



LEADERSHIP STYLES OF ENVIRONMENT AND NATURAL RESOURCES OFFICERS IN NUEVA VIZCAYA: ITS CORRELATION WITH PERSONNEL'S JOB SATISFACTION AND PERCEIVED ORGANIZATIONAL SUPPORT

Pascua, Merly T. MPA¹, Lucas, Jorgelindo R. Ph. D.²,

¹*Department of Environment and Natural Resources, Bayombong, Nueva Vizcaya, Philippines*

²*Nueva Vizcaya State University, Bambang, Nueva Vizcaya, Philippines*

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This study was conducted to determine the leadership styles of Environment and Natural Resources Officers in Nueva Vizcaya and their relationships to the personnel's job satisfaction and perceived organizational support. The study was conducted during the school year 2020 – 2021.

Specifically, it aimed to determine how the employees of the Department of Environment and Natural Resources (DENR) in Nueva Vizcaya perceive the leadership styles of their Environment and Natural Resources Officers along transformational, transactional, laissez-faire, autocratic, democratic, coaching, strategic, charismatic, visionary, cross-cultural, team and facilitative; to determine how the respondents assess their level of job satisfaction according to pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, coworkers, nature of work, and communication.

Also, it aimed to determine how the respondents assess their perceived organizational support; to find out if there is a significant relationship between the leadership styles of Environment and Natural Resources Officers and the respondents' perceived job satisfaction; to find out if there is significant relationship between the leadership styles of Environment and Natural Resources Officers and the perceived organizational support of the respondents.

Furthermore, it aimed to find out if the respondents' perceptions of their job satisfaction relate significantly to their perceived organizational support; and to craft an organization development and planning intervention, based on the significant findings of the study, that could heighten the job satisfaction, perceived organizational support, and leadership styles of DENR in Nueva Vizcaya.

The study sought answers to the following specific questions:

1. How do the respondents of DENR in Nueva Vizcaya perceive the leadership styles of their Environment and Natural Resources Officers along transformational, transactional, laissez-faire, autocratic, democratic,

coaching, strategic, charismatic, visionary, cross-cultural, team and facilitative?

2. What is the respondents' level of job satisfaction according to pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, coworkers, nature of work and communication?
3. What is the respondents' perceived organizational support?
4. Is there a significant relationship between leadership styles of Environment and Natural Resources Officers and the respondents' perceived job satisfaction?
5. Is there a significant relationship between leadership styles of Environment and Natural Resources Officers and the perceived organizational support of the respondents?
6. Do the respondents' perceptions of their job satisfaction relate significantly with their perceived organizational support?
7. Based on the significant findings of the study, what organization development and planning intervention could be evolved to heighten the job satisfaction, perceived organizational support, and leadership styles of DENR in Nueva Vizcaya?

The overall aim of the study was to investigate the correlation of leadership styles of Environment and Natural Resources Officers in Nueva Vizcaya with personnel's job satisfaction and perceived organizational support.

The following sub-objectives were drawn from the overall aim of the study:

1. To identify respondents' perceptions of their leaders' styles;
2. To determine the respondents' level of job satisfaction according to pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, coworkers, nature of work and communication;



3. To identify the respondents' perception of their organizational support;
4. To examine the relationship between the leadership styles of Environment and Natural Resources Officers and the respondents' job satisfaction;
5. To examine relationship between the leadership styles of Environment and Natural Resources Officers and perceived organizational support of the respondents;
6. To examine if the respondents' perceptions of their job satisfaction relate significantly with their perceived organizational support;
7. To identify organization development and planning intervention could be worked out to heighten the job satisfaction and enhance the organizational support of DENR personnel in Nueva Vizcaya.

To achieve the above objectives, the study used the descriptive-correlation type of research method through a structured questionnaire and qualitative approaches to gathering pertinent data required in the study involving 77 respondents. The data were analyzed using descriptive statistics and Pearson r to determine the relationships between the variables at a 0.05 level of significance.

The results of the study revealed the following:

Leadership Styles of Environment and Natural Resources Officers. The most adopted and commonly practiced leadership styles include transformational (3.36 or very good), transactional (3.34 or very good), and coaching (3.44 or very good); while the three (3) leadership styles least adopted by the Environment and Natural Resources Officers of the DENR include Laissez-faire (3.06 or good), Cross-cultural (3.16 or good) and Autocratic (3.27 or very good).

Job Satisfaction of DENR Personnel. The level of job satisfaction of the DENR personnel in Nueva Vizcaya, when measured along the nine (9) variables, is described with a mean of 2.02 or qualitatively categorized as low.

Organizational Support. The organizational support or the commitment to how much the organization cares for the welfare of the DENR personnel was described with a mean of 1.93 qualitatively described as low.

Relationship Between Leadership Styles and Job Satisfaction. After carrying out the correlational procedures, the overall level of job satisfaction of the respondents significantly correlated with the leadership styles of the Environment and Natural Resources Officers with a computed Pearson r of 0.355 corresponding to a p -value of 0.017 which is less than the critical p -value of 0.05, meaning the hypothesis is accepted along with this domain.

Relationship Between Leadership Styles and Organizational Support. The leadership styles of the Environment and Natural Resources Officers correlated significantly with the respondents' job satisfaction with a computed Pearson r of 0.329 with a corresponding p -value of 0.023 which is less than the critical p -value of 0.05 which means that the hypothesis along with this research question is accepted.

Relationship Between Job Satisfaction and Organizational Support. The computed r -value of 0.829 in this correlational procedure is very much higher than the critical r -value of 0.202

for 93 degrees of freedom at a 0.05 level of significance. This led to the rejection of the null hypothesis. Therefore, there is a very significant correlation between job satisfaction and the perceived organizational support of the respondents.

Developed Organization Development Intervention. The researcher deemed it right and proper to come up with a Learning and Development Activity Design for implementation to address the needs of the personnel and administrators of the Department of Environment and Natural Resources in the province of Nueva Vizcaya, along with the selected constructs of this study that include job satisfaction, perceived organizational support, and leadership styles.

This activity will help them improve leadership capabilities, and perceived organizational support, as well as job satisfaction of concerned officials by proffering knowledge, understanding, skills, and appreciation of leadership styles in terms of transformational, transactional, and coaching leadership styles; job satisfaction in terms of interpersonal skills, work commitment, and organizational communication; and perceived organizational support in terms of a performance evaluation system, employee mental health and wellness, human resource management and organizational behavior.

Based on the significant findings of the study, the following conclusions were drawn:

1. The most commonly practiced leadership styles by DENR leaders are transformational, transactional, and coaching leadership while the least used are laissez-faire, cross-cultural, and autocratic.
2. The level of job satisfaction of the DENR personnel in Nueva Vizcaya, is qualitatively described as low.
3. The level of organizational support or the commitment to how much the organization cares for the welfare of the DENR personnel is qualitatively described as low.
4. The overall level of job satisfaction of the respondents significantly correlated with the leadership styles of the Environment and Natural Resources Officers.
5. The leadership styles of the Environment and Natural Resources Officers correlated significantly with the respondents' perceived organizational support.
6. There is a significant correlation between job satisfaction and the perceived organizational support of the respondents.
7. A Learning and Development Activity Design was developed to address the needs of the personnel and administrators of the Department of Environment and Natural Resources in the province of Nueva Vizcaya, along with the selected constructs of this study that include job satisfaction, perceived organizational support, and leadership styles.

In light of the significant findings and the conclusions drawn from the study, the followings recommendations are forwarded:

1. Administrators of DENR may use frequently some characteristics that ascribe to transformational, transactional, and coaching leadership styles since these



are the variants that the employees observed to be establishing a remarkable working climate as compared to autocratic, laissez-faire, and cross-cultural leadership styles.

2. To enhance the job satisfaction of their constituents, Environment and Natural Resources Officers have to train their personnel for future responsibilities by giving them a more participative role in identifying strategies to solve emerging problems. They should establish self-worth (intrinsic motivation) in their personnel by acknowledging contributions from each team member as contributory to organizational success. Likewise, ENR Officers should enhance their capability to identify and resolve conflict among members.
3. The Environment and Natural Resources Officers have to enhance the organizational support to the DENR personnel by allowing and encouraging them to take a more active role in decision-making, providing open communication channels in office retinue, enhancing their (ENR Officers) skills on intrinsic motivation to inspire their personnel, consult or secure inputs from them (DENR personnel) on decisions that may affect the roles they do in their jobs.
4. The Environment and Natural Resources Officers may exercise positive motivational styles in their leadership such as giving more participative role, using highly polished communication skills, and acknowledging the contributions of each team member as critical elements of organizational success through the attainment of its vision and goals; while minimizing conflict among members, then the DENR personnel, because these would elicit satisfaction of their employees.
5. The Environment and Natural Resources Officers may provide a more participative role, or use highly polished communication skills or persuasiveness and charm to motivate their personnel, and lessen their restrictive control over all decisions by getting more input from their personnel; then such conditions, to enhance the level of organizational support for their personnel.
6. The Environment and Natural Resources Officers may enhance the level of organizational support provided by the institution to their personnel to increase the job satisfaction of the DENR personnel.
7. The learning and development activity design created through this study may be proposed for implementation to DENR-Nueva Vizcaya in collaboration with the Graduate School of Nueva Vizcaya State University – Bambang Campus as an extension program.
8. Other research works may be carried out to unravel the leadership styles of managers and how they may correlate with levels of job satisfaction, and organizational support as perceived by employees of other government offices. Other constructs for consideration may be charter implementation, quality assurance, and professional development levels, as a basis for policy-making.