International Journal of Social Science and Human Research

ISSN (print): 2644-0679, ISSN (online): 2644-0695

Volume 09 Issue 04 April 2026

DOI: 10.47191/ijsshr/v9-i4-63, Impact factor- 8.361

Page No: 3099-3115

The Influence of Ethical Leadership on Employee Job Attitude in Selected Ministries in Lanao Del Sur, Barmm

Walid M. Usop[1], Marecon C. Viray[2], Nasser C. Andam[3], Mohammad-Yusoph P. Mapia[4], Hosnie M. Gogo[5], Alinor C. Amil[6]

[1,2,3,4,5,6]Mindanao State University, Main Campus, Marawi City

ABSTRACT: This study examined the influence of ethical leadership on employee job attitudes in selected ministries of the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM), specifically the Ministry of Social Services and Development (MSSD), the Ministry of the Interior and Local Government (MILG), and the Ministry of Basic, Higher, and Technical Education (MBHTE) in Lanao del Sur. Using an embedded mixed-methods design, data were collected through structured questionnaires and open-ended questions to assess employees' perceptions of ethical leadership, the level of ethical leadership practices, their effects on job attitudes, and the challenges affecting leadership effectiveness. Findings indicated that ethical leadership across the Moral Person and Moral Manager dimensions was perceived at a neutral level ($\bar{x} = 3.03$), with behaviors such as integrity, fairness, and transparency observed only occasionally, while employee job attitudes—including job satisfaction, organizational commitment, and work engagement—were also neutral ($\bar{x} = 2.98$). A clear alignment emerged between ethical leadership practices and job attitudes, suggesting that ethical leadership functioned as an enabling condition for positive employee outcomes, though its impact remained limited due to inconsistent institutionalization. Systemic, leadership-related, socio-cultural, and workplace challenges constrained the implementation of ethical leadership, highlighting the need to strengthen accountability, transparency, and ethical role modeling to enhance employee engagement, satisfaction, and commitment in BARMM ministries.

KEYWORDS: Ethical leadership, job attitude, public administration, BARMM, organizational commitment, work engagement, accountability

BACKGROUND OF THE STUDY

In the Philippine context, ethical leadership has been reinforced through national governance reforms, particularly the adoption of results-based mechanisms such as the Strategic Performance Management System (SPMS), which seeks to align individual and organizational goals to improve public accountability and performance under the Civil Service Commission. Following the Mandanas–Garcia ruling, the expanded devolution of functions to Local Government Units (LGUs) and ministries in the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM) has further highlighted the critical need for competent and ethical leadership to manage decentralized service delivery within culturally diverse and complex environments (Department of Budget and Management, 2021).

Notwithstanding these national and regional initiatives to institutionalize leadership and performance frameworks, a notable gap remains in the contextual literature. Although studies in both developed and developing settings—such as Indonesia (Asbara et al., 2022), Jordan (Alharafsheh et al., 2023), and Uganda (Ociti & Kwizera, 2020)—have demonstrated relationships between leadership styles and employee job attitudes, empirical evidence from BARMM, particularly in Lanao del Sur, remains scarce. Moreover, existing studies seldom incorporate objective performance indicators, such as SPMSbased measures (e.g., IPCR and OPCR reports), to substantiate perceptions of leadership effectiveness and its impact on employee outcomes. This limitation constrains evidenceinformed policymaking and weakens initiatives aimed at enhancing public sector capacity in post-conflict and multi-ethnic governance contexts.

BARMM's distinct socio-political context—marked by its post-conflict transition and ongoing pursuit of self-rule—highlights the necessity for strong leadership performance and sustained employee commitment across its ministries. The region's enduring challenges, including widespread poverty, complex administrative arrangements, and pronounced inequalities in education, demand leadership that is both capable and firmly rooted in ethical principles. Ethical leadership is instrumental in motivating public servants, reinforcing accountability mechanisms, and preserving public confidence, all of which are vital to effective program execution and long-term regional stability.

The Influence of Ethical Leadership on Employee Job Attitude in Selected Ministries in Lanao Del Sur, Barmm

This study aimed to investigate the influence of ethical leadership on employee job attitudes within selected ministries in Lanao del Sur, Bangsamoro Autonomous Region in Muslim Mindanao (BARMM), specifically the Ministry of Social Services and Development (MSSD), the Ministry of Interior and Local Government (MILG), and the Ministry of Basic, Higher and Technical Education (MBHTE). It assessed how leadership perceptions and practices affected civil servants' job satisfaction, commitment, and motivation, while also examining actual performance outcomes through Strategic Performance Management System (SPMS) reports for 2023–2024. The findings were intended to inform strategies for developing ethical, engaged, and high-performing workforces within decentralized governance systems. Ultimately, this research supported the broader objective of strengthening decentralized governance and fostering resilient institutions in fragile regions by providing empirical evidence on the critical role of ethical leadership.

STATEMENT OF THE PROBLEM

Generally, this study aimed to determine the ethical leadership influence on employee job attitudes in selected ministries in Lanao del Sur under the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM).

Specifically, it sought to answer the following research questions:

1. What are the perceptions of the respondents on ethical leadership?
2. What is the level of ethical leadership practices in the selected ministries in Lanao del Sur, BARMM?
3. How does ethical leadership influence job attitude in the selected ministries in Lanao del Sur, BARMM?
4. What are the challenges affecting ethical leadership and positive job attitudes in the selected BARRM agencies in terms of:

a. Government system
b. Leadership
c. Socio-cultural, and
d. Workplace

THEORETICAL FRAMEWORK

The theoretical framework of this study was grounded in the core principles of ethical leadership, particularly the complementary dimensions of the "moral person" and the "moral manager." This widely recognized conceptual model in ethical leadership scholarship served as an integrative framework for examining leadership behavior and its effects on employee attitudes within the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM).

To further strengthen the analytical foundation, the study incorporated four interrelated theoretical perspectives that collectively provided a holistic understanding of how ethical leadership shaped employee job attitudes across selected ministries in Lanao del Sur, BARMM. These frameworks addressed key aspects of public sector functioning, including organizational characteristics, employee motivation, accountability relationships, and behavior within government institutions. By synthesizing New Public Management Theory, Public Service Motivation Theory, Principal–Agent Theory, and Organizational Behavior in the Public Sector Theory, the study developed a comprehensive theoretical basis that elucidated both the processes through which ethical leadership influenced organizational dynamics and the resulting outcomes in public sector settings.

New Public Management (NPM) Theory

New Public Management (NPM) theory emerged as a paradigm shift in public administration, emphasizing performance-based management, accountability, and results-oriented governance practices adapted from the private sector (Farazmand, 2023). This theory was particularly relevant to the study as it provided a conceptual basis for understanding how ethical leadership contributed to improved organizational performance and more efficient service delivery within government ministries. The core tenets of NPM included performance measurement, decentralization of authority, an emphasis on outputs and outcomes, customer orientation, and the use of market-driven approaches in public service provision. NPM theory helped explain how ethical leadership practices aligned with formal performance management mechanisms, such as the Individual Performance Commitment and Review (IPCR), Office Performance Commitment and Review (OPCR), and Strategic Performance Management System (SPMS) reports, which served as key indicators of organizational effectiveness.

Public Service Motivation (PSM) Theory

Public Service Motivation (PSM) theory, originally developed by Perry and Wise and subsequently expanded by other scholars, provided a theoretical framework for understanding the motivational forces influencing public sector employees. This study relied on PSM theory to explain how ethical leadership enhanced the intrinsic motivational factors underlying public servants' commitment, job satisfaction, and work engagement.

Building on a moral perspective of public service motivation, Wang et al. (2020) emphasized that public employees were driven by a desire to serve the public interest, contribute to policymaking, demonstrate compassion, and engage in self-sacrifice for the benefit of society. This perspective was particularly useful in explaining how ethical leadership influenced employee job attitudes, as leaders who demonstrated moral integrity and a strong commitment to public service were able to strengthen employees' levels of public service motivation. PSM theory was especially significant in the context of postconflict governance systems, where dedication to

public service and nation-building was essential. According to the theory, ethical leaders who embodied public service values and demonstrated commitment to the common good, enhanced employees' PSM, thereby increasing job satisfaction, organizational commitment, and work engagement.

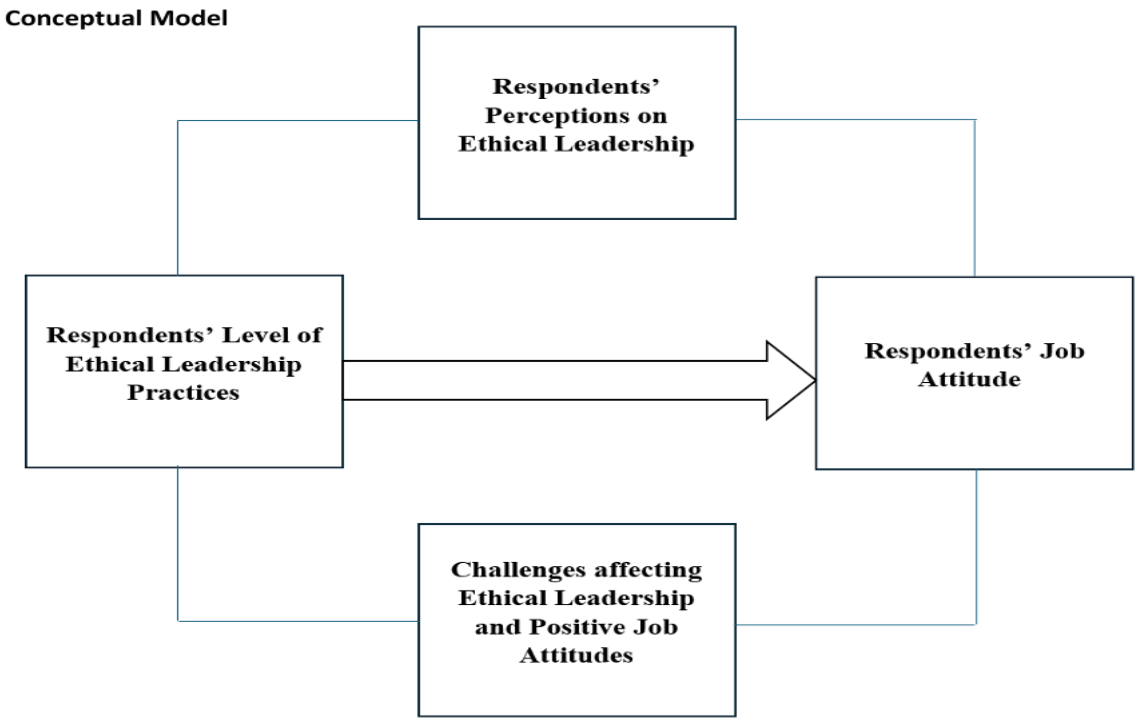


Figure 1: Schematic Diagram of the Study

RESEARCH DESIGN

The study utilized a correlational research design to comprehensively examine the effect of ethical leadership on employee job attitudes in selected ministries in Lanao del Sur under the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM). This research design was appropriate because it enabled the simultaneous collection and analysis of quantitative and qualitative data, which were subsequently integrated to provide a more holistic and nuanced understanding of the research problem (Mavodza, 2022). By combining these two forms of data within a single overarching framework, the depth, breadth, and credibility of the study's findings were significantly strengthened.

The quantitative phase employed structured survey questionnaires using three established instruments: the Ethical Leadership Scale (ELS) developed by Brown et al. (2005), Spector's Job Satisfaction Scale (JSS), and Meyer and Allen's Organizational Commitment Scale (OCS). These instruments were contextually adapted to suit the cultural, religious, and administrative environment of BARMM ministries, specifically the Ministry of Social Services and Development (MSSD), the Ministry of the Interior and Local Government (MILG), and the Ministry of Basic, Higher, and Technical Education (MBHTE).

Quantitative data quantified respondents' assessments of ethical leadership and job attitudes. The embedded qualitative element, derived from open-ended questions within the same survey, offered deeper insights into employee experiences and perceptions of leadership practices.

This mixed-method design was justified by the need to quantify job attitudes and leadership perceptions and to contextualize these within BARMM's postconflict and multi-ethnic governance structures. This study did not aim to compare performance, leadership effectiveness, or job attitudes across ministries. Instead, its primary objective was to explore the presence and degree of ethical leadership behaviors and their relation to employees' job attitudes. The three ministries (MSSD, MILG, and MBHTE) were selected for their extensive clientele and service scope, not for comparative purposes. These ministries frequently engaged with a wide array of the population, including vulnerable groups, local government units, community leaders, students, educators, and school communities.

PRESENTATION, ANALYSIS, AND INTERPRETATION OF FINDINGS

This chapter presents the results of the study on the influence of ethical leadership on employee job attitudes within selected ministries in Lanao del Sur under the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM). The data gathered from the respondents were systematically organized, analyzed, and interpreted in relation to the study's research questions

Part 1. Perceptions of Respondents on Ethical Leadership

Table 1. Moral Person Dimension Frequency Distribution and Weighted Mean

Item No.	Indicator	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree	N	**Weighted Mean**	**Verbal Interpretation**
1	My supervisor conducts his/her personal life ethically.	28	20	24	22	26	120	2.98	Neutral
3	My supervisor listens to what employees have to say.	17	21	20	33	29	120	3.30	Neutral
5	My supervisor makes fair and balanced decisions.	24	27	28	17	24	120	2.92	Neutral
6	My supervisor can be trusted.	26	28	21	18	27	120	2.93	Neutral
9	My supervisor has the best interests of employees in mind.	28	21	20	25	26	120	3.00	Neutral
11	My supervisor treats all employees equally, regardless of tribal or clan affiliations.	31	22	24	25	18	120	2.81	Neutral
12	My supervisor demonstrates honesty (*Sidq*) in all dealings.	22	22	27	17	32	120	3.13	Neutral
15	My supervisor keeps personal biases from affecting professional decisions.	27	19	24	19	31	120	3.07	Neutral
16	My supervisor maintains dignity and humility in interactions with staff.	23	24	21	28	24	120	3.05	Neutral
17	My supervisor refrains from gossip, slander, or abusive language in the workplace.	35	20	24	19	22	120	2.78	Neutral
18	My supervisor accepts feedback without defensiveness or retaliation.	18	34	24	20	24	120	2.98	Neutral
19	My supervisor respects religious and cultural practices in the office setting.	23	20	23	31	23	120	3.09	Neutral
20	My supervisor is consistent in applying discipline, regardless of status.	30	27	22	19	22	120	2.80	Neutral
Total Mean:								**2.99**	Neutral

Scaling: *1:00-1.79- Strongly Disagree; 1.80- 2.59- Disagree; 2.60- 3.39- Neutral; 3.40-4.19- Agree; 4.20- 5.00- Strongly Agree*

The analysis of the data collected from one hundred twenty (120) employees across selected ministries in Lanao del Sur reveals a generally neutral perception of their supervisors' ethical character, as indicated by the overall weighted mean of 2.99. This suggests that while ethical traits are present among supervisors, these traits are not consistently demonstrated strongly enough to produce a clear positive perception among employees. As shown, the highest weighted mean was recorded for the statement "My supervisor listens to what employees have to say" (WM = 3.30). This reflects a relatively strong belief among employees that their supervisors practice interpersonal respect and openness— qualities central to ethical leadership. Listening is a foundational behavior of moral leaders, as Brown et al. (2005) emphasize, because it signals fairness, care, and relational transparency. In the context of ministries

in Lanao del Sur, where workplaces often involve multicultural, clan-based, and faith-oriented dynamics, a supervisor who listens helps reduce perceptions of bias and supports the cultural emphasis on "tarbiya" (proper conduct) and respectful dialogue.

Another strong area relates to honesty (Sidq), humility, and respect for religious practices, with items such as "My supervisor demonstrates honesty in all dealings" (WM = 3.13) and "My supervisor respects religious and cultural practices" (WM = 3.09). These findings reinforce earlier studies, such as Kaptein (2019), which argue that integrity-based behaviors create psychological safety and promote trust within organizations. In Marawi and Lanao del Sur, where Islamic values strongly shape workplace culture, the presence of Sidq and respect for faith-based practices support harmonious working relationships and affirm shared norms.

Similarly, the low score on avoiding gossip or abusive language suggests challenges in maintaining professional decorum and emotional self-regulation among supervisors. Studies such as those by Einarsen et al. (2018) show that negative communication from leaders—in any form—directly impacts workplace climate and contributes to employee stress. In post-conflict settings like Marawi City, where communities continue rebuilding trust and restoring social cohesion, professional communication becomes even more important to ensure a stable and respectful work environment.

Furthermore, items related to fairness and consistency also fall below the neutral point, such as "My supervisor is consistent in applying discipline" (WM = 2.80). This indicates that employees do not always perceive supervisors as equitable or predictable in their decision-making. In public administration literature, fairness and consistency are repeatedly cited as essential components of ethical leadership (Yukl, 2013), especially in bureaucratic and government environments where transparency and accountability are key expectations.

Overall, the findings suggest that while supervisors in Lanao del Sur ministries display certain moral qualities—particularly those tied to honesty, respect, and listening—there are significant gaps in areas dealing with fairness, equality, and professional communication. These areas represent critical components of ethical leadership that, when lacking, can weaken employee trust and organizational effectiveness. The results imply that ethical leadership in the selected ministries is present but not uniformly practiced. This inconsistency may affect employee morale, trust, and engagement in their work. Ministries in Lanao del Sur, operating within a culturally diverse, highly relational, and post-conflict environment, require strong moral leadership to model stability and fairness. Strengthening ethical leadership practices could translate to more harmonious work relations, reduced internal conflict, and better service delivery to the public.

Table 2. Moral Manager Dimension Frequency Distribution and Weighted Mean

Item No.	Indicator	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree	N	**Weighted Mean**	**Verbal Interpretation**
2	My supervisor defines success not just by results but also by the way they are obtained.	21	19	25	25	30	120	3.20	Neutral
4	My supervisor disciplines employees who violate ethical standards.	30	26	18	29	17	120	2.80	Neutral
7	My supervisor discusses business ethics or values with employees.	23	29	27	23	18	120	2.90	Neutral

8	My supervisor sets an example of how to do things the right way in terms of ethics.	22	21	27	27	23	120	3.10	Neutral
10	My supervisor makes sure employees follow ethical standards.	24	24	33	18	21	120	2.90	Neutral
13	My supervisor ensures resources are distributed	28	23	29	23	17	120	2.80	Neutral
	equitably to marginalized communities.								
14	My supervisor upholds Islamic values (e.g., transparency, compassion) in workplace policies.	16	31	19	28	26	120	3.10	Neutral
21	My supervisor ensures that procurement and hiring follow ethical guidelines.	28	13	26	21	32	120	3.13	Neutral
22	My supervisor initiates training programs on ethical governance.	20	29	19	26	26	120	3.08	Neutral
23	My supervisor publicly acknowledges ethical behavior among staff.	19	29	22	28	22	120	3.04	Neutral
24	My supervisor protects whistleblowers from any form of retaliation.	22	22	24	30	22	120	3.07	Neutral

25	My supervisor uses his/her position to promote social justice within the ministry.	23	21	25	26	25	120	3.08	Neutral
26	My supervisor makes performance appraisals fair, clear, and criteria-based.	28	19	18	31	24	120	3.03	Neutral
27	My supervisor ensures that decisions made are welldocumented and transparent.	28	15	23	24	30	120	3.11	Neutral
						Total Mean:		**3.02**	Neutral

Scaling: *1:00-1.79- Strongly Disagree; 1.80- 2.59- Disagree; 2.60- 3.39- Neutral; 3.40-4.19- Agree; 4.20- 5.00- Strongly Agree*

As shown in Table 2 above, the data show that supervisors are generally perceived as moderately ethical managers, with a total weighted mean of 3.02, which falls in the "Neutral" range. This suggests that while supervisors exhibit certain moral management behaviors, these are not consistently demonstrated across all areas, and employees have mixed perceptions regarding their supervisors' management of ethics in the workplace.

The pattern of weighted means indicates that supervisors in Lanao del Sur ministries demonstrate moderate ethical management, with clear strengths in modeling ethical behavior, transparency, and adherence to Islamic values. However, inconsistencies appear in enforcement, equity, and proactive ethical communication. This mixed perception may reflect broader challenges in the local governance and public administration context, where historical socio-political factors, clan affiliations, and resource constraints can influence organizational practices.

Part 2. Ethical Leadership Practices in the Selected Ministries in Lanao del Sur

Table 3. Level of Ethical Leadership Practices Frequency Distribution and Weighted Mean

Item No.	Indicator	1 Never	2 Rarely	3 Sometimes	4 Often	5 Always	N	**Weighted Mean**	**Verbal Interpretation**
1	Leaders regularly communicate organizational values to all staff.	26	18	25	28	23	120	3.03	Neutral
2	Leaders demonstrate accountability in public resource management.	20	27	30	17	26	120	3.02	Neutral
3	Ethical rules and guidelines are clearly explained and disseminated.	19	27	24	26	24	120	3.08	Neutral
4	There are clear sanctions for ethical violations in the ministry.	15	27	23	30	25	120	3.19	Neutral

5	Feedback mechanisms on ethical concerns are accessible and effective.	30	23	21	31	15	120	2.82	Neutral
6	Leadership ensures that policy decisions are based on fairness and merit.	23	21	21	25	30	120	3.15	Neutral
7	Transparency is practiced in decision-making and communication.	25	17	29	24	25	120	3.06	Neutral
8	Employees are consulted in key decision-making processes.	27	32	18	21	22	120	2.83	Neutral
9	Diversity and inclusion (e.g., tribal equity, gender) are promoted in recruitment and hiring.	24	22	20	25	29	120	3.11	Neutral
10	The ministry integrates Islamic and local values (e.g., “Amanah”, “Maratabat”) in governance.	22	26	19	31	22	120	3.04	Neutral
11	Supervisors serve as ethical role models to their staff.	21	24	31	22	22	120	3.00	Neutral
12	Ministry leadership upholds confidentiality and integrity in service delivery.	17	20	31	27	25	120	3.19	Neutral
13	Regular ethical training is conducted for employees.	24	22	27	16	31	120	3.07	Neutral
14	The ministry evaluates ethical risks and addresses them proactively.	24	23	34	16	23	120	2.93	Neutral
15	Ethical leadership indicators are included in staff performance appraisal.	27	22	23	21	27	120	2.99	Neutral
Total Mean:								**3.03**	Neutral

Scaling: *1:00-1.79- Strongly Disagree; 1.80- 2.59- Disagree; 2.60- 3.39- Neutral; 3.40-4.19- Agree; 4.20- 5.00- Strongly Agree*

Table 3 shows the overall mean of 3.03 falls to the "Sometimes" point on the scale. This suggests that while ethical leadership is present in the ministries, it is not yet consistently practiced across all leadership behaviors and organizational processes. Employees generally perceive that leaders sometimes model, communicate, and enforce ethical standards effectively.

These lower scores suggest that employees experience gaps in participation, proactive risk management, and accountability feedback systems. For example, limited consultation in decision-making may indicate that some employees feel excluded from key organizational choices, which can reduce their sense of ownership and commitment. According to Yukl (2013), ethical leadership involves engaging subordinates in decisions, promoting transparency, and creating mechanisms for feedback to ensure fairness and shared responsibility.

Similarly, low scores for ethical feedback and risk evaluation point to areas where the ministry could improve its internal governance structures. Establishing clear and accessible channels for reporting concerns and proactively addressing ethical risks is crucial, particularly in contexts like Lanao del Sur and Marawi, where institutional trust may still be recovering after past conflict. Studies on post-conflict governance (Abinales & Amoroso, 2017) highlight that transparent and responsive leadership fosters confidence, reduces favoritism, and strengthens social cohesion.

Part 3. Job Attitude in the Selected Ministries in Lanao del Sur

Table 4. Job Attitude: Satisfaction, Commitment, and Engagement Frequency Distribution and Weighted Mean

Item No.	Indicator	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree	N	Weighted Mean	Verbal interpretation
1	I feel satisfied with the nature of my work.	17	32	16	26	29	120	3.15	Neutral
2	My work gives me a sense of personal accomplishment.	16	30	27	25	22	120	3.06	Neutral
3	I am satisfied with the leadership and supervision I receive.	26	25	14	26	29	120	3.06	Neutral
4	The ministry provides sufficient support for professional development.	31	25	21	25	18	120	2.78	Neutral
5	I am satisfied with how grievances are handled in the organization.	22	27	19	22	30	120	3.09	Neutral
6	I feel emotionally attached to this ministry.	30	20	20	23	27	120	2.98	Neutral
7	I would feel guilty if I left this organization right now.	22	26	19	21	32	120	3.13	Neutral
8	I am loyal to the mission and vision of the ministry.	21	35	23	19	22	120	2.88	Neutral
9	I feel a strong sense of	14	43	18	18	27	120	3.01	Neutral

	belonging to my workplace.								
10	I am committed to serving in the BARMM region despite challenges.	24	34	25	21	16	120	2.76	Neutral
11	I am enthusiastic about my job.	19	28	27	25	21	120	3.01	Neutral
12	I feel energized at work even when facing difficulties.	29	22	24	21	24	120	2.91	Neutral
13	I am proud of the work I do.	22	33	20	21	24	120	2.93	Neutral
14	I find my job to be full of meaning and purpose.	26	20	25	23	26	120	3.03	Neutral
15	Time flies when I am working because I am immersed in what I do.	28	21	28	24	19	120	2.88	Neutral
							Total Mean:	**2.98**	Neutral

Scaling: *1:00-1.79- Strongly Disagree; 1.80- 2.59- Disagree; 2.60- 3.39- Neutral; 3.40-4.19- Agree; 4.20- 5.00- Strongly Agree*

The analysis of data collected from 120 employees in selected ministries in Lanao del Sur and Marawi City indicates that respondents exhibit a moderate or neutral level of job satisfaction, commitment, and engagement, as reflected by the overall weighted mean of 2.98. This suggests that while employees experience certain positive aspects of their work, there are areas where engagement, loyalty, and organizational support could be strengthened.

These findings suggest that employees generally value their work, recognize personal contributions, and perceive fair grievance handling, indicating moderate satisfaction and positive recognition of leadership support. According to Locke (1976), job satisfaction is influenced by the alignment between employee expectations and work experiences. In the context of Lanao del Sur and Marawi City, moderate satisfaction may reflect the importance employees place on meaningful work and fair supervisory practices in a post-conflict setting, where public service stability is critical for community recovery.

Meanwhile, areas needed for improvement have been observed in several items had lower weighted means, suggesting weaker perceptions of support, loyalty, and engagement:

"The ministry provides sufficient support for professional development" (WM = 2.78)
"I am committed to serving in the BARMM region despite challenges" (WM = 2.76)
"I am loyal to the mission and vision of the ministry" (WM = 2.88)
"Time flies when I am working because I am immersed in what I do" (WM = 2.88) "I feel energized at work even when facing difficulties" (WM = 2.91)

These results suggest that employees may perceive limited opportunities for career growth, professional development, and motivation, which could negatively affect long-term retention and commitment. Research by Meyer and Allen (1991) highlights that organizational commitment is shaped by emotional attachment, perceived support, and belief in the organization's mission. In Lanao del Sur and Marawi City, where ministries face challenges including resource limitations, security concerns, and post-conflict reconstruction, employees may experience moderate engagement due to contextual constraints rather than personal disinterest. The overall pattern shows that employees have a moderate level of satisfaction and engagement, with strengths in recognition of work and grievance handling, but weaknesses in professional development, loyalty, and sustained motivation. This reflects a workforce that is moderately committed but could benefit from enhanced support systems and organizational practices that foster greater engagement and connection to the mission.

Part 4. Influence of the Level of Ethical Leadership Practices on Job Attitude in the Selected Ministries in Lanao del Sur, BARMM

Table 5.

Influence of the Level of Ethical Leadership Practices on Job Attitude in the Selected Ministries in Lanao del Sur, BARMM Overall Weighted Mean			
Variable	**Overall Weighted Mean**	**Verbal Interpretation**	**Implication on Influence**
Ethical Leadership Practices	3.03	Neutral	Ethical leadership practices are present but inconsistently applied, indicating neither strong reinforcement nor clear absence of ethical leadership across ministries.
Job Attitude (Satisfaction,	2.98	Neutral	Employees exhibit moderate levels of job satisfaction,
Commitment, Engagement)			organizational commitment, and work engagement, suggesting cautious or ambivalent attitudes toward their work and organization.
Overall Influence	—	Neutral Influence	The neutral level of ethical leadership corresponds with a neutral level of job attitude, indicating that ethical leadership practices have not yet reached a level strong enough to significantly enhance employee satisfaction, commitment, and engagement.

The results indicate that the neutral level of ethical leadership practices ($\bar{x}$ = 3.03) aligns with the neutral job attitude of employees ($\bar{x}$ = 2.98) across the selected BARMM ministries in Lanao del Sur. This pattern suggests that while ethical leadership mechanisms exist, they are not sufficiently institutionalized or consistently practiced to generate strong positive job attitudes among employees. Consequently, ethical leadership appears to exert a moderate or neutral influence on employees' satisfaction, commitment, and engagement. Strengthening ethical leadership behaviors and practices may therefore be necessary to foster more favorable job attitudes and improve overall organizational performance.

Furthermore, the neutral alignment between ethical leadership and job attitude implies that employees may recognize the existence of ethical frameworks, policies, and values, yet remain uncertain about their consistent application in daily managerial practices. As a result, ethical leadership does not translate into strong emotional attachment, heightened enthusiasm, or deep organizational commitment among employees. Instead, employees exhibit cautious or ambivalent attitudes toward their work and leadership.

Overall, the findings imply a directional relationship in which ethical leadership practices and job attitudes move in tandem: stronger and more visible ethical leadership practices are likely to correspond with more positive job attitudes, while moderate or weak ethical leadership is associated with neutral employee responses. This observed pattern underscores the importance of strengthening ethical leadership behaviors—such as accountability, transparency, and ethical role modeling—to foster higher levels of job satisfaction, commitment, and engagement within BARMM ministries.

Part 5. Challenges Affecting Ethical Leadership and Positive Job Attitudes in the selected Ministries in Lanao del Sur, BARMM

A. Government System Challenges	**Weighted Mean**	**Std. Deviation**	**Qualitative Description**	**Rank**
Confusion between the roles of BARMM ministries and the local governments.	4.263	0.685	Extremelycc hallenging	1
Slow and complicated processes for getting approvals and funds.	3.789	0.843	Very Challenging	3
Our office lacks enough money and resources to do our jobs well.	3.842	1.027	Very Challenging	2
Constant changes in rules and leadership as BARMM is being set up.	3.079	1.282	Moderately Challenging	4

The findings revealed a mixed level of challenges experienced by respondents in navigating the government system under BARMM governance. The challenge with the highest weighted mean is *"Confusion between the roles of BARMM ministries and the local governments"* (WM = 4.263, SD = 0.685), which falls under the category of Extremely Challenging. This indicates a widespread perception that structural and functional overlaps between ministries and Local Government Units (LGUs) cause operational inefficiencies, unclear lines of authority, and delays in service delivery. Literature on governance transitions supports this, noting that newly formed political systems often experience "institutional ambiguity," which can hinder coordination and reduce administrative effectiveness (Rodriguez & Brillantes, 2020). The high consistency of responses, reflected in the relatively low standard deviation, further suggests a common experience across respondents.

The second-highest challenge is *"Our office lacks enough money and resources to do our jobs well"* (WM = 3.842, SD = 1.027), classified as Very Challenging. This highlights that resource constraints significantly impact the capacity of institutions to function effectively. Studies on decentralization in developing regions point out that financial and logistical limitations can weaken LGU performance, particularly during transition periods when funding mechanisms and budget flows are still stabilizing (Ponce & Escobar, 2019). The high standard deviation indicates that while many respondents experience significant resource shortages, the extent of the problem varies across offices.

In the unique socio-political landscape of Lanao del Sur and Marawi City, these findings carry important implications. The extremely high challenge related to unclear roles between BARMM ministries and LGUs suggests that local offices may struggle to identify which agency has jurisdiction over specific functions. In areas recovering from conflict and continuing rehabilitation—such as Marawi City—such confusion may delay essential services, reconstruction efforts, and community programs.

B. Leadership Challenges

Leaders are being chosen for political reasons instead of their skills.	3.079	1.282	Moderately Challenging	4
Leaders find it hard to turn good values (like trust and honesty) into actual performance goals.	3.579	1.030	Very challenging	2
Good, skilled employees are leaving their jobs.	4.105	0.863	Very challenging	1
Leaders are inconsistent in applying rules to everyone.	3.474	1.224	Very challenging	3

The survey results revealed several leadership-related challenges within respondents' institutions, reflecting the realities of governance during the BARMM transition period. Among the items measured, the most pressing challenge is *"Good, skilled employees are leaving their jobs"* with a weighted mean of 4.105 (SD = 0.863), interpreted as Very Challenging. This suggests that employee turnover is a significant concern, potentially driven by uncertainties during the transition from ARMM to BARMM, lack of career stability, or inadequate compensation and support systems. Literature on organizational behavior emphasizes that high employee turnover disrupts institutional memory and weakens organizational performance (Mobley, 2011). In the context of BARMM, where institutions are still stabilizing, the loss of talented personnel can delay service delivery, strain remaining staff, and impede capacity-building efforts— particularly in provinces like Lanao del Sur where skilled human resources are already limited.

The second major concern is *"Leaders find it hard to turn good values (like trust and honesty) into actual performance goals"* (WM = 3.579, SD = 1.030), likewise classified as Very Challenging. This points to a gap between leadership values and actual organizational practices. Transformational leadership theory suggests that effective leaders are able to translate values into concrete behaviors, measurable targets, and consistent actions (Bass & Riggio, 2006). The difficulty highlighted by respondents may indicate that although leaders espouse good intentions, they struggle with role modeling, strategic alignment, or implementing systems that reinforce ethical conduct. This is particularly critical in Marawi City and Lanao del Sur, where communities often expect leaders to demonstrate accountability and moral leadership, especially following the Marawi siege and the ongoing efforts toward social healing and governance reform.

The lowest-rated item is *"Leaders are being chosen for political reasons instead of their skills"* with a weighted mean of 3.079 (SD = 1.282), categorized as Moderately Challenging. While political appointments remain an issue, the moderately challenging rating suggests that respondents recognize improvements in merit-based appointments or that the issue is less severe compared to other leadership concerns. Still, political selection—common in transitioning governance systems—may affect leader competence, resulting in inefficiencies or favoritism. This is a longstanding concern in Mindanao's governance, where clan politics and patronage often influence leadership positions (Abinales & Amoroso, 2017). The high standard deviation, however, indicates varied experiences—some agencies may operate more meritocratically than others.

C. Socio-Cultural Challenges	**Weighted Mean**	**Std. Deviation**	**Qualitative Description**	**Rank**
Family and clan connections influence work decisions.	3.947	0.868	Very Challenging	2
The emotional impact of the Marawi siege is still felt in our workplace.	3.421	1.081	Very Challenging	3
Difficulty traveling to remote areas to deliver services.	4.316	0.525	Extremely Challenging	1
Pressure to show quick results instead of working on long-term solutions.	3.368	1.025	Moderately Challenging	4

The data reflects several socio-cultural factors that continue to shape the work experiences of employees within BARMM ministries and partner institutions. Among the indicators, *"Difficulty traveling to remote areas to deliver services"* emerged as the highest-rated and most critical challenge, with a weighted mean of 4.316 (SD = 0.525), interpreted as Extremely Challenging. This indicates a consistent and widespread concern among respondents. Geographical isolation, conflict-prone areas, and poor transportation infrastructure remain significant barriers in Lanao del Sur and the broader BARMM region. Studies on service delivery in conflict-affected areas highlight that physical inaccessibility directly limits program reach, slows down implementation, and increases operational costs (World Bank, 2017). In Lanao del Sur's mountainous municipalities and island barangays, these challenges are even more pronounced, often delaying health services, social welfare interventions, and development programs.

For a leader to be perceived as a "moral person" embodying integrity and care for all constituents, their ability to ensure equitable service delivery, even to the most remote populations, is crucial. When physical barriers consistently prevent service reach, it can subtly undermine the leader's perceived efficacy and commitment to fairness, regardless of their intrinsic moral character. The gap between intention (to serve all equally) and outcome (unequal service access due to logistical constraints) can weaken the perception of the leader as a truly moral figure, particularly for those adversely affected by inaccessibility.

The "moral manager" is responsible for establishing and enforcing ethical norms, ensuring accountability, and effectively communicating values. However, if leaders cannot physically reach and regularly engage with employees and beneficiaries in remote areas, their capacity to perform these functions is severely constrained. This logistical challenge can erode trust in leadership, as employees and citizens may question the manager's ability to monitor performance, provide support, or even understand their unique challenges. The inability to consistently visit and oversee remote operations can lead to a breakdown in ethical climate, as mechanisms for accountability and support become harder to implement and sustain. This aligns with broader studies highlighting that inaccessibility directly limits program reach and hinders implementation.

A related item, *"The emotional impact of the Marawi siege is still felt in our workplace"*, has a weighted mean of 3.421 (SD = 1.081), also interpreted as Very Challenging. This highlights how the psychological trauma and collective memory of the 2017 Marawi siege continue to influence the work environment. Consistent with trauma studies, communities recovering from conflict may experience lingering emotional stress, reduced focus, and heightened interpersonal tensions (Miller & Rasmussen, 2010). Employees who lost their homes, relatives, or livelihoods may still be coping with the effects of displacement and recovery. This is particularly relevant in Marawi City, where rehabilitation efforts remain ongoing, and many families continue to face uncertainty. This finding also has broader theoretical implications for models of governance in post-conflict and decentralized settings. It suggests that purely prescriptive models of ethical leadership, which do not account for severe logistical and environmental constraints, may fall short in practice

The lowest-ranked indicator is *"Pressure to show quick results instead of working on long-term solutions"* with a weighted mean of 3.368 (SD = 1.025), which falls under Moderately Challenging. Although still a concern, the lower score suggests that respondents do not perceive this issue to be as severe as the others. However, the pressure for immediate outcomes is consistent with transitional governance environments, where institutions are expected to demonstrate progress quickly to maintain public trust. Research on public administration in postconflict settings indicates that short-termism can hinder sustainable development, especially in regions requiring systemic reforms (Brinkerhoff, 2005). In Lanao del Sur and Marawi, where communities expect visible improvements, this pressure may affect decision-making and resource allocation.

D. **Workplace Challenges**	**Weighted Mean**	**Std. Deviation**	**Qualitative Description**	**Rank**

Employees are afraid to speak up about problems or wrongdoings.	3.921	0.912	Agree	3
We feel stuck between following national government rules and new BARMM rules.	3.474	1.133	Agree	4
Hard work and good behavior are not recognized or rewarded well.	3.947	0.804	Agree	2
Not enough training for leaders on how to be ethical in our specific context.	4.263	0.685	Strongly Agree	1

Scale: *1.00-1.80- Definitely Not Challenging* *1.81-2.60- Not Challenging* *2.61-3.40- Moderately Challenging* *3.41-4.20- Very Challenging* *4.21-5.00- Extremely Challenging*

SUMMARY OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

This chapter presents the summary of the summary of findings, conclusions, and recommendations derived from the results of the study on the influence of ethical leadership on employee job attitudes within selected ministries in Lanao del Sur, BARMM

Summary of Findings

The findings of the study indicate that, across the Moral Person and Moral Manager dimensions, employees generally perceived their immediate supervisors as moderately ethical, with overall weighted mean scores ranging from 2.99 to 3.02. Respondents reported that ethical behaviors—such as integrity, fairness, transparency, and the provision of ethical guidance—were observed only occasionally. This suggests that while ethical leadership is present in the selected BARMM ministries, its practice is uneven and lacks consistency across leadership levels. Although employees expressed a baseline level of trust in their supervisors, lingering concerns remained regarding fairness in decision-making, cultural bias, and transparency in managerial actions.

A parallel pattern was evident in employees' job attitudes. The overall weighted mean score of 2.98 indicated a neutral level of job satisfaction, organizational commitment, and work engagement. Employees generally found meaning and satisfaction in the nature of their work, yet reported lower levels of emotional attachment, organizational loyalty, and enthusiasm. This reflects a workforce that remains professionally committed but is constrained by perceived limitations in organizational support, leadership consistency, and a strong sense of belonging.

The findings further revealed that systemic and institutional challenges were perceived as very to extremely challenging. These challenges are largely attributed to the ongoing organizational transition following the establishment of the BARMM, which has affected administrative stability and the uniform implementation of ethical leadership practices across ministries. Such conditions have constrained leaders' capacity to consistently model and enforce ethical standards.

Overall, the findings imply a directional relationship in which ethical leadership practices and job attitudes move in tandem. Stronger, more visible, and consistently enforced ethical leadership behaviors—particularly in accountability, transparency, and ethical role modeling—are likely to foster higher levels of job satisfaction, organizational commitment, and work engagement. Conversely, moderate or weak ethical leadership is associated with neutral employee responses, highlighting the critical role of ethical leadership in strengthening human resource outcomes within BARMM ministries**.**

CONCLUSIONS

Based on the findings of the study, the relationship between ethical leadership and employee job attitude in the selected ministries of Lanao del Sur, BARMM, demonstrated a consistent and meaningful pattern. The overall mean score for ethical leadership practices was rated at a neutral level ($\bar{x}$ = 3.03), while employee job attitude—comprising job satisfaction, organizational commitment, and work engagement—was likewise assessed as neutral ($\bar{x}$ = 2.98). This parallel assessment indicated that the presence and quality of ethical leadership practices were closely associated with the nature of employee job attitudes within the ministries.

In light of these results, the null hypothesis (H_0) stating that ethical leadership had no significant influence on employee job attitude was not fully supported, as the findings revealed a discernible alignment between the level of ethical leadership practices and employee job attitudes. At the same time, while the influence was not strong, the observed pattern supported the alternative hypothesis (H_1), indicating that ethical leadership had an influence on job attitude, albeit at a moderate level under the prevailing organizational conditions.

Overall, the findings suggested a directional relationship in which ethical leadership practices and job attitudes moved in tandem: stronger, more visible, and consistently practiced ethical leadership behaviors were likely to correspond with more positive employee job attitudes. Consequently, strengthening ethical leadership practices—particularly in the areas of accountability, transparency, ethical role modeling, and consistent enforcement of ethical standards—was deemed necessary to foster higher levels of job satisfaction, organizational commitment, and work engagement among employees in BARMM ministries.

Recommendations

Based on the findings of the study, the following recommendations are proposed to strengthen ethical leadership practices and improve employee job attitudes in the selected ministries of Lanao del Sur, Bangsamoro Autonomous Region in Muslim Mindanao (BARMM). These recommendations address leadership behaviors, institutional systems, and contextual realities identified in the study.

First, it is recommended that BARMM ministries strengthen and institutionalize ethical leadership development programs for senior leaders, middle managers, and frontline supervisors. This recommendation is grounded in the finding that ethical leadership behaviors—such as integrity, fairness, transparency, and ethical guidance—were observed only occasionally, indicating inconsistency across leadership levels. To address this gap, ministries should implement regular, competency-based leadership training focused on ethical decision-making, accountability, transparency, and role modeling. These programs may be delivered through the BARMM Human Resource Development units in collaboration with the Civil Service Commission (CSC), academic institutions, and training providers, and should include mentoring, case-based learning, and valuesoriented leadership workshops tailored to the BARMM context.

Second, it is recommended that ethical leadership practices be embedded more explicitly into performance management and accountability systems, particularly within the Strategic Performance Management System (SPMS), IPCR, and OPCR. The study found that while ethical frameworks existed, they were not consistently reinforced through institutional mechanisms. Integrating clear ethical leadership indicators into performance appraisal tools will ensure that ethical conduct is not treated as an abstract value but as a measurable leadership responsibility. This can be implemented by revising appraisal forms to include indicators on fairness, transparency, ethical communication, and accountability, and by linking ethical leadership performance to rewards, promotions, and developmental interventions.

Third, ministries are encouraged to enhance transparency, communication, and employee participation in decision-making processes. Findings showed that employees remained cautious and ambivalent due to perceived gaps in transparency, fairness, and consultation. To address this, leaders should institutionalize regular communication platforms—such as staff forums, consultative meetings, and feedback mechanisms—where policies, decisions, and ethical standards are clearly explained and discussed. Establishing accessible grievance and whistleblowing mechanisms, with assurances of confidentiality and protection, will further strengthen trust and reinforce ethical norms in daily operations.

Fourth, it is recommended that BARMM ministries adopt culturally responsive ethical leadership approaches that recognize the socio-cultural realities of Lanao del Sur. The study highlighted the strong influence of local customs,
Islamic values, post-conflict conditions, and geographic constraints on leadership and workplace dynamics. Ethical leadership programs and policies should therefore integrate culturally grounded values such as Amanah (trust), Maratabat (dignity), justice, and respect for diversity. This can be operationalized through localized ethical guidelines, culturally sensitive training modules, and leadership practices that respect tribal, religious, and community norms while upholding national governance standards.

Fifth, it is recommended that ministries strengthen organizational support systems to enhance employee job attitudes, particularly in terms of commitment, engagement, and sense of belonging. The findings indicated that employees were generally satisfied with the nature of their work but exhibited weaker emotional attachment and organizational loyalty. Ministries can address this by expanding professional development opportunities, recognition programs, and well-being initiatives that acknowledge employee contributions and reinforce their role in BARMM's peacebuilding and development agenda. Such initiatives will help translate ethical leadership into tangible positive employee experiences.

Finally, it is recommended that BARMM leadership and oversight bodies continuously monitor and evaluate ethical leadership implementation across ministries, especially during the ongoing institutional transition. Given the systemic challenges identified in the study, regular assessment of ethical leadership practices will help ensure consistency and sustainability. This may be achieved through periodic ethics audits, employee perception surveys, and leadership performance reviews, with results used to inform policy refinement and targeted interventions.

In sum, these recommendations emphasize that ethical leadership must move beyond policy statements and exist as a lived organizational practice. By strengthening leadership capacity, embedding ethics into performance systems, enhancing transparency, respecting socio-cultural contexts, and reinforcing organizational support, BARMM ministries can foster more positive job attitudes and build a more committed, engaged, and ethical public service workforce.

REFERENCES

1) Alharafsheh, M., Alghizzawi, M., Ezmigna, I., Ezmigna, A. A. R., Al Darwish, M., & Alawneh, E. (2023). The relationship between transformational leadership and public sector employees' job satisfaction during COVID19. *International Journal of Professional Business Review, 8*(6). https://doi.org/10.26668/businessreview/2023.v8i6.1535
2) Armstrong, M., & Taylor, S. (2020). *Armstrong's Handbook of Human Resource Management Practice* (15th ed.). Kogan Page Publishers. https://euczelnia.uek.krakow.pl/pluginfile.php/604792/mod_folder/content/0/Armstrongs%20Handbook%20of%20Human%20Resource%20Management%20Practice_1.pdf
3) Asbara, I. W., Farida, U., Tamsah, H., Pramono, B., Nasir, M., Umanailo, A. R., & Lionardo, A. (2022, December 20-22). Analysis of transformational leadership on civil servant performance through public service motivation and human resources capacity (Study at the Office of the Ministry of Religion, Bulukumba Regency) [Conference paper]. *Proceedings of the First Australian International Conference on Industrial Engineering and Operations Management*, Sydney,Australia. https://ieomsociety.org/proceedings/2022australia/217.pdf
4) Awaale, A. A. (2024). Impact of transformational leadership on organizational performance in public sector agencies in Somalia. *American Journal of Leadership and Governance, 9*(2), 1425. https://doi.org/10.47672/ajlg.1846
5) Backhaus, L., & Vogel, R. (2022). Leadership in the public sector: A meta-analysis of styles, outcomes, contexts, and methods. *Public Administration Review, 82*(3), [Page range]. https://doi.org/10.1111/puar.13516
6) Channell, M. (2023, June 30). *Robert House's path-goal theory: Optimising team satisfaction, motivation & performance*. TSW Training. https://www.tsw.co.uk/blog/leadership-and-management/robert-housespath-goal-theory/
7) Chau, Thao Hong Phuong; Tran, Yen Thi; Le, Truc Dinh (2022): How does transformational leadership influence on the performance of public service organizations in a developing country? The interventional roles of NPM cultural orientations, Cogent Business & Management, ISSN 2331-1975, Taylor & Francis, Abingdon, Vol. 9, Iss. 1, pp. 1-25, https://doi.org/10.1080/23311975.2022.2140746
8) Civil Service Commission. (n.d.). *Guidelines in the establishment and implementation of agency strategic performance management system (SPMS)* (Memorandum Circular No.6, s.2012). https://www.csc.gov.ph/phocadownload/userupload/irmo/mc/2012/ mc6s2012SPMSguide.pdf
9) Civil Service Commission. (n.d.). *Guidebook on the strategic performance management system.* Republic of the Philippines. https://fnri.dost.gov.ph/images/DownloadablesForms/PRIME-HRM/CSC-Guidebook/Guidebook-on-the-Strategic-Performance-ManagementSystem.pdf
10) Daguio, M. E., Dimatatac, L., Edo, B., Estioco, M. C., Abante, M. V., & Vigonte, F. (2024, December 23). *Leadership in local governance: A case study on qualifications, personality traits, behaviors, and style of a top-performing chief executive in Metro Manila* [Working paper]. SSRN. https://papers.ssrn.com/sol3/papers.cfm?abstract_id=4999069
11) Department of Budget and Management. (2021, November 9). *Frequently asked questions: Mandanas-Garcia SC ruling* [Fact sheet]. Government of the Philippines. https://www.dbm.gov.ph/wp-content/uploads/Mandanas-Garcia-Case/IEC-Materials/FAQs-Mandanas-Garcia-Ruling.pdf
12) Erwin, Pugu, M. R., Sarmento, A. de A., Al-Amin, & Syahrin, M. (2024). Transformational leadership in improving public organisation performance. *International Journal of Society Reviews (INJOSER), 2*(8), 2049–2060. https://injoser.joln.org/index.php/123/article/view/230/275
13) Farazmand, A. (Ed.). (2023). *Global encyclopedia of public administration, public policy, and governance* (2nd ed.). Springer. https://doi.org/10.1007/978-3030-66252-3
14) Ibarra, S. (2020). *Transformational leadership impact on employee motivation and performance in the public sector* [Master's thesis, California State University]. ScholarWorks. https://scholarworks.calstate.edu/downloads/ns064c07z
15) Lumbao, E., & Ferraren Jr, S. (2023). Work-Life Quality Dynamics of Employees in a Selected Philippine National Government Entity: Basis for Human Resource Development Strategies. *Journal of Law and Sustainable Development*, *11*(12), e2682. https://doi.org/10.55908/sdgs.v11i12.2682
16) National Economic and Development Authority [NEDA]. (2023). *Philippine development plan 2023-2028*. https://pdp.neda.gov.ph/wpcontent/uploads/2023/01/PDP-2023-2028.pdf
17) Ociti, F. T., & Kwizera, E. (2020). Effect of transformational leadership and governance on employee performance in Gulu and Kitgum local government, Uganda. *Direct Research Journal of Social Science and Educational Studies, 7*(4), 112. https://directresearchpublisher.org/drjsses/files/2020/04/1Ociti-andKwizera.pdf
18) Qalati, S. A., Zafar, Z., Fan, M., Limón, M. L. S., & Khaskheli, M. B. (2022). Employee performance under transformational leadership and organizational citizenship behavior: A mediated model. *Heliyon, 8*(11), e11374. https://doi.org/10.1016/j.heliyon.2022.e11374

19) Ricablanca, JL. & Abocejo, R. (2020). Manager's leadership styles and job performance of company rank and file employees. *European Journal of Management and Marketing Studies, 5*(4), 22. https://doi.org/10.46827/ejmms.v5i4.908
20) Sofwan, A., Kusumaningtyas, A., Nugroho, R., & Priyawan, S. (2020). The effect of transformational leadership on job satisfaction and employee performance of village-owned enterprises in Central Java Province. *International Journal of Business and Management Invention (IJBMI), 9*(2 Ser. II), 9–20. https://www.ijbmi.org/papers/Vol(9)2/Series2/B0902020920.pdf
21) Somera, A. J. (2023). *Leadership style of heads of offices and employee performance of the provincial government of Ilocos Sur* [Master's thesis, University of Northern Philippines].Academia. https://www.academia.edu/117824320/LEADERSHIP_STYLE_OF_HEADS_OF_OFFICES_AND_EMPLOYEE_PERFORMANCE_OF_THE_PROVINCIAL_GOVERNMENT_OF_ILOCOS_SUR
22) Ugochukwu, C. (2024, January 29). *Transformational leadership style: How to inspire and motivate*. Simply Psychology. https://www.simplypsychology.org/what-is-transformationalleadership.html
23) Velasco, M., & Magtalas, K. E. (2025, February 19). *Leadership style and management practices: Relationship to employees job satisfaction in DPWH 1st District, Nueva Ecija* [Working paper].
24) SSRN. https://papers.ssrn.com/sol3/papers.cfm?abstract_id=5094473
25) Viernes, M.Z., Binuya, C.P., Lanorio, M.S. and Pedro, A.B.S. (2020) The Perceived Leadership Styles of Division Chiefs and Department Heads of the Local Government Unit of Cabanatuan City in the Philippines. Open Access Library Journal, 5: e4763. https://doi.org/10.4236/oalib.110476
26) Wang, J., Wang, Z.*, Alam, M., Murad, M., Gul, F., & Gill, S. A. (2022). The impact of transformational leadership on affective organizational commitment and job performance: The mediating role of employee engagement. *Frontiers in*
27) *Psychology, 13*, Article 831060. https://doi.org/10.3389/fpsyg.2022.831060
28) Wang, T.-M., van Witteloostuijn, A., & Heine, F. (2020). A moral theory of public service motivation. *Frontiers in Psychology, 11*, Article
29) 517763. https://doi.org/10.3389/fpsyg.2020.517763
30) Yu, C. H. (2008). Book review: Creswell, J., & Plano Clark, V. (2007). Designing and conducting mixed methods research. Sage. Organizational Research Methods, 12(4), 801–804. https://doi.org/10.1177/1094428108318066
31) Khan, S. R., & Javed, U. (2018). Ethical leadership and employee outcomes: Moderated mediation model. *Journal of Research and Reflections in Education, 12*(2), 121–135.
32) Spyridakis, A., & Argyropoulou, E. (2022). Tools detecting and/or measuring ethical leadership: A systematic literature review. *International Journal of Organizational Leadership, 11*, 141–163.
33) Brown, M. E., Treviño, L. K., & Harrison, D. A. (2005). Ethical leadership: A social learning perspective for construct development and testing. *Organizational*
    a. *Behavior and Human Decision Processes, 97*(2), 117–
34) 134. https://doi.org/10.1016/j.obhdp.2005.03.002
35) Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology, 63*, 1–18. https://scales.arabpsychology.com/s/organizational-commitmentscales/
36) Janse, B. (2024, July 12). *Utrecht Work Engagement Scale (UWES): The basics*. Toolshero. https://www.toolshero.com/human-resources/utrecht-workengagement-scale/
37) Spector, P. E. (n.d.). *Job Satisfaction Scale (JSS)* [Measurement instrument].
38) Scribd. https://www.scribd.com/document/636468713/Job-SatisfactionScale (Original work published 1985)

There is an Open Access article, distributed under the term of the Creative Commons Attribution – Non Commercial 4.0 International (CC BY-NC 4.0) (https://creativecommons.org/licenses/by-nc/4.0/), which permits remixing, adapting and building upon the work for non-commercial use, provided the original work is properly cited.