, Spearman correlation was computed for the composite scores of these variables. All

results were presented in tables and figures, with data reported in aggregate to maintain confidentiality. The analysis adhered to ethical standards, ensuring the protection of respondents' privacy and voluntary participation. After the completion of the study, all responses were appropriately deleted to ensure privacy and data security.

Result and Discussion

Demographic Profile of the Respondents

Table 2. Demographic profile of the respondents

	Frequency	Percentage
<i>Age Category</i>		
Below 30	0	0%
30-39	16	34.04%
40-49	24	51.06%
50-59	6	12.77%
Above 60	1	2.13%
<i>Sex</i>		
Male	17	36.17%
Female	29	61.70%
Prefer not to say	1	2.13%
<i>Educational Attainment</i>		
Bachelor's degree	9	19.15%
Master's degree	35	74.47%
Doctorate	3	6.38%
<i>Years of Managerial Experience</i>		
Below 1 year	2	4.26%
1-3 years	13	27.66%
4-6 years	16	34.04%
7-10 years	11	23.40%
Above 10 years	5	10.64%
<i>Position Level/Rank</i>		
Section/Unit Head (SG 22-23)	14	29.79%

	Frequency	Percentage
Division Head (SG 24-25)	20	42.55%
Department Head (SG 26-27)	10	21.28%
Executive Head (SG 28 above)	3	6.38%
<i>Trainings or Certifications</i>		
Public sector leadership	21	45.70%
Project management	19	41.30%
Strategic planning	31	67.40%
HR/People leadership	16	34.80%
Ethics/governance	15	32.60%
Data-driven leadership/Analytics	14	30.40%
None	1	2.20%

The respondents were predominantly mid-career managers, with most aged 30–49 years (85.1%), indicating that the study captured a group with substantial professional experience but not at the retirement stage. The higher proportion of female respondents (61.7%) suggests a strong female representation in managerial roles within the selected public sector agencies.

Most participants held a master's degree (74.5%), reflecting a highly educated managerial workforce, which aligns with the expectations for positions requiring decision-making and leadership responsibilities. In terms of experience, the majority had 1–6 years of managerial service (61.7%), suggesting a mix of emerging and moderately seasoned managers capable of providing relevant insights into leadership and management practices.

Regarding position level, the sample was largely composed of mid-level managers

(Section/Unit Heads and Division Heads, 72.5%), with fewer Department Heads and Executives. This indicates that the study predominantly reflects the perspectives of managers directly involved in operational and tactical decision-making rather than strategic, top-level management.

Finally, respondents had actively participated in professional development, particularly in strategic planning (67.4%), public sector leadership (45.7%), and project management (41.3%), suggesting that the majority are not only educated but also trained to perform effectively in managerial roles. Overall, the sample represents a well-educated, experienced, and professionally trained group of mid-career managers, suitable for providing insights into leadership competencies in public sector settings.

Level of Leadership Competencies

Table 3. Level of leadership competencies of respondents

Competency Dimension	Mean Score	Std. Deviation	Interpretation
Strategic Thinking and Visioning	4.35	0.76	Strongly Agree (Very High)
Decision-Making and Problem-Solving	4.33	0.69	Strongly Agree (Very High)
Communication and Interpersonal Skills	4.29	0.72	Strongly Agree (Very High)
Team Leadership and Motivation	4.38	0.76	Strongly Agree (Very High)
Change Management and Adaptability	4.15	0.63	Agree (High)
Ethical and Public Service Orientation	4.54	0.7	Strongly Agree (Very High)

The study revealed that managers possess a high level of leadership competencies across most dimensions. Specifically, the highest-rated competency was Ethical and

Public Service Orientation (mean = 4.54, SD = 0.70), interpreted as Strongly Agree (Very High), indicating strong commitment to ethical standards and their actions and decisions

are guided by integrity, transparency, and accountability.

Other competencies also scored within the Strongly Agree (Very High) range. This suggests that managers are confident in their ability to lead teams, make effective decisions, communicate well, and think strategically. The lowest-rated competency was Change Management and Adaptability (mean = 4.15, SD = 0.63), which, while still high, falls into the Agree (High) category. This indicates that

this area requires further development and continuous improvement to sustain and further enhance the respondents' ability to effectively manage and quickly adapt to changes in their work environments.

Overall, the findings demonstrate that managers in the selected public sector agencies exhibit strong leadership competencies, particularly in ethical orientation and team leadership, while continuing to develop change management capabilities.

Level of Managerial Role Effectiveness

Table 4. Level of Leadership Competencies of Managers

Managerial Role Dimension	Mean Score	Standard Deviation	Interpretation
Planning and Goal Setting	4.21	0.64	Strongly Agree (Very High)
Organizing and Resource Management	4.25	0.64	Strongly Agree (Very High)
Leading and Supervising Personnel	4.2	0.77	Agree (High)
Coordinating and Networking with Stakeholders	4.36	0.72	Strongly Agree (Very High)
Monitoring, Evaluation, and Reporting	4.25	0.69	Strongly Agree (Very High)

The managerial role effectiveness of managers was assessed across five key dimensions, and the results indicate a generally high level of performance. Managers demonstrated strong capabilities in Planning and Goal Setting (mean = 4.21, SD = 0.64), Organizing and Resource Management (mean = 4.25, SD = 0.64), Coordinating and Networking with Stakeholders (mean = 4.36, SD = 0.72), and Monitoring, Evaluation, and Reporting (mean = 4.25, SD = 0.69), all of which were interpreted as Strongly Agree (Very High). These results suggest that managers are effective in setting clear objectives, allocating resources efficiently, building partnerships, and ensuring accountability through performance monitoring. The dimension of Leading and Supervising Personnel received a slightly lower rating (mean = 4.20, SD = 0.77), interpreted as Agree (High),

indicating that while managers are generally competent in guiding and motivating their teams, there may be opportunities to further enhance personnel leadership. This area requires further development and continuous improvement to sustain and enhance the respondents' ability to mentor, motivate, and guide their subordinates and teams, as well as monitor their performance to ensure that organizational objectives will be implemented efficiently.

Overall, the findings suggest that managers in the selected public sector agencies perform their roles effectively, particularly in strategic planning, stakeholder coordination, and operational oversight, while continued development in supervising personnel could further strengthen their managerial effectiveness.

Correlation of Leadership Competencies and Role Effectiveness

Table 5. Descriptive statistics of leadership competencies and role effectiveness

	Leadership Competency	Role Effectiveness
N	47.00	47.00
Mean	4.34	4.26
Median	4.33	4.27

	Leadership Competency	Role Effectiveness
Standard deviation	0.56	0.55
Minimum	1.29	1.33
Maximum	5.00	5.00
Skewness	-3.59	-3.20
Std. error skewness	0.35	0.35
Kurtosis	19.80	17.20
Std. error kurtosis	0.68	0.68
Shapiro-Wilk W	0.67	0.70
Shapiro-Wilk p	< .001	< .001

The descriptive statistics for the study variables indicate that managers in the selected public sector agencies generally reported high levels of both leadership competencies and managerial role effectiveness. Leadership competencies had a mean score of 4.34 (SD = 0.56), while managerial role effectiveness had a mean score of 4.26 (SD = 0.55)**, reflecting strong agreement among respondents regarding their capabilities in both areas.

Normality tests indicated that the leadership competencies scores (Shapiro-Wilk p < 0.001, skew = -3.59, kurtosis = 19.8) and managerial role effectiveness scores (Shapiro-Wilk p < 0.001, skew = -3.20, kurtosis = 17.2) were not normally distributed. As a result a non-parametric Spearman correlation was used to examine the relationship between the two variables.

Table 6. Correlation matrix of leadership competencies and role effectiveness

	Leadership Competency	Role Effectiveness
Leadership Competency	Spearman's rho	-
	df	-
	p-value	-
Role Effectiveness	Spearman's rho	0.779***
	df	45
	p-value	< .001

Note. *p < .05, **p < .01, ***p < .001

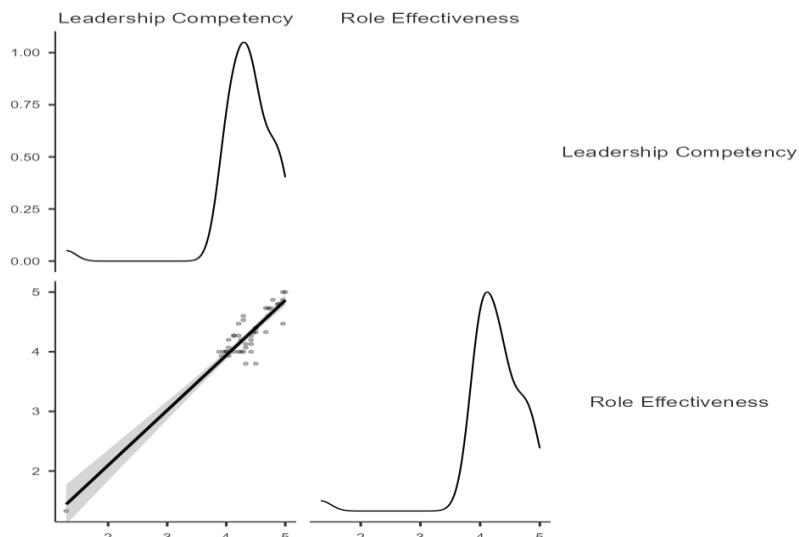


Figure 1. Correlation plot of leadership competencies and role effectiveness

The analysis revealed a strong positive correlation between leadership competencies and managerial role effectiveness ($\rho = 0.78$, $n = 47$, $p < 0.001$). This indicates that managers with higher leadership competencies tend to exhibit higher managerial effectiveness. In particular, strong abilities in strategic thinking, decision-making, communication, team leadership, change management, and ethical orientation are closely associated

with effective performance in planning, organizing, supervising personnel, coordinating with stakeholders, and monitoring organizational outcomes. Overall, these findings highlight the critical role of leadership competencies in enhancing managerial performance and underscore the value of continuous leadership development programs in public sector organizations.

Strategies and Development Programs

Table 7. Strategies which would enhance leadership competency and role effectiveness

Strategies	Frequency	Percentage
Targeted leadership development (coaching/mentoring)	25	53.2%
Competency-based training pathways (e.g., decision-making, analytics)	37	78.7%
Cross-functional project assignments/rotations	9	19.10%
Data literacy and evidence-informed management training	16	34.00%
Strengthened performance management and feedback systems	26	55.30%
Workload/process redesign and role clarity interventions	13	27.70%
Change management and culture-building initiatives	20	42.60%
Ethics, accountability, and public service values programs	19	40.40%
Digital tools for planning/M&E (dashboards, KPI trackers)	13	27.7%
Succession planning and talent pipelines	22	46.80%
Others	0	0%

The results indicate that respondents identified competency-based training pathways as the most needed strategy for leadership and managerial development, with 78.7% of respondents emphasizing the importance of targeted training in areas such as decision-making and analytics. This was followed by strengthened performance management and feedback systems (55.3%) and targeted leadership development through coaching and mentoring (53.2%), suggesting a strong preference for structured and continuous development mechanisms.

Moderate levels of support were observed for succession planning and talent pipelines (46.8%), change management and culture-building initiatives (42.6%), and ethics, accountability, and public service values programs (40.4%), indicating recognition of the need for long-term leadership sustainability and values-driven management. In contrast, fewer respondents identified cross-functional project assignments (19.1%), workload and process redesign

interventions (27.7%), and digital tools for planning and monitoring (27.7%) as priorities, suggesting that developmental needs are currently perceived to be more skill- and competency-focused than structural or technological. Overall, the findings imply that managers place greater emphasis on capacity-building and performance-oriented development strategies to enhance leadership competencies and managerial effectiveness in public sector organizations.

Conclusion

This study demonstrates that leadership competencies are a key driver of managerial effectiveness in public sector organizations. Managers in selected Quezon City agencies exhibited high competencies in ethical orientation, strategic thinking, planning, resource management, and stakeholder coordination, while relatively lower ratings in change management and personnel supervision suggest areas for further development. The strong positive relationship between leadership

competencies and managerial effectiveness underscores that developing these competencies directly enhances organizational performance, accountability, and service delivery. These findings are consistent with Turninger et. al. (2020), who reported that leader competency is significantly related to perceived leader effectiveness, and with Vaculik et al. (2014), whose study showed that stable, task-related competencies are strong predictors of leader effectiveness. Overall, the results reinforce the importance of developing leadership competencies as a key mechanism for enhancing managerial success and effectiveness within public sector organizations.

Based on the findings, it is recommended that agencies prioritize the enhancement of change management and adaptability competencies by providing continuous capacity-building programs focused on adaptive leadership, openness to change, building resilience and adaptive planning. Managers should be exposed to scenario-based simulation on organizational transitions, policy reforms and technological transformations, to strengthen their ability to remain agile and effectively lead teams despite uncertainties and changes in their environments. The consistently high ratings in ethical and public service orientation indicate a strength that should be maintained through regular conducts of institutionalized ethics training; recognition of exemplary ethical behavior; and integration of ethical practices into performance evaluation systems. Additionally, improvements in coaching and performance management are suggested, particularly in mentoring, providing constructive feedback, and monitoring personnel performance. Embedding structured coaching sessions into regular management practices can further strengthen supervisory effectiveness and enhance team performance.

For future research, studies may expand the scope to include multiple local or national government agencies to improve generalizability. Qualitative or mixed-methods approaches could provide deeper insights into how leadership competencies are applied in practice and shaped by organizational context. Longitudinal studies are also

recommended to assess the long-term impact of leadership development initiatives on managerial performance and organizational outcomes in the public sector.

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