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A correlational study on organizational culture and leadership style

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Abstract
Purpose: This study aimed to explore the relationship between organizational culture and leadership styles among Local Government Unit (LGU) departments in the municipality of Santo Tomas, Davao del Norte.
Research Methodology: Prior to data collection, the respondents were presented with a letter requesting their cooperation in completing the questionnaires. The researchers personally introduced themselves, explained the study objectives, and distributed questionnaires. After providing sufficient time for respondents to complete the questionnaires, they were collected.
Results: Results revealed that the independent variable, Organizational Culture, had a mean score of 4.45, which was interpreted as "very high," while the dependent variable, Leadership Style, had a mean score of 4.51, also categorized as "very high." Furthermore, the overall correlation coefficient (r-value) was 0.573, with a p-value of 0.001, leading to rejection of the null hypothesis. This indicates a significant and positive relationship between Organizational Culture and Leadership Style in the LGU departments of Santo Tomas, Davao del Norte. The findings suggest that a stronger organizational culture positively influences leadership style, with higher levels of culture leading to enhanced leadership behaviors.
Conclusions: Overall, the findings show that organizational culture and leadership style are both rated extremely high, with a significant and strong positive relationship between them, leading to the rejection of the null hypothesis.
Limitations: This study is limited by its focus on a single municipality and the use of universal sampling, which may restrict the generalizability of the findings to other contexts or organizations.
Contribution: This study offers valuable insights into local government units and organizational development, highlighting the importance of fostering a strong organizational culture to enhance leadership practices and organizational success.

Keywords: *Leadership Style, LGU Departments, Organizational Culture*

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1. Introduction

The connection between organizational culture and leadership style has evolved considerably over time, as noted by Viernes, Binuya, Lanorio, and San Pedro (2018). However, critical gaps remain in the understanding of how these two elements interact within specific organizational contexts. Leadership has consistently been recognized as a crucial element in shaping work behavior, influencing employee

motivation, and ensuring organizational success. Effective leadership encompasses various forms of influence such as motivation, guidance, direction, and, when necessary, the exertion of pressure to align behaviors with organizational objectives (Doan, Nguyen, & Nguyen, 2020; Nguyen, Mai, & Huynh, 2019; Putri, Syamsu, & Triono, 2024). While these studies affirm the significance of leadership in organizational activities, they often lack the context-specific insights needed to understand how leadership is operationalized in diverse environments. This study aims to address this gap by focusing on leadership styles within local government units (LGUs) in the municipality of Santo Tomas, Davao del Norte, and their impact on organizational culture and employee behavior.

Scholars such as Yulianita, Subardin, and Zulfikri (2024) have provided broad definitions of leadership, describing it as the process of influencing others to accomplish shared objectives. However, contemporary organizational environments demand more nuanced approaches. Leadership is not simply about directing tasks; it involves facilitating both individual and collective efforts toward achieving organizational goals. This multifaceted process becomes particularly challenging in highly competitive and rapidly changing environments, such as local government settings. As Nughat (2024) highlights, the modern workplace, characterized by unpredictability and intense competition, makes effective leadership more critical than ever. The ability to inspire and motivate others to achieve organizational goals is a pressing concern for leaders worldwide.

Despite the growing body of research on leadership and organizational culture, a significant gap exists in the local government context, particularly in developing countries, such as the Philippines. For example, Algifari, Subiyakto, and Rohman (2024) conducted a study in Cabanatuan City, Philippines, revealing that LGU leaders face multiple challenges, including managing limited resources, addressing economic and health issues, and navigating an increasingly complex urban landscape. These challenges are compounded by societal factors, such as rapid urbanization, which intensifies the need for more infrastructure, social services, and effective crisis management. The role of leadership in tackling these multifaceted issues is pivotal, yet underexplored in the literature that focuses predominantly on corporate settings or broader public administration.

In the municipality of Santo Tomas, Davao del Norte, leaders face similar challenges. The heads of LGU departments must navigate varied work environments, resolve departmental concerns, and address the diverse needs of their employees. Understanding how leadership styles influence organizational culture and employee behavior in this local context is vital for improving managerial practices and ensuring effective governance. Therefore, this study aims to examine the relationship between leadership style and organizational culture in LGU departments within the municipality of Santo Tomas, contributing new insights to the field of public sector management.

This study makes several contributions. First, it provides a critical analysis of how leadership theories, such as those proposed by Restu, Gamayuni, and Yuliansyah (2024) and Stogdill (1974), apply to the unique context of local government operations in the Philippines. Second, the study offers practical implications for public sector leaders, highlighting leadership strategies that can enhance organizational performance and employee engagement. Finally, by focusing on a local government setting, this study expands the existing literature on leadership and organizational culture, which has traditionally centered on corporate environments or national government institutions.

The remainder of this paper is structured as follows: Section 2 reviews the relevant literature on leadership styles and organizational culture, with a particular focus on public sector organizations. Section 3 outlines the research methodology, including the study design, data collection techniques, and the analytical approach. Section 4 presents the research findings, and Section 5 discusses these findings in the context of previous studies. Finally, Section 6 concludes the paper with recommendations for future research and practical applications for public sector leaders.

1.1 Statement of the Problem

The purpose of this study was to establish a significant relationship between organizational culture and leadership style in LGU Santo Tomas, Davao del Norte.

Specifically, this study aimed to answer the following questions:

1. What is the level of Organizational Culture in terms of:
   a. management principles;
   b. customer relationships;
   c. job variety; and
   d. job satisfaction?
2. What is the level of leadership style in terms of
   a. participatory;
   b. task-oriented; and
   c. employee oriented?
3. Is there a correlation between organizational culture and leadership style in LGU Santo Tomas and Davao del Norte?

1.2 Hypothesis

The null hypothesis was evaluated at the 0.05 correlation level, demonstrating a significant relationship between organizational culture and leadership style.

2. Literature Review

The relationship between organizational culture and leadership style has long been a focal point in organizational studies, with various scholars attempting to explain how these two constructs interact. The foundational theories of Schein (2004), Nadler and Nadler (1998), and Pfeffer (1998) emphasize the pivotal role of leadership in shaping and sustaining organizational culture. While these works have been instrumental in framing early discussions on leadership and culture, recent studies have underscored the need for more context-specific investigations, particularly within public sector organizations that operate under different constraints and dynamics compared to corporate settings.

Aydın (2018) provides a comprehensive framework for understanding organizational culture, describing it as a complex system of shared assumptions, values, norms, and behaviors. This perspective is useful in broadening our understanding of culture, yet the critical question remains: How does culture interact with leadership to influence organizational outcomes? Aydın (2018) suggested that the alignment between leadership style and organizational goals is key to ensuring that leadership fosters an appropriate culture. However, the study does not sufficiently address how different leadership styles adapt to dynamic environments or how they mitigate the challenges that arise in diverse organizational contexts. This omission leaves a gap in understanding the flexibility of leadership in culturally diverse and evolving organizations, particularly in the public sector.

Leadership and culture theorists have offered varying interpretations of this relationship, but these interpretations often lack coherence. For instance, Ogbonna and Harris (2000) assert that leadership style is a strong predictor of organizational culture, highlighting the significant role that leaders play in shaping cultural norms. However, their findings do not fully account for how specific organizational environments—such as those characterized by limited resources or high bureaucratic control—affect this dynamic. Furthermore, while Naderi and Jadidi (2014) provided empirical evidence showing a high correlation (0.81) between leadership style and organizational culture, their study failed to critically explore whether this correlation holds across different sectors, particularly where leadership may be constrained by external factors, such as government regulations or societal expectations.

A critical gap in the literature, then, is the lack of attention to how these theoretical insights apply to local government units (LGUs) in developing countries like the Philippines. Most studies, including those by Aydın (2018) and Ogbonna and Harris (2000), focus on corporate or Western organizational settings, limiting the applicability of their findings to the public sector, where leadership often involves navigating complex social, political, and economic challenges. For example, in the LGU context, leaders may face pressure from various stakeholders and operate with limited resources, which could significantly alter the relationship between leadership style and organizational culture. This suggests that while existing theories provide a foundational understanding, they must be critically examined and adapted to suit the specific needs and constraints of public sector leadership.

Moreover, the debate over whether leadership style drives culture or whether culture determines the leadership approach best suited for an organization remains unresolved. This study aims to contribute to this ongoing debate by focusing on a local government setting, where the alignment between leadership style and organizational culture is yet to be fully explored. In doing so, this research seeks to bridge the gap in the existing literature by providing a context-specific analysis of how leadership influences culture in the municipality of Santo Tomas, Davao del Norte, offering practical insights for improving leadership effectiveness in LGU settings.

Thus, while earlier studies have laid the groundwork for understanding the relationship between leadership and organizational culture, they fall short of addressing how these theories translate into practice within local government environments. By critically engaging with these theories and applying them to the LGU context, this study seeks to contribute to both academic and practical understandings of leadership and culture in public administration.

2.1 Conceptual Framework

Figure 1 depicts the conceptual framework of the study's variables. According to Dawson et al. (2011), the independent variable in this study is organizational culture, which includes the following factors: management principles, customer relationships, job variety, and job satisfaction. The dependent variable is leadership style with the following indicators according to Marx (2015): participatory, task-oriented, and employee-oriented.

With these corresponding variables and indicators, the researcher finds to correlate the following study with the aim of recognizing the possibilities, implications, and information.

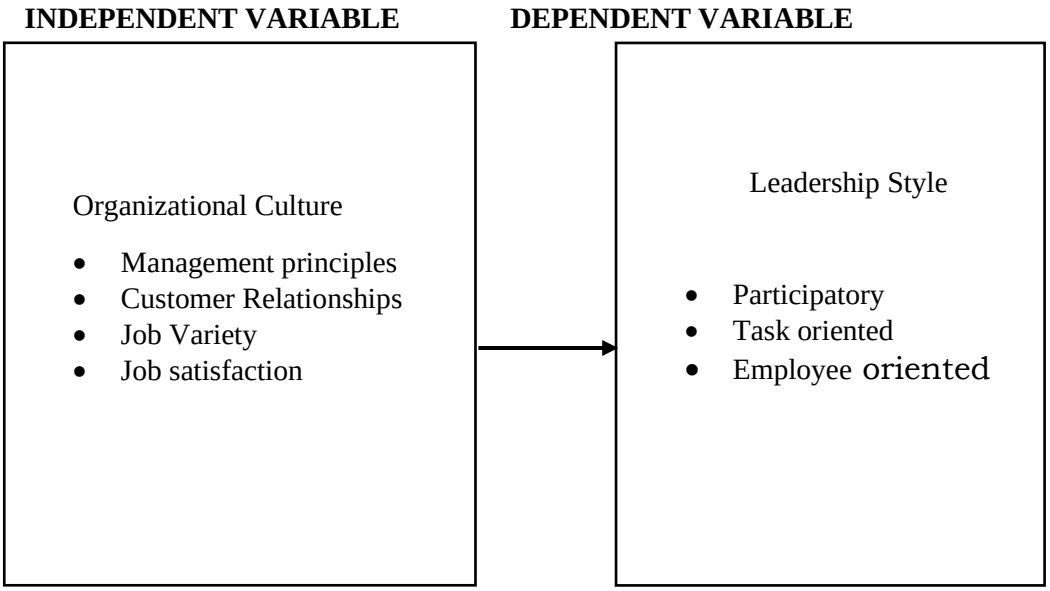

Figure 1. The Conceptual Framework of the Study

3. Methodology

This chapter describes the research design, research locale, research subject, research instrument, and data collection procedure for correlational research on Organizational Culture and Leadership Style among LGU Departments in the municipality of Santo Tomas, Davao Del Norte. This section also describes the statistical methods used in this investigation.

3.1 Research Design

This study was conducted using a descriptive-correlational design. This design described the respondents' perceptions of the organization's culture, leadership style, and overall performance. A correlational methodology was utilized to investigate the link between culture and leadership style as

well as how they influence performance (Bautista & Uy, 2023). Furthermore, quantitative techniques emphasize quantitative measures and the mathematical, numerical, or statistical assessment of data collected through surveys, polls, and questionnaires, as well as the use of computing equipment to modify the existing statistical data. Quantitative research involves collecting numerical data and generalizing it across groups of people or explaining a single event (Babbie, 2020).

The researcher acknowledges that descriptive-correctional design was best used in this study to conduct data analysis to determine the levels of relationship between the variables and ensure the differences and similarities of opinions on the respondent.

3.2 Research Subject

This study was conducted in the LGU Municipality of Santo Tomas specifically, on Feeder Road 3, Santo Tomas Davao del Norte, Philippines. The respondents of this study were the Local Government Unit Offices of Santo Tomas, Davao Del Norte, Head officers, leaders, and so on. Approximately 100 respondents were surveyed based on universal sampling. According to Bourque (1997), universal sampling is the selection of a group in which not all members of the general population possess the same likelihood of being included in the collection, and each individual's probability of being chosen is unknown.

The researchers opted to utilize the universal sampling strategy to choose respondents from upper management and branch divisions, since the researchers might supply sufficient data to test the study hypothesis.

Table 1. Table of Respondents

LGU offices/Department	Sample	Percentage
Department A	7	0.07%
Department B	10	0.10%
Department C	10	0.10%
Department D	7	0.07%
Department E	5	0.05%
Department F	10	0.10%
Department G	7	0.07%
Department H	9	0.09%
Department I	10	0.10%
Department J	5	0.05%
Department K	10	0.10%
Department L	5	0.05%
Department M	5	0.05%
Total	**100**	**1.63%**

3.3 Research Instruments

This study used two (2) adopted research tools. These were carefully chosen and modified to meet the objectives of the study.

Organizational Culture (OC). The instrument used for the independent variables was adapted from Dawson et al. (2011), Hospitality Culture Scale: A measure of corporate culture and human traits. The

OC includes 20 items. Management concepts (five items), customer relationships (five items), job diversity (five items), and job satisfaction (five items).

Also, this questionnaire was created using a 5-point Likert scale with options for 5- Strongly Agree, 4- Agree, 3- Moderately Agree, 2- Disagree, and 1- Strongly Disagree. The following variable restrictions and descriptions were used for the level of organizational culture.

Scale	Range	Descriptive Equivalent	Interpretation
5	4.20-5.00	Very High	This demonstrates that organizational culture is always present.
4	3.40-4.19	High	This demonstrates that organizational culture is frequently represented.
3	2.60-3.39	Average	This suggests that Organizational Culture is occasionally exhibited.
2	1.80-2.59	Low	This degree suggests that organizational culture is rarely present
1	1.00-1.79	Very Low	This level suggests that Organizational Culture is never visible.

Leadership Style (LS). The instrument for the dependent variable was adopted from the Impact of Business Strategy on Leadership Questionnaire developed by Marx (2015). The LS contains 15 items. Participatory (5 items), task-oriented (5 items), and employee-oriented (5 items).

Furthermore, this questionnaire was created using a 5-point Likert scale with options of 5-Strongly Agree, 4-Agree, 3-Moderately Agree, 2-Disagree, and 1-Strongly Disagree. The following parameter limitations, together with their explanations, were applied to the degree of leadership style.

Scale	**Range**	**Descriptive Equivalent**	**Interpretation**
5	4.20-5.00	Very High	This demonstrates that Leadership Style is constantly present.
4	3.40-4.19	High	This suggests that Leadership Style is frequently present.
3	2.60-3.39	Average	Leadership Style is occasionally noticeable.
2	1.80-2.59	Low	Leadership Style is rarely noticeable.
1	1.00-1.79	Very Low	Leadership Style is least noticeable.

Statistical Tool
The statistical methods listed below were used to calculate the data and test the hypothesis at the alpha level of significance (0.05).

Mean. This type of study was performed to assess the degree of Organizational Culture of Leadership Style among LGU Santo Tomas, Davao del Norte. Specifically, it sought to answer questions one (1) and two (2).

Pearson *r*. This tool was used to direct and assert the degree of correlation between two variables. The Pearson correlation coefficient (r) is the most commonly used method for calculating linear correlations. Turney (2022) described it as a number between -1 and 1.

4. Result and discussions
This section summarizes and discusses the findings of this study. This displays the data presented in the tables and explanations. The researcher also examined the null hypotheses given in the study.

4.1 Level of Organizational Culture in terms of Management Principles
Table 1 shows the degree of organizational culture in relation to management principles. The item *"The organization's management supports, empowers, and rewards its employees."* had the highest degree average of 4.57. followed by the item *"Our organization has a focus on employee retention.,"* with an average of 4.52. Furthermore, both have the descriptive equivalent of very high. On the contrary, the item *"Our management constantly reinforces the company's culture."* had the lowest mean of 4.24. However, still has a descriptive equivalent of very high.

Table 2. Level of Organizational Culture in terms of Management Principles

Items	SD	Mean	Descriptive Equivalent
1. Our department/ the organization is an employee-focused.	0.66	4.47	Very High
2. The organization's management supports, empowers, and rewards its employees.	0.64	4.57	Very High
3. Our management practices the motto: "Treat others as I wish to be treated".	0.66	4.44	Very High
4. Our organization has a focus on employee retention.	0.67	4.52	Very High
5. Our management constantly reinforces the company's culture.	0.73	4.24	Very High
Category	**0.67**	**4.45**	**Very High**

The level of degree in Organizational Culture in terms of Management Principles has an average of 4.45 and a descriptive equivalent of very high. It also demonstrates that Organizational Culture is always present in the context of Management Principles. Furthermore, the standard deviation of 0.67 (SD) in the category mean demonstrates the stability of the response to the indicator. These findings underscore the organization's commitment to implementing effective Management Principles. The high level of consistency in responses indicates widespread recognition and adherence to these principles across various departments and levels within the organization. However, it is essential to recognize that there may still be areas for improvement and refinement.

These findings are supported by the theory of Kurtessis et al. (2017), who indicated that when employees receive good organizational assistance (higher compensation, bonuses, and so on), their sense of duty to serve the business increases. Consequently, employees with strong organizational

support should put in more effort, such as acquiring new skills and working proactively, which will result in improved performance. Furthermore, according to M. Alshurideh, Gasaymeh, Ahmed, Alzoubi, and Kurd (2020), Managers started to see employees as essential corporate assets that significantly increased the profitability of the company. This is because a number of studies, such as those conducted by Alzoubi and Inairat (2020) and D. M. Alshurideh (2019), have indicated that in addition to recruiting and onboarding new employees, maintaining current staff members aids in customer retention and lowers operating costs for the company.

4.2 Level of Organizational Culture in terms of Customer Relationship

Table 2 shows the degree of Organizational Culture in terms of Customer Relationships. The item *"Empathy has a significant influence on Customer Relationship"* has the highest mean of 4.52. and followed by *"As an organization, we collaborate to influence customers that adhere to different cultures."* with an average of 4.51. Moreover, both degrees have a descriptive equivalent of very high. The *item "Our department/organization line of business is rendering quality service to customers/clients"* has the lowest mean of 4.35, but still has an equivalent of very high.

Table 3. Level of Organizational Culture in terms of Customer Relationships

Items	SD	Mean	Descriptive Equivalent
1. Our department/ organization line of business is rendering quality service to customers/clients.	0.73	4.35	Very High
2. We use feedback and report surveys to strengthen our team and improve services.	0.64	4.43	Very High
3. As an organization we collaborate to influence customers that we adhere to different cultures.	0.69	4.51	Very High
4. Empathy has a significant influence on Customer Relationships.	0.63	4.52	Very High
5. Our Organizational and leadership strategy has influenced quick response to clients/customer needs.	0.61	4.49	Very High
Category	**0.66**	**4.46**	**Very High**

The level of organizational culture in terms of the customer relationship category mean is 4.46, with an extremely high descriptive equivalent. This demonstrates that company culture in terms of customer connections is always present. Furthermore, the category mean has a standard deviation of 0.66 (SD), indicating that measurements of organizational culture diversity in terms of customer relationships are close to the average. The findings reveal that it is always manifested that empathy has a significant influence on customer relationships. Furthermore, it shows that an organization always collaborates to influence customers who adhere to different cultures. Moreover, it is also always manifested that the department/organisation line of business is rendering quality services to customers/clients.

These findings are supported by Mayshak, Sharman, Zinkiewicz, and Hayley's (2017) hypothesis, which states that employee empathy is related to the capacity to participate in positive actions for customers, such as interpersonal care or mental transmission. In addition to studying Ilies, Salagean and Beleiu (2017) stated that excellence means anything in almost all sectors: with regard to various components of organizational culture, quality culture entails establishing or changing, influencing the views and values of the staff members of the company regarding the understanding that everything within the organization must be done correctly the first time, every time, and that all activities within the organization must be continuously improved by involving every member of the organization in achieving and enhancing.

4.3 Level of Organizational Culture in terms of Job Variety

Table 3 shows the level of Organizational Culture in terms of Job Variety. The item *"Multiple Job/Task influences the culture and work environment for us employees."* had the highest mean of 4.50. This is followed by the item *"Our organization ensures that having fair work to influence responsibility." And "The use of strategy over experience develops us to support anyone"* both with a mean of 4.45. Moreover, both means have a descriptive equivalent of very high. On the other hand, the *item "Motivational leadership style promotes positivity in running multiple tasks."* had the lowest mean of 4.36. However, still has a descriptive equivalent of very high.

Table 4. Level of Organizational Culture in terms of Job Variety

Items	SD	Mean	Descriptive Equivalent
1. Having Multiple tasks influences flexibility in terms of work environment aspects	0.70	4.39	Very High
2. Our organization ensures that having fair work to influence responsibility	0.66	4.45	Very High
3. The use of strategy over experience develops us to support anyone withir the organization.	0.64	4.45	Very High
4. Multiple Jobs/Task influences the culture and work environment for us employees.	0.63	4.50	Very High
5. Motivational leadership style promotes positivity in running multiple tasks.	0.61	4.36	Very High
Category	**0.65**	**4.43**	**Very High**

The degree of organizational culture regarding job variety has a mean of 4.43, with an equivalent description of very high. This shows that organizational culture in regard to job diversity is always present. Furthermore, the category mean has a standard deviation of 0.65 (SD), indicating that the measurements of organizational culture diversity in terms of job variety are close to the average. This demonstrates that organizational culture produced uniformity in the target's responses to this indicator. The results further implied that it is always manifested that multiple jobs/tasks influence the culture and work environment of employees. Furthermore, it has always manifested that our organization ensures that having fair work to influence responsibility and the use of strategy over experience helps us support anyone within the organization. Moreover, it has also always manifested that a motivational leadership style promotes positivity in running multiple tasks. According to Nisa et al. (2023), workers analyze their performance in different work situations by focusing on the current situation and events. This helps them operate optimally.

4.4 Level of Organizational Culture in terms of Job Satisfaction

Table 4 depicts the degree of Organizational Culture regarding Job Variety. The item *"*Bonuses and other honorariums influence work and satisfaction in our organization.*"* had the highest mean of 4.54. followed by the item *"As leaders and with our organization, we ensure our health over work which influences satisfactory levels for the job."* with a mean of 4.51. Moreover, both have an equivalent description of very high. The *item "Our organization provides many opportunities to ensure positive levels in terms of satisfaction."* had the lowest mean of 4.36. However, still has an equivalent description of very high.

Table 5. Level of Organizational Culture in terms of Job Satisfaction

Items	SD	Mean	Descriptive Equivalent

1.	As leaders and with our organization, we ensure our health over work which influences satisfactory levels for the job.	0.60	4.51	Very High
2.	Bonuses and other honorariums influence work and satisfaction in our organization.	0.63	4.54	Very High
3.	There is an entrepreneurial spirit among leaders to enhance the organization's contentment.	0.72	4.38	Very High
4.	Our organization provides many opportunities to ensure positive levels in terms of satisfaction	0.66	4.36	Very High
5.	Our organization treats mistakes as opportunities to learn and grow and influences satisfaction to passion in service.	0.67	4.44	Very High
	Category	**0.65**	**4.45**	**Very High**

The degree of organizational culture regarding job satisfaction has a mean of 4.45 and an equivalent description of very high. This demonstrates that company culture in terms of work satisfaction is always present.

Furthermore, the category mean has a standard deviation of 0.65 (SD), indicating that measurements of variability in organizational culture in terms of work satisfaction are close to the mean. This demonstrates that organizational culture resulted in the consistency of responses for this indicator.

The results above emphasize that bonuses and other honorariums influence work and satisfaction in our organization. Furthermore, it shows always manifested that as leaders and with our organization, we ensure our health over work, which influences satisfactory levels for the job. Moreover, it is manifested that the organization provides many opportunities to ensure positive levels.

These findings are supported by the assumption that two-factor theories of motivation and cleanliness, as well as employee perks, are relevant under working conditions (Hermina, 2019). On the other hand, advantages impact motivation, which in turn influences performance. Employee perks are a significant factor in satisfying and maintaining strong relationships with workers. Employees given a good incentive package may feel more committed to their jobs and valued. Based on reward indicators, the levels of rewards given by an institution affect job satisfaction and the performance of lecturers and employees (Indarti, Fernandes, & Hakim, 2017). In addition, the role of employers in improving employability is crucial.

The job should be considered a golden opportunity for employees with little experience, since it allows them to learn as they work (Ojiaku, Nkamnebe, & Nwaizugbo, 2018).

4.5 Summary of Level of Organizational Culture

Table 5 depicts the level of Organizational Culture. The indicator "*Customer Relationship"* has the highest mean of 4.46, while the indicator "*Job Variety"* has the lowest mean of 4.43. both means have an equivalent description of very high.

The summary levels of organizational culture and its indicators in the table show an overall category mean of 4.45, with a very high equivalent description, indicating that organizational culture is always manifested. The indicated standard deviation of 0.66 (SD<1.00) indicates the similarities of response to the indicators. The results further imply that the indicators correlate with the variable of the variety of responses, and it is highly evident that organizational culture is a key part of the ideas of each person or employee within the department. It is also evident that the management as well as the organization

itself partakes in and sees to it that everyone has strong connections with the employees and the work environment itself.

Table 6. Summary of Level of Organizational Culture

Indicators	SD	Mean	Descriptive Equivalent
1. *Management Principles*	**0.67**	**4.45**	Very High
2. *Customer Relationships*	**0.66**	**4.46**	Very High
3. *Job Variety*	**0.65**	**4.43**	Very High
4. *Job Satisfaction*	**0.65**	**4.45**	Very High
Category	**0.66**	**4.45**	**Very High**

The data above imply that employees always have customer relationships. Further, the result also indicates that management principles are crucial to employees in organizational culture. Additionally, it is always manifested that job variety can exist in the organization.

These findings are supported by the work of Nur (2021). Companies can develop long-term client connections if they can provide higher consumer value and satisfaction. Companies then seek to engage with clients and maintain lucrative customer relationships. If customers are not engaged and successful customer connections are not created and managed appropriately, organizations will fail (Sarkum & SYAMSURI, 2021). According to Davidescu, Apostu, Paul, and Casuneanu (2020), organizations must be proactive in affecting organizational performance and promoting employee well-being via work satisfaction and organizational commitment. Furthermore, Sylvester, Curran, Standage, Sabiston, and Beauchamp (2018) demonstrated that perceived variety of tasks can influence independent motivation and behavior during exercise when individuals experience low levels of need fulfillment in the exercise situation, emphasizing the predictive significance of perceived work variety.

4.6 Level of Leadership Style in terms of Participatory

Table 6 depicts the degree of Leadership Style regarding participation. Items *"I abide by formal decisions, so we follow proper procedures." And "I highly respect my subordinates therefore I am passionate and extra on my job so I may serve as an example."* Both have the highest mean of 4.52, which has an equivalent description of very high. while the item *"consulting with subordinates when facing a problem is a must to get to know them better."* with a mean of 4.38, and has the lowest mean of 4.24. However, still has an equivalent description of very high.

Table 7. Level of leadership style in terms of Participatory

Items	SD	Mean	Descriptive Equivalent
1. As a Leader, I invite the subordinates /organization employees to participate in decision-making to enhance the cooperativeness of every employee.	0.67	4.48	Very High
2. I encourage subordinates to make suggestions for improvement.	0.64	4.47	Very High
3. consulting with subordinates when facing a problem is a must to get to know them better.	0.74	4.38	Very High
4. I abide by formal decisions, so we follow proper procedures.	0.66	4.52	Very High

5. I highly respect my subordinates, therefore, I am passionate and extra on my job so I may serve as an example.	0.63	4.52	Very High
Category	**0.67**	**4.47**	**Very High**

The category mean for participative leadership style was 4.47, with a descriptive equivalent of Very High. This indicates a high degree of leadership in terms of engagement. Furthermore, the category mean standard deviation of 0.67 (SD) suggests a very high and consistent level of participative leadership style. This level implies that leadership participation within the organization or department has influential relations that connect to the variable and develop the organization through further cooperation and connections for employees. However, despite the overall high level of participation, there are instances where some individuals may tend to work autonomously, leading to potential miscommunication. Nevertheless, the prevailing belief is that cooperation generally remains high, with leaders often accommodating those who may not be fully engaged. Organizations must address any instances of isolated work behavior and reinforce the importance of collaborative efforts to maximize the benefits of participatory leadership.

The findings are supported by the idea of Hayat Bhatti et al. (2019), who stated that in participative decision-making, the leader fosters an environment where employees are encouraged to freely express ideas and suggestions. Serving as a coach, a participative leader facilitates open communication, allowing all employees to contribute insights.

These are then considered in the decision-making process. Throughout this process, the participative leader empowers employees and removes any barriers to achieving the desired outcomes. A participatory leader's efforts result in an employee displaying an ongoing commitment to an organization. This type of leader offers opportunities for employees to engage in decision-making processes, grants autonomy in setting work schedules, supports skill enhancement, and conducts fair performance evaluations. These practices significantly contribute to employees' career advancement prospects (Yao, Qiu, & Wei, 2019). According to Akpoviroro, Kadiri, and Owotutu (2018), implementing participative management styles can also enhance workers' morale. A conducive and harmonious industrial environment is fostered in a workplace where employees actively participate in decision-making on matters that impact individuals' work and performance.

4.7 Level of Leadership Style in terms of Task-Oriented

Table 7 depicts the level of task-oriented Leadership Style. The item *"I ensure to give the organization's employees detailed instructions for each task."* Has the highest average of 4.57. followed by the item "*I develop strong strategies that influence the management style in dealing with certain tasks.*" with an average value of 4.56. both the items have an equivalent description of very high. while the item *"I ensure to give the organization employees goals to accomplish."* This had the lowest mean of 4.38. However, still has an equivalent description of very high.

Table 8. Level of leadership style in terms of Task-oriented

Items	SD	Mean	Descriptive Equivalent
1. I ensure to give the organization's employees specific tasks to perform.	0.63	4.54	Very High
2. I ensure to give the organization employees goals to accomplish.	0.71	4.38	Very High
3. I ensure to give the organization's employees detailed instructions for each task.	0.59	4.57	Very High
4. I develop strong strategies that influence the management style in dealing with certain task problems.	0.66	4.56	Very High

5. I set high standards to influence others in the organization to perform according to the task.	0.70	4.46	Very High
Category	**0.66**	**4.50**	**Very High**

The category mean for task-oriented leadership style was 4.50, with an equivalent description of Very High. This demonstrates the extent to which leadership style is task oriented. Moreover, the standard deviation of 0.66 (SD) in the category mean indicates that measures of leadership style in terms of task-orientation have a very high and are always manifested. This level implies that task orientation by leaders within the organization or department has influential relations to develop the organization through further cooperation.

However, despite the overall high level of orientation, there are instances where some individuals tend to disobey a given task, leading to potential risks in producing services. Nevertheless, the prevailing belief is that cooperation to maintain task orientation or self-respect towards jobs or tasks remains generally high, with leaders often accommodating those who may not fully engage. Organizations must address any instances of this work behavior and reinforce the importance of collaborative efforts to maximize benefits.

According to Grant (2020), performance goals emphasize the execution of tasks and are often defined as the desire to excel in specific activities, receive positive evaluations from others, or outperform peers in a competitive environment. When faced with high task complexity, the impact of motivation on learning innovative work behavior becomes more pronounced. This is because employees view the challenging nature of complex tasks as motivating, which in turn drives them to gain new knowledge, skills, and abilities to perform creatively (Coelho, Lages, & Sousa, 2018).

4.7 Level of Leadership Style in terms of Employee-Oriented

Table 8 depicts the degree of Leadership Style with regard to employee orientation. The item *"I am good at adapting to different situations to influence and adapt culture to the work environment for the workers."* It had the highest mean of 4.64. followed by "*I ensure determination to push projects forward and get good results to open opportunities for the organization and employees.*" with a mean of 4.60.

both items having an equivalent description of very high. while the item *"I show concern for our organizations and the people within it ensuring the priorities in terms of work ethics for good management."* This had the lowest mean of 4.38. However, still has a descriptive equivalent of very high.

Table 9. Level of leadership style in terms of Employee-oriented

Items	SD	Mean	Descriptive Equivalent
1. I get to know our subordinates and employees individually to view different Ideas to improve job performance.	0.56	4.54	Very High
2. I show concern for our organizations and the people within it ensuring the priorities in terms of work ethics for good management.	0.70	4.49	Very High
3. I encourage my followers to work together and promote a healthy work environment.	0.63	4.55	Very High
4. I am good at adapting to different situations to influence and adapt culture to the work environment for the workers.	0.58	4.64	Very High
5. I ensure determination to push projects forward and get good results to open opportunities for the organization and employees.	0.59	4.60	Very High

Category	**0.61**	**4.56**	**Very High**

The category mean for employee-oriented leadership style was 4.56, with a descriptive equivalent of Very High. This demonstrates the extent to which leadership style is task oriented. Furthermore, the category mean has a standard deviation of 0.61 (SD), indicating that measurements of leadership style in terms of employee orientation are quite high and are constantly exhibited.

This level implies that employee orientation by leaders within the organization or department has influential relationships to develop. However, the prevailing belief is that cooperation to maintain employee orientation or self-respect towards the jobs or tasks remains generally high, but employees tend to prefer personal space and often do not trust others easily, with leaders often accommodating those who may not fully engage. Organizations must address any instances of this work behavior and reinforce the management dealt with.

These results are supported by Asmara et al. (2019), who stated that motivation plays a critical role in ensuring that employees perform the assigned tasks following the operational standards set by the company. It serves as the driving force that empowers individuals to act toward achieving specific goals. Motivated employees tend to exhibit a stronger preference for autonomy and freedom in the work, and they are inherently more self-motivated compared to their less motivated counterparts.

This inclination toward autonomy and self-motivation enables motivated employees to derive greater benefits from developmental opportunities (Paais and Pattiruhu 2020). Work discipline is intended to foster a culture in which employees are motivated and inclined to adhere to various standards or rules established within the company.

4.8 Summary of Level of Leadership Style

Table 9 shows the summary levels of Leadership Style and its indicators in the table. The overall category mean is 4.51, with an equivalent description of very high, indicating that Leadership Style is always present.

The standard deviation of 0.65 (SD<1.00) indicates the similarities of response to the indicators. The results further imply that the indicators have a correlation with the variable on the variety of responses, and it is highly evident that Leadership Style is These results imply a strong correlation between the indicators and the Leadership Style variable, with responses showing a variety of perspectives. Leadership Style is deeply ingrained and influential within the organizational context.

Table 10. Summary of level of leadership style

Indicators	SD	Mean	Descriptive Equivalent
1. *Participatory*	**0.67**	**4.47**	Very high
2. *Task-oriented*	**0.66**	**4.50**	Very high
3. *Employee-oriented*	**0.61**	**4.56**	Very high
Category	**0.65**	**4.51**	**Very high**

Overall, the findings highlight the robustness and prevalence of Leadership Style within the organization, suggesting a strong foundation for leadership practices and their impact on organizational dynamics and outcomes. Further exploration into specific aspects of Leadership Style and its effects on employee engagement, performance, and organizational culture could provide valuable insights for enhancing leadership effectiveness and organizational success.

These findings are supported by the ideas of Akpoviroro et al. (2018), who stated that leadership plays a pivotal role in shaping the job performance of subordinates by cultivating higher levels of trust in supervisors, particularly among employees in non-managerial roles. Participative leaders achieve this by offering opportunities and support to subordinates to assume responsibility and participate in

decision-making processes. This develops confidence among subordinates by creating strong emotional bonds between leaders and team members. showing that followers with a coordinated orientation prefer to vocalize and resolve concerns in a way that improves managers' sense of support, motivation, and efficacy in attaining goals. In contrast, passive followers are seen by leaders as less motivational, encouraging, and helpful in achieving goals due to their increased propensity to delegate upward and their less vocalization. (Carsten, Uhl-Bien, & Huang, 2018).

4.10 Significance of the relationship between Organizational Culture and Leadership Style among LGU Departments in the Municipality of Santo Tomas, Davao del Norte

Table 10 shows the relationship between Organizational Culture and Leadership Style among LGU Departments in the Municipality of Santo Tomas, Davao del Norte.

Table 11. Significance of the relationship between Organizational Culture and Leadership Style among LGU Departments in the Municipality of Santo Tomas, Davao del Norte

Variables Correlated	r	p-value	Decision on Ho	Decision on Relationship
Organizational Culture and Leadership Style	0.573	.001	Reject	Significant

The correlation between Organizational Culture and Leadership Style among LGU Departments in the Municipality of Santo Tomas, Davao del Norte, showed that Organizational Culture had a significant relationship with Leadership style among LGU departments ($p<0.05$) with an R-value of 0.573.

Therefore, the null hypothesis was rejected. The correlation between the two variables is positive, and their p-values are less than the 0.05 level of significance, suggesting that the variables are significant. These results underscore the importance of aligning Leadership Style with the existing Organizational Culture to foster synergy and maximize organizational effectiveness.

In line with Hosseini, Hajipour, Kaffashpoor, and Darikandeh's (2020) findings, a positive and substantial correlation was discovered between leadership style and organizational culture, indicating a direct and positive association between these two factors. This shows that changes in leadership style typically occur with similar changes in organizational culture that move in the same direction. Furthermore, leadership is less responsive to subordinates' desires.

Many early experts proposed that leaders establish a corporate culture that encourages workers' creativity and innovation. According to a recent leadership study, leaders have a vital impact on the development of an organization's creative culture. Consequently, organizations require effective leadership to proficiently gather, integrate, acquire, and apply contemporary knowledge and creative ideas to foster employees' knowledge creation and utilization (Naqshbandi, Tabche, & Choudhary, 2019).

We summarize the study's primary results, draw conclusions, and propose ideas for prospective implementation.

The findings of this study are as follows:

1. Customer interactions had the highest mean in terms of company culture, with an adjective equivalent that was extremely high. This is followed by management principles and work satisfaction, both of which have an extremely high descriptive equivalent. On the other hand, work variety had the lowest mean, yet a descriptive equivalent of extremely high. Furthermore, the aggregate mean has the descriptive equivalent of "very high." This result indicates the outcome of how the target responded.
2. Employee-oriented leadership styles had the highest mean, followed by task-oriented and participative styles. Furthermore, all indications had an extremely high descriptive equivalent. Furthermore, the levels displayed the collected related data.

3. The degree of the findings demonstrates that corporate culture has a substantial impact on leadership style. The results revealed a very high positive correlation, and the p-values for the two variables were less than the level of significance, indicating that they were significant. This suggests a strong link between organizational culture and leadership style among LGU departments in the municipality of Santo Tomas, Davao del Norte. Thus, the null hypothesis was rejected.

5. Conclusions

The following conclusions were reached based on the study's findings:

1. The degree of organizational culture was very high. This study revealed that customer interactions have a significant influence on leadership styles. It is one of the most critical components in achieving high levels of corporate culture. The results of the analysis showed that the LGU departments do not overlook customer service and it is the organization's top priority to provide service as it is an organization for public service, and the leaders collaborate and oversee issues regarding running and maintaining the respective departments' responsibilities. In particular, this study determined that leaders' awareness of the organization's environment, culture, and structure is important. Leaders see the organization's culture and state to improve, which emphasizes growth and development.
2. The level of leadership style was very high. The results of this study showed that employee orientation was an important factor that influenced leadership style in the municipality's LGU departments. The result showed that employee orientation was one of the driving factors that helps leaders collaborate and coordinate with subordinates in enhancing and ensuring quality service within the organization, promoting a healthy working environment for both; hence, seeing the prominent correlation between the factors shows that the study has a perceived view of how the variables co-exist to ensure that crucial states in developing the organization's culture and state is a priority that leaders address; with regard to this factor having very high levels, it is evident that leadership style and organizational culture correlate.
3. There was a significant relationship between organizational culture and leadership style across LGU departments in the municipality of Santo Tomas, Davao del Norte. This confirms Aydın 's(2018) theoretically informed view of organizational culture and leadership style theory, which asserts that culture determines what is acceptable or unacceptable, substantial or insignificant, accurate or incorrect, and practical or unworkable. It includes everything that is taught and shared, including beliefs, concepts, standards, principles, and understanding, as well as attitudes, behavior, clothing, representations, heroes, rituals, and language. Aydın (2018) said that the most important factor in the link between leadership style and an organization's culture is the way it integrates with the organization's goals, since each leadership style has benefits and disadvantages in managing people.

5.1 Recommendations

The study's data, analysis, and conclusion led to a summary of the following recommendations:

1. LGU Department Leaders and employees may encourage job rotation and cross-training among employees, as it can significantly enhance job variety within the organization. By providing opportunities for employees to explore different roles and responsibilities, organizations can broaden their skill sets and perspectives. This not only increases job satisfaction and engagement but also fosters a more adaptable and versatile workforce. In addition, job rotation can facilitate knowledge sharing and collaboration across departments.
2. To retain a positive outlook on customer relationships, LGU leaders may provide the necessary service without other setbacks offering feedback reports so that they may reflect on what the organization lacks. To foster strong customer relationships and drive organizational growth while maintaining high-level results, prioritize customer feedback and engagement initiatives. Consumer feedback is constantly requested through polls, focus groups, and various other methods to better understand their requirements and preferences.
3. To leverage the influence of participation in terms of peer collaboration, organizational growth, and how well each employee helps and cooperates. The researcher suggests that the human resource department encourages fostering a culture in which employees actively contribute ideas, suggestions, and feedback. Encourage open communication channels where all employees feel empowered to voice opinions and participate in decision-making processes. Activities such as team

building exist because they provide training and development opportunities to enhance employees' skills in critical thinking, problem-solving, and collaboration, empowering them to actively engage in decision-making. Human resources management or the organization itself should recognize and reward employees for their contributions and innovative ideas, reinforcing a culture of participation and empowerment.

4. To retain and enhance the influence of an employee-oriented approach on organizational growth, Organizations and Departments, especially those on the leader's part, may prioritize the well-being and development of employees. Invest programs and initiatives that support employee health, work-life balance, and mental well-being. Provide employees with services such as assistance from the company, wellness programs, and flexible hours to help them achieve a good work-life balance. In addition, it prioritizes staff development and career advancement.
5. Future researchers may conduct further research focusing on different areas with how Organizational Culture influences Leadership Style or each other. How do each variable perform and correlate with other respondents or areas?

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