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Leadership Assessment and its Effects on Employee Behavior of Selected Employees in Noveleta, Cavite: A Sequential-Explanatory Study

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Abstract

The conducted study entitled Leadership Assessment and its Effects on Employee Behavior of Selected Employees in Noveleta, Cavite: A Sequential-Explanatory Study seeks to provide insights on the perceived level of leadership skills, both Personal & Interpersonal, and Employee Behavior of the respondents, and explore its effects on their behavior as an employee of the workplace. Furthermore, it sought to provide an understanding of the relationship between the two variables of the study. A sequential-explanatory mixed-method research design is applied in the study to supply in-depth enlightenment, discussion, and investigation of the evaluated and correlated variables. Fifty (50) respondents served as participants for the quantitative phase of the study, and ten (10) interviewees for the qualitative phase. The respondents were selected using Purposive Sampling, a non-probability sampling technique. Findings of the examined variables revealed that the selected employees in Noveleta, Cavite, have a low leadership level in both Personal and Interpersonal Leadership Skills.

On the other hand, the respondents have an extremely high level of employee behavior. Using Pearson R- Correlation, the researcher found that there is a significant moderate positive correlation between Employee Behavior and Personal Leadership $(r (48) = .495, p < 0.001)$, while a significant weak positive correlation for Interpersonal Leadership $(r (48) = .564, p < 0.001)$. Hence, personal and interpersonal leadership influences employee behavior with 24.50% and 31.81% shared variance, respectively.

Introduction

In the business world, leadership pertains to the capacity of the Management in a company that set its right objectives to fulfill its goal, make fast, effective, and intelligent decisions when needed, exceed competitors, as well as inspiring their team to be the best version of themselves in performing their job (Twin, 2022). Leadership plays a significant role in a company's success because leaders guide their employees on the direction the organization wants to take to reach its goals. An organization's leadership has effects on employees' such as their performance, actions, and behavior, either positive or negative. Leadership within an organization plays a critical role in motivating, empowering, and having valuable employees. Leaders' possessed knowledge and experience can be transferred to their team, so it is a must for each to lead by example. Involving each employee in the organization's development, an effective way of building the team's morale can make them feel valued, positively affecting their performance and behavior. This results in employees working productively and effectively.

Self-leadership is vital for many reasons. Just as it is in interacting with others, it helps the individual set the tone in interacting with others. Apart from this, self-leadership helps us develop a clear vision for our lives and pursue it passionately and purposefully. Lastly, self-leadership provides the foundation for success in all areas of life. The more potential an individual leads himself to, the more likely they are to achieve their goals and reach his full potential. Developing self-leadership skills is essential to becoming a leader because it hones an individual's emotional intelligence, self-awareness, and self-management, Chris (2022). When an individual accurately identifies his abilities and challenges, an individual can create a better plan to reach the desired results. Self-leadership allows managers to lead with greater awareness and understanding and helps create a good leader who influences good behavior for their organization, MasterClass (2022).

Jerus (2019) stated that the advantage of self-leadership is that it can manage risks. Because self-leadership is the initiator of systems that expand and enhance the possibilities of pursuing a goal, in order to achieve the success of an individual, a good strategy is required to reach what he wants. Success is a long-term strategy for the organization. Great leaders can set their agenda with wants as they go along with it. An individual's pace and purpose are determined by self-leadership. Success is a

long-term strategy for the organization. However, an individual's will may suffer from fatigue and personal limitations.

According to Mckinney (2021) [19], employee behavior is the response of employees or personnel of a business/organization to specific situations in a workplace. Many elements affect an employee's behavior; common factors are culture at home and in the business. One aspect is how the employees communicate and interact with their co-employee and leader. Employees are essential for organizational outcomes; the business or organization is the same if the employees are successful and exhibit good behavior (Peek, 2023) [23]. With this, the proponents of the study would like to understand its effects and explore if there is a significant relationship between the two variables. This study can also help improve an organization's leadership and how it handles its employees.

According to Lopez-Cabarcos *et al*. (2022), who studied and examined how the combined effects of environmental work factors and leadership behaviors lead to the presence (or absence) of industrial employees' job performance by applying fuzzy-set qualitative methods, it has been revised and updated to address the needs of those managing Gen Z and millennial employees as well as the most recent global Research on employee engagement. In addition, they address what is likely the widest gap in leadership theory and practice. With this, a further understanding of the relationship between the two variables of the study is needed.

Thus, this study aims to assess the leadership of the respondents, the selected employees working in Noveleta, Cavite. Also, it seeks to determine its effects on employee behavior and if there is a significant relationship between them. Employee behavior affects the business or an organization's performance; they are the ones who perform and do the work or task they are hired for. But how the organizations or businesses are led by their leaders also affects them. Whether small or big, both have roles to fill to make the business work collectively, continuously running and reaching the organization's goals and vision.

Objectives of the Study
This study aims to assess the leadership of selected employees working in various companies in Noveleta, Cavite. It also seeks to examine the relationship between the two variables and their effects on employee behavior. Specifically, it aims to (1) determine the level of leadership among the employees in terms of their personal and interpersonal leadership; (2) identify their level of employee behavior; (3) reveal the degree of relationship between the two; and (4) determine the effects of leadership on employee behavior.

Methods and Materials
Mixed-Method Research is the type used for the conducted study. According to Shorten and Smith (2017), it is a type of study where it analyzes and requires both quantitative and qualitative data to explain a particular phenomenon, fills the gap in Research, or answer the research question. It is the chosen type of study by the proponents because it will provide a further understanding of the leadership assessment and its effects on the employee behavior of the respondents. With its ability to let the respondents be more involved in the study process, this type of Research enables to gather

enriched evidence/data and profoundly answers the questions. Specifically, a Sequential-Explanatory method is the utilized design for the study. According to Creswell (2023), this method first collects quantitative and qualitative data. The latter is used to support the interpretation of quantitative data. Using this design, the researchers gathered the quantitative data for the study first, mainly to assess the leadership of the employees in Noveleta. It is the first phase of gathering data wherein surveys were given to the respondents to acquire the quantitative data for the study. Then, a thorough analysis was done, which served as the basis for qualitative data gathering. After the quantitative data had been gathered and analyzed, the researchers proceeded to the next phase – qualitative data gathering. Interviews served as the primary method of data collection in the second phase. The obtained data were thematically analyzed and used to identify and explore the effects of the leadership of the respondents and its effect on their behavior as an employee.

Table 1: Demographic Profile of the Respondents

Description	Frequency	Percentage %
Age Group		
18-25	25	50%
26-35	20	40%
36-45	5	1%
46-65	0	0%
Total	50	
Sex		
Male	27	`54%
Female	23	46%
Total	50	
Years as an Employee		
Less than a Year	15	30%
1-2 Years	18	36%
2-3 Years	8	1.6%
Above 3 Years	5	1%
Did not Indicate	4	0.8%
Total	50	

Fifty (50) employees from different companies in Noveleta were the samples used for the study. The researchers surveyed and interviewed ten (10) individuals working in the establishment of each company. They considered the availability of each respondent and the company's participation.
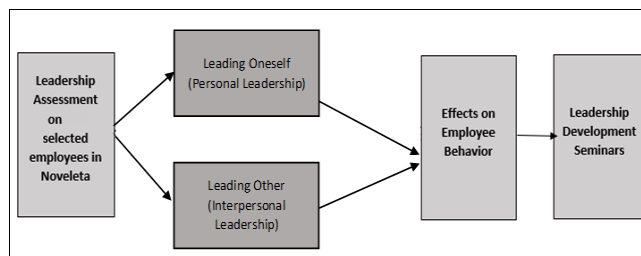

Fig 1: Conceptual Framework of the Study

The Leadership Self-Assessment by Purdue University and the Annual Employee Review Form by Formplus served as the foundation for the survey of the conducted study. With this tool, the researchers could construct the data-gathering tool needed for the first phase. The questionnaire was divided into two constructs: personal and interpersonal leadership. The constructed surveys were further evaluated

and validated by experts and used to measure the leadership levels of the employees. The study's proponents visited various business establishments and gathered accurate data through their honest responses resulting in the prevention of partiality.

Descriptive statistics were used to analyze the study's quantitative data, specifically Mean and Percentage. According to Hayes (2022), it is a statistical tool that can summarize a given data set to understand its sample or population. In this study, after the data has been coded in Microsoft Excel, it is transferred to IBM SPSS Statistics software to compute the mean of each data gathered from each respondent, which is used to summarize and analyze it, with the help of data tabulations. This aided the study's proponents in assessing and describing the Leadership Level of the respondents and their Employee Behavior Level through summarization and mean score interpretation. Also, a Correlational Statistic method, namely, Pearson Correlation Coefficient (r), is used to determine if there is a significant relationship between the two variables, namely, Leadership Level and Employee Behavior.

After the quantitative data had been analyzed and conclusions had been made, it was used as a basis for the interview questions of the instrument, also considering the research topic. With this, the researchers supported the quantitative findings in assessing their leadership level and understanding the respondents' leadership effects on their behavior as an employee. A series of revisions and questions reconstruction has been done while applying the necessary validation through experts. Out of fifty (50) respondents for the quantitative phase of data collection, ten (10) employees in Noveleta were individually interviewed. The proponents visited the employees in the companies/business they are working in and were interviewed and audio recorded with their consent. The interview questions were presented after every question was asked and acquired necessary responses that satisfied the researchers and helped them support the study's quantitative results. A series of transcribes was done with the obtained audio recording of the responses from the conducted interview by the researchers. After the transcribing process, the responses were analyzed thematically by looking into the answer patterns/codes present and were divided into different groups/themes, respectively.

A Thematic Analysis is applied to analyze the qualitative data gathered from the structured interview, which is the instrument of qualitative data gathering of the study. Thematic Data Analysis is a qualitative data analysis that examines the data gathered by thoroughly reading and summarizing it into themes and patterns to make sense of it (Villegas, 2020). The obtained data have undergone a series of steps of the chosen analysis tool: First is Familiarization, wherein the researchers transcribe the data and undergoes a coding process; Next, given that coding of data has been completed, it will then be separated into themes depending on the understanding of each data. This can be determined through data patterns; Then, as the themes are identified, the proponents review and examine them through validation of data themes and if it is in the proper classification; After the themes and classifications have been reviewed, the necessary corrections were applied to finalize it; Lastly, the researchers constructed a written report of the examined data. With the applied analysis tool and its process, the researchers can understand and identify the effects of Leadership on Employee Behavior.

After the responses were analyzed, the conclusions and summary were formed to support the study's quantitative findings. The conclusions formed with two quantitative and qualitative phases provided even firmer results and a more comprehensive understanding of the assessment of the leadership of the respondents and its effects on employee behavior. Thus, answering the research questions.

Results and Discussion

This study section thoroughly discusses the acquired results from the gathered data. It is divided into a two-part analysis and discussion anchored on sequential- explanatory design, wherein the quantitative data will be collected and analyzed first before gathering the qualitative data. The quantitative data results are computed through IBM SPSS and divided into two parts to discuss the descriptives and correlation and provide answers to the research problem. The qualitative data is then collected and undergoes the thematic analysis process to explain further and strengthen the results. During the qualitative data collection, the proponents based their questions on the highest and lowest ranking mean in each table to support and further explain the results of the quantitative data.

Table 2: Respondent's Personal Leadership Level

Questions	General Average	Rank	Interpretation
Respondents' Understanding of Leadership	2.39	4	Low
I am aware of my leadership strengths and weaknesses.	2.36		Low
I take the initiative on projects.	2.44		Low
I build relationships with others to reach a mutual goal.	2.42		Low
I understand the underlying concepts of leadership.	2.40		Low
I adapt my leadership style to different situations	2.28		Low
Self-Awareness of Respondents on Leadership	2.43	2	Low
I am aware of my attitudes, values, biases, and prejudices.	2.52		Low
I engage in activities that build or improve my leadership abilities.	2.44		Low
I pay attention to how others may perceive my language and behavior.	2.36		Low
I can exert self-discipline and control over my behavior.	2.46		Low
I know my power to make a difference in my life and others.	2.38		Low
The Practice of Ethical Behavior	2.50	1	Low
I understand the ethical responsibilities that come with leadership	2.50		Low
I follow through on commitments I make.	2.44		Low
I am trustworthy.	2.60		Low
I act by my words, e.g., "walk the talk."	2.44		Low
I lead by setting a positive example for others.	2.52		Low

Leadership Sustainability of the Respondents	2.40	3	Low
I am aware that I am a lifelong learner.	2.40		Low
I reflect on situations and learn from them	2.42		Low
I am resilient. When things do not work out, I learn from it and bounce back.	2.38		Low
I provide opportunities for others to be leaders.	2.40		Low
Total Average	2.43		Low

The table above shows the Total Average of Personal Leadership. The highest mean score pertains to the practice of employee behavior (*M= 2.50*) but still falls under the Low level. At the same time, the lowest mean score and interpretation belonged to the Leadership Sustainability of the Respondents (*M= 2.39*). The Total of all General Average combined (*M= 2.43*) still belonged under the low mean score level. This indicates that the Personal Leadership Level of the employees in Noveleta, Cavite is on the Low Level.

The general average of the respondents' understanding of leadership (M= 2.39) is under the low mean score range. This means that the leadership understanding of the selected employees in Noveleta is low. Employees who take the initiative on the projects given to them got the highest mean on the table (M= 2.44). In contrast, the employees who adapt to their leadership style in different situations, if needed, got the lowest mean score (M= 2.28), which both falls under the low interpretation range. During the qualitative stage, the researchers explored the respondent's situation *in taking the initiative on projects in their respective companies/business*es. The majority of the interviewees expressed that instead of taking the initiative on a project, they **procrastinate** most of the time either voluntarily, as stated by Respondent 9, *"I usually procrastinate on the tasks that are given if the deadline is still far.",* or due to unavoidable circumstances as described by Respondent 2, "*In selling gas, sometimes I can't take the initiative in the project because there are things, I'm also taking care of.*" In any business firm or company, time is money. Managing time properly in tasks assigned to every employee is vital to the organization's operations and essential to a company's profitability (McLaughlin, 2021). Given this, having employees whom Procrastinate can have lethal effects on a business, such as deadlines being missed, the company's profitability, and its reputation can be scarred.

Moreover, three interviewees, namely Respondents 4, 7, & 8, stated that before they start to take the initiative, they **plan before proceeding to action.** This was strongly expressed by Respondent 4, *"...I just usually plan first and wait for my manager to tell me the task that I should do."* According to Jenkins (2022) [17], planning is important to a business since it determines the course of action toward reaching its goal. Planning first is what the respondents suggest before proceeding to action and taking the initiative since they must track the steps that should be taken first. On the other hand, **having a positive outlook** is a must for the remaining interviewees of the study as they take the initiative, which contributes to their well-being as an employee of the establishment. Respondent 1 firmly stated during the interview, "*I am happy and always expressed optimism whenever I take the initiative even though I know that there are possible workloads because I will also benefit from the possible outcome of it."* An article by Shekeryk (2020) clearly stated that having the presence of optimism within the workplace produces the well-being of the

employees and increases their engagement.

The gathered responses show that in the majority, employees did not take the initiative on projects available or assigned to them but instead chose to procrastinate due to factors like deadline length and possessed attitudes or constructing a plan first before proceeding to the course of action because some believed that it would help them work smoothly. Hence, supporting the findings in the quantitative phase.

The researchers also aimed to understand *how employees apply their leadership style to different situations in the company/business they belong to.* Most stated that they apply it by **being sensitive and observant of their environment and co-workers.** As was said by Respondent 4*, "It depends on the people that are around me, and it also depends on the type of situation I am in.",* and Respondent 5, *"By being observant in my workplace…".* Being sensitive and observing others in a workplace and towards your co-workers can be a great tool for creating awareness around you which can help foster a more engaged and healthier environment within the organization (Indeed Editorial Team, 2022) [15]. In the context of Respondent 7, **helping co-employees** is how they adapt his/her leadership style in the workplace. Interviewee number 7 stated, *"I adapt my leadership in our work by helping my co-workers in doing some tasks to be more efficient."* In an organization or a business, helping others is its foundation since you, as an owner, aim to address the needs of other people/potential customers, with these employees should help each other which can contribute to the overall success of the business (Abella, 2021). While according to Respondents 2 & 6, they adapt it by **focusing on business/companies' operations.** Respondent 2 describes it by stating, *"I adapt the leadership style to different situations in my business whenever it's simply about selling the product to the customer but never attempt to do other projects.".* This is followed by the response of Respondent 6, which is by instructing his/her co-employees on the tasks given*, "In giving instructions on the employees what will they do."* For Respondent 9, he/she adapts the leadership style **depending on the work environment,** *"It depends on the environment I'm within.* According to Satyendra (2019), employees' work environment affects their overall performance, behavior, and productivity, which is essential to the business. With this, how the employees interact and their relationship with each other is essential when running a business. However, Respondent 10 honestly stated that he/she is **unaware of the leadership style.** Understanding your leadership style can help you determine different approaches for a new task (Dowd, 2020). In the case of Respondent 10, not knowing the possessed leadership style can be a possible disadvantage in terms of work outputs.

Dowd (2020) suggested that understanding different approaches can help leaders be more effective by understanding how and why they do what they do and help them identify where and when they need to adjust their style. By considering the Growth in the understanding of

leadership, it is possible to show how effective leadership is. In addition, this understanding promotes impactful personal Growth, creating a positive environment in organizations where compassionate and inclusive leadership behaviors can lead to better outcomes for staff and patients. With this, the respondent's leadership understanding, with the basis of the interpreted data, should be widened more and recommends further exploration. Understanding a person's leadership skills and concepts makes a tremendous positive difference in the organization's performance.

The general average of the employees' awareness of Leadership (M= 2.43) is also under the low interpretation range of the mean score. This suggests that the selected employees of Noveleta, Cavite has little awareness of the leadership skill that they possess. The respondents were also asked to *describe their awareness of their attitudes, values, biases, and prejudices.* Some stated that they **fully know it but don't let it affect their work. Instead, they exercise professionalism.** Respondent 2 clearly stated, *"I am **fully aware** of such topics, and with that, I still **prioritize professionalism** above else.* According to Northon (2018), people with a high degree of self-awareness of his/her personal biases, attitudes, values, and prejudices can significantly help avoid them, which may lead to fostering ethical practices. With the given statements of the interviewees, they were fully aware of such aspects and still could handle certain situations professionally.

On the contrary, most of the Respondents expressed that **even though they are fully aware, it still affects their behavior negatively.** This was stated by Respondent 5, *"When it is about awareness, I can say that I am **fully aware of them, but it still gets the best of me** whenever I hit a stonewall, or challenges appear, or whenever I am stressed or pressured.",* and Respondent 8, *"I am **fully aware** of my attitudes both negative and positive, and **sometimes it affects my behavior and performance as an employee** of the company...".* At the same time, the remaining respondents said that by being fully aware of their attitudes, values, biases, and prejudices, they **could understand the attitudes and behaviors of their co-employees.** Being fully aware of it means that you can avoid it and act professionally. In addition, achieving full awareness of such aspects can help you understand the biases, values, attitudes, and prejudices of the people around you (Northon, 2018). As stated by Respondent 3, *"Good because **I can understand the attitude of other people** within the business."*

Most respondents stated that even though they fully know their attitudes and behaviors, it still gets the best of them. This can negatively affect their work output since, as it was stated in the presented literature by Northon (2018), full awareness of such aspects can lead to ethical behaviors, however in the context of the majority, it can have a reverse effect, thus producing improper behavior that affects their work performance.

Moreover, the general average of the practice of ethical behavior among the employees (M= 2.50) also constitutes a low score level. This means that the ethics practices among the selected employees of Noveleta, Cavite, are low. According to Won-Ki & Lee (2022), practicing ethical behavior in your leadership is a crucial component of an organization's success because it fosters democratic participation in ethical behaviors among the employees and for business innovation. Also, the importance of ethical behavior in the workplace helps improve organizations' societal impacts and understanding of their potential role as ethical leaders. But with, the results of the interpreted data show that practicing ethical behaviors in the workplace needs to be intensified since it plays a significant role in employees' leadership and the organization's well-being.

In the qualitative phase, the researchers were given a chance to *assess the trustworthiness* of the selected employees of Noveleta. Most of the respondents stated that they are **not only trustworthy but are reliable and responsible**. This was firmly expressed by Respondent 10, *"I can say that I am **very trustworthy, especially when it is needed to be."*.* Also, Respondent 5, *"I am a **trustworthy** employee, and I exercise it through **giving the best I can whenever my boss entrusts me with something**, either work or other things."* Being a reliable employee keeps the firm's positive reputation and encourages the customers to come back for more (Business Foundation, 2022) [7]. Being a responsible employee cultivates positive effects in the business, such as an increase in employee motivation and maintaining a good company brand (Murphy, 2020). However, for the other respondents, being *Trustworthy is still practiced, but in some situations, they could not exercise it.* It is stated by Respondent 2, *"I think they consider me trustworthy when holding money and selling things to customers **but not in other responsibilities.",** Respondent 4, "I think I would rate it **8 out of 10** because **sometimes I accidentally spill the beans or do things that may cause a negative output.",** and by Respondent 9, "I am a **trustworthy person, but sometimes I forget my responsibilities.*"* In terms of trustworthiness, with basis form the analyzed interview responses, the selected employees' exercises trustworthiness in the workplace while being responsible and reliable at the same time. In a business, trust is one of its essential aspects because its foundation is built on trust, which makes the business run (Hall, 2019) [13]. Being trustworthy in a business firm encourages a good employee-to-employee relationship and a positive business reputation that can be a catalyst for being even more profitable.

Like the aspect of trustworthiness*, how the employees follow through on their commitment* was also assessed. **Giving the best performance and showing dedication** with the commitments they make is what three of the Respondents apply as they do the commitments they have. Being committed to a business is what leads it to success. Commitment is venturing into the unknown world without stepping back by giving your best and showing dedication to every task (Sulivan, 2023). Others expressed **exercising punctuality in the workplace.** Punctuality in a business Is vital since time is money. When employees are punctual, deadlines are met, motivation and encouragement to do the best in the job are present, and just like other aspects, it maintains the positive reputation of the organization (Innovative zone, 2023). Some respondents expressed that they value time management by doing the tasks already and arriving at work on time. However, the other set of interviewees, including respondents 2, 3, 4.9 and 10, stated that there were instances **when they could not follow through with the commitment they made.** As stated by Sulivan (2023), being committed to your business is one of the keys to success; if at least one employee or member of the business is not committed or fails to follow through it, it can have a significant effect on the business, including profitability, operations, and Growth. This was firmly stated

by Respondent 2, *"**Sometimes not**, because of other activities that occupy my mind most of the time, **sometimes I forget**..*

Despite having respondents that genuinely dedicate their time in flowing through commitment, the majority of the group, due to specific situations, somewhat fails to follow through, possibly negatively affecting their relationship with co-employees and the firm itself.

Effective and influential leaders are often consistent with their actions and have a clearly defined personal leadership philosophy, says Indeed Editorial (2023) [16]. This helps them inspire productivity in their work environment, leading to tremendous career success. If you're in a leadership position, learning personal leadership skills can help you guide individuals to lead their lives more purposefully. Based on the results above, the Personal Leadership Level of the Employees needs to be increased for it has benefits, as mentioned in the literature.

Table 3: Respondents' Interpersonal Leadership Level

Question	General Average	Rank	Interpretation
Values Diversity	2.57	1	Low
I value that each person is different.	2.52		Low
I treat each person with respect.	2.70		Average
I work effectively with others who are different from me.	2.48		Low
Communication Skill	2.51	2	Low
I listen carefully to understand what another person is saying.	2.48		Low
To avoid misunderstanding, I ask questions to clarify what the other person is saying.	2.50		Low
I can express a view that differs from others in practical ways	2.48		Low
I ask for input from many people to get different perspectives.	2.52		Low
I seek feedback from others, even if it might be harmful.	2.56		Low
Team Development Contribution	2.44	3	Low
I value the contribution each person makes to a team	2.52		Low
I help a group identify a common goal.	2.58		Low
When working in a team situation, I help the group keep its focus.	2.50		Low
I help ensure that everyone is informed and that information is shared freely.	2.54		Low
I work well with others on a team and help the team determine how it will work together.	2.60		Low
Conflict Management	2.40	4	Low
I work to solve problems, not blame others when we hit a stone wall.	2.50		Low
I can give constructive negative feedback to others when needed.	2.42		Low
I initiate successful resolution of conflict with others.	2.48		Low
I can manage conflict to create positive change.	2.36		Low
Willingness to Provide Service for Others	2.13	5	Low
I try to make a difference for causes more significant than my needs.	2.18		Low
I volunteer to serve others in the community	2.14		Low
I help people in a community organization to undertake a worthwhile project	2.06		Low
I help people who do not have a voice at the policy table develop a way to be heard	2.08		Low
I try to make a difference in my community	2.12		Low
I understand social injustice, prejudices, and biases and work to eliminate them.	2.18		Low
Total Average	2.41		Low

The Total of all General Averages (*M= 2.41*) obtained the low mean score level. This indicates that the Interpersonal Leadership Level of the employees in Noveleta, Cavite is the Low Level, and the respondents' Value Diversity is what Table 3 contains; how the respondents treat each person with respect obtained the highest mean score (*M= 2.70*), which is on the average score level. On the other hand, how the employees working effectively with others who are different from them garnered the lowest mean score (*M= 2.48*) and the lowest score level simultaneously.

With the computed mean of each description, the general average of how the employees value diversity in the organization (*M= 2.57*) constitutes a low mean score range. This indicates that the employees value diversity, such as differences in culture, perspectives, and beliefs, on a low level. How the respondents treat each person with respect obtained the highest mean score (*M= 2.70*), which is on the average score level. On the other hand, how the employees work effectively with others who differ from them garnered the lowest mean score. During the qualitative stage, the researchers were able to assess *how the employees value and show respect for the uniqueness of others.* The first is simply **by showing and giving them respect for their differences.** According to Frei (2021), the differences of everyone in a business are always there, and showing respect for uniqueness will contribute to the business's success. Most of the respondents stated that in valuing the uniqueness of their co-workers, they expressed through by respecting their possessed differences. Respondent 2 said, *"**I show my respect to them** since I know we are born different, and everyone has a unique aspect of themselves. I show respect by accepting."* Second is **by being proud and being an encouragement.** According to Respondent 5, showing how they value everyone's differences through being proud of who they are and encouraging them to express it even more. The following is the statement, "***Being proud of them and encouraging them to do it more**, also, by supporting them more. I never compare myself to them. Because I believe every person has a unique talent."* While for Respondents 3,6, and 9, their ability to value **the uniqueness of others depends on the person or situation.** Following the given responses, their ability to value the differences of everyone depends on the behavior and how that specific individual treated them. Respondent 3 stated, *"**It depends on the type of person** I am dealing with.",* followed by Respondent 6, *"**It depends on the situation.''** then Respondent 9 said that "**It depends on the behavior of the person I'm dealing***

with. *If they do not value my uniqueness, I do the same thing to them."*

In the aspect of valuing others' uniqueness, most of the respondents show how they respect each other despite their differences. Therefore, the proponents conclude that the respondents value and respect everyone's differences, which can foster a healthy employee environment and relationship with their co-employees.

Furthermore, the proponents also seek to assess *how the employees work effectively with different individuals.* Like above, the majority can **work effectively despite their differences** with their co-employees. This is clearly stated by Respondent 9: *"**Most of the time, it works out, and I am able to work with them effectively** and perform well as an individual."* Having to work effectively, especially despite being different from each other, creates a great chance to produce positive outcomes, promotes both individual and team Growth, and reduces stress in the workplace (Middleton, 2023) [21]. But in some cases, like for the remaining interviewees, namely, Respondents 3, 4, 8, & 10, they **have a hard time working with others that are different from them.** This is due to specific behavioral issues, as stated by Respondent 4, *"I can't say fully effectively because of our different opinions and contradicting personalities."* in other situations, as stated by Respondent 10, *"It depends on how they treat me as an individual and someone different from them, sometimes it works, **sometimes it doesn't**.* "Given that most of the group expressed that they could work effectively even though they are aware that they have unique and different co-employees, the researchers conclude that the selected employees of Noveleta can work effectively with others. And like above, in some cases, several employees could still work well with others, foster a healthy employee environment, and build relationships with their co-employees.

Inclusive leadership is assumed to support diverse members' full appreciation and participation in organizations with a diverse workforce. The importance of leaders as diversity managers is widely acknowledged (Lee *et al.*, 2020). Having low value for everyone's differences, whether through culture or beliefs, shows that this practice needs improvement in interpersonal leadership.

The general average of the respondents' communication skills (M= 2.51), like its highest and lowest ranking mean scores, falls under the low score interpretation. This shows that the communication skills aspect of the selected employees in Noveleta, Cavite, are low. To further strengthen its analysis, the researchers investigated *how the respondents were listening when other people spoke.* Some do it by **making eye contact while fully listening.** Two of the respondents, including 1, where he/she stated *"**Looking directly to their eyes** and not hindering his/her words."* and 5, *"Facing him/her and **having eye contact**. Also trying to have comments or opinions or questions just to make sure I understand it."* expressed that as they listen to other people, they are making eye contact. *Others do a process of* **mental note-taking and filtering.** Some interviewees, including respondents 4 and 8, stated that they practice mentally not taking and filtering the speaker's ideas as they listen.

On the other hand, most of the respondents describe it **as being inattentive whenever** someone talks. Being aware of how well you pay attention to those speaking will be crucial in the workplace. Listening to and paying attention to what people are saying is a sign of respect and a skill that will

lead to better relationships (Jed, 2020). However, a few of the interviewees stated that sometimes they get to be inattentive because of being easily distracted, personality issues, and other situations. With this, the other end of their conversation may have a negative effect. As stated by Respondent 3, *"Sometimes I **become inattentive** because there are a lot of things I think about, but sometimes I listen to them."*

In expressing the employees' views to others, how do they communicate them effectively? The following themes were observed? Employees ask for feedback to receive an honest evaluation of their work performance to improve. When you ask for feedback, you are choosing to learn more about yourself and seek the advice of your managers or leaders (Birt, 2023). According to respondent 1, expressing a view to others effectively communicates with the organization and shares thoughts confidently, *"When I share my idea with others, I assure that they will understand my point and also **I ask for their comment on what I said**."* Confident employees are assertive, honest, and able to interact with colleagues, clients, and company leadership with sincerity and conviction. They are more likely to be engaged than intimidated by their work's challenges and willing to step outside their comfort zones. As such, confident employees will likely grow into good leaders (Lambert, 2021). According to the gathered data from the interviews, the employees of Noveleta **companies are confident and straightforward** when expressing their views to others. This means employees of Noveleta companies have effective communication with their organization.

Furthermore, according to the collected data from interviews with employees of Noveleta companies, when it comes to communicating and expressing their views, they are careful with the words they use and show respect to their colleagues who also express their views or idea. This means that the employees of Noveleta companies give value to others, which means that how they **communicate is effective when it comes to expressing their views to others**. Respect is respecting someone well for their qualities or traits, but respect can also be treating people with appreciation and dignity. A respectful attitude should be standard in the workplace regardless of personal feelings (Herrity, 2023).

According to Indeed, Editorial (2020), leadership communication skills are essential because they allow you to take charge of your team and convey your message clearly and unambiguously. With excellent communication, you can set the tone in your workplace and make it easier for your team members to understand your work expectations. It can also help you create an atmosphere where they feel comfortable speaking up and getting feedback. But, by the obtained results of the survey, which is the low level, this skill should be enhanced for further business success, especially on the inside.

Moreover, the respondents' ways of managing conflict in the organization (M= 2.44) have a low-level interpretation. This indicates that the conflict management of Noveleta, Cavite employees is low. The researchers were able to ask the following questions during the qualitative stage and got the data listed below.

The first question tackles the coping mechanisms of the respondents when a problem arises. The following themes were gathered. The first theme is to stay calm and **think of all alternatives**. Staying calm at work is essential because

when an employee is calm, they are usually able to think more logically, which helps the employee make the decision that must be made to deal with the daily problems that may arise at work (Indeed Editorial Team, 2023) [16]. When faced with problems at work, employees choose to be calmer in order to think and make decisions properly to solve the problem. According to Respondent 5, *"Yes, like what I said to the previous questions, **I am not the type of person who panics first and then blame others.** Because if you blame someone, you are wasting time. **Instead, think of alternative ways or solutions** than just letting your emotion get the best of you. It doesn't work, especially in a workplace that values every time they have. "* For the second theme, the employees expressed it by **letting the person who caused it to take the blame and responsibility.** According to the collected data from the interviews of employees of Noveleta companies, when it comes to being responsible for causing problems, they know how to solve them themselves and how to recognize their mistakes.

Furthermore, they allow themselves to blame others when they know they didn't make the mistake and others did. This means the employees of Noveleta companies know how to take responsibility when problems arise. Followed by the next theme, wherein the employees **present ideas and suggestions.** Respondents 2 and 6, when the problem arises, they let themselves try to give solutions to others to solve the problem by giving ideas or suggestions, whether they accept them or not, as long as they can help cope with the problem. As stated by Respondent 2, *"Sometimes **I just give advice and express my ideas** to solve it.***",** and Respondent 6, *"**By giving a suggestion**, if others received it or not is fine as long as it solves the problem."* In the context of Respondent 1, wherein he/she stated, ***"I inform my manager** when problems arise, and I also take responsibility if I am the one who caused it.*" The theme obtained is by **reporting to the manager.** However, to fix the organization's problem, respondent 1 prefers to bring it up with the manager. Additionally, it accepts responsibility when it is aware that it is the one who produced the problem. So that the problem can be resolved more quickly, some employees prefer to report the issue to the manager.

To further support the quantitative claims of the study, the researchers were able to evaluate *how the employees managed conflict to create positive change.* The first theme was **by being optimistic.** According to Nyberg (2022), optimistic employees tend to be solution-oriented and are more pleasant to be included in the organization because it can influence overall productivity. In managing conflict, the employees of Noveleta companies face it calmly and become optimistic, always thinking of the positives that can help them solve the conflict they are facing. Next is by **helping others,** such as their co-employees, to manage conflict in the workplace. When it comes to managing conflict, the employees of Noveleta companies find a way to resolve it. Helping others deal with conflict is one way to solve the conflict. According to the collected data from the employees of Noveleta companies, they are said to help them solve the conflicts faced by others in organizations; the employees also give their best to help others avoid conflicts and have a good environment in their company. As stated by Respondent 6, *"I try my best to help others avoid conflict so that we can have a healthy work environment."* Then some respondents claimed they do it by having **good relationships with co-employees.** To manage conflict, they

calmly manage the problem and solve it together.
Furthermore, employees consider having a good relationship with their co-workers, so to avoid a severe conflict, they calmly face the problem and solve it together. On the other hand, **letting other people solve them** is the theme of the response obtained by the remaining respondents of the study. Moreover, some employees prefer to let their co-workers take responsibility for causing problems in the organization or their company. And because they mind their tasks and manage their time more than help their co-workers solve the problem. According to Respondent 10, *"I don't usually care what people think of me, when I say it, I say it especially if I think it's right; however, they take it, **I just let them talk and solve it on their own**."*

In managing conflict among organizations, able leaders will decrease tense positions, simplify fruitful dialogue, and find good resolutions to get there can efficiently survive their empathy, blocking personal biases from infuriating conflicts. Employees with this trait are more inclined to inspire trust, create ideas efficiently, and be more flexible in making solutions and creating better company output (Babatunde & Haruna, 2023). Having a general average in the low interpretation indicates that the employees' Management of conflict ability should be improved to create a healthy and positive workplace that everybody can enjoy and appreciate.

The general average (*M= 2.55*) is still at a low interpretation level for the respondent's contribution to team development. This indicates that the team development of the employees of Noveleta, Cavite, is low. The employees' ways of working well with others and strategies to help the team determine how it will work together (*M= 2.60*) got the highest-ranking mean score. In contrast, employees' initiative on group assistance (*M= 2.50*) obtained the lowest score. In addition, both constitute a low mean score level.

Qualitative data gathering and analysis were done to further support the quantitative interpretation. The employees were interviewed in terms of *how they are in helping the team they belong to in keeping its focus when there is a task at hand.* According to three of the Respondents, they keep the team's focus **by motivating and helping the team.** Being helpful and maintaining a positive organizational workspace is essential for employee motivation (Indeed Editorial Team, 2022) [15]. According to interviews 1, 5, and 8, when it comes to helping their team to do the task, they are willing to help their co-workers. In addition, they motivate and encourage them to be able to do it. When it comes to helping their team, some employees prefer to **focus on the task at hand that was assigned to them** because they believe that their contributions help their team in keeping its focus to reach a common goal. This was firmly stated by Respondent 2, *"I think **my performance flows with how I contribute to my business firm individually**. With this, I can contribute both to the outcome and my team."* On the other hand, Respondents 3, 6, and 10 say that when it comes to helping their team, they **rely on the leader of their organization** and only do what is assigned to them. As expressed by the statement of Respondent 10, *"I am not a team person; I just usually do what I am assigned to **and let the leader do it.**"*

The selected employees of Noveleta, in terms of team development contribution, focus on doing their best in the assigned task on them no matter the presented contexts above. Although this can be beneficial, in a team setting, working together and collectively can, even more, develop

the team's capacity and skill in producing a sound work output which increases the company's capability of being successful. The Bailey Group (2022) said that every organization wants its leadership team to be engaged and collaborative. Additionally, team building gives your executive team the insights and tools needed to develop better communication, make informed decisions, and set a trajectory to achieve goals. Team building skills are essential to being an effective leader and accelerating careers, and they provide lasting benefits to the organization. Following this, the employees of Noveleta should also improve their team development skills because, in a company, both systematic and collaborative work makes it successful. You cannot work alone but should be with others to achieve the company's goals.

Furthermore, the overall average of the respondents' willingness to provide services for others (*M= 2.13*) is still considered low. This suggests that Noveleta and Cavite employees' wiliness to provide service to others is low. The interpreted data indicates that the highest mean discusses how they try to make a difference for causes more significant than their own needs, understand social injustice, prejudices, and biases in society, and work to eliminate them (*M= 2.18*). Despite the high ranking, it still fell in the low means score level. The lowest mean score discussed how the respondents help people in a community organization to undertake a worthwhile project (*M=2.06*) which is also interpreted as a low mean score level. To further strengthen its analysis, the researchers were able to gather the following responses through the qualitative data-gathering method. *With the presented table, the motivation of the employees to make a difference for causes that are greater than their own needs* got the highest mean score, which resulted in the proponents exploring it even more, to further understand the quantitative findings.

With the use of Thematic Analysis, the following themes were gathered. The happiness and fulfillment it gives is the first factor that motivates employees to make a difference**.** Happiness is a more temporary state, whereas fulfillment is deeper (Speier-Werner, 2019). Getting a promotion or achieving a goal can only make people happy now. The fulfillment it gives to some employees of Noveleta companies they said that they are happy and willing to do something for others. Fulfillments motivate some employees of Noveleta to think they are in good shape. Some Noveleta employees are motivated to believe that their differences are positive by a sense of fulfillment. This was stated by Respondent 1, *"I am **happy and willing to do something for others**, especially if they need my help. In that way, I can see myself treating them as my Family."* and by Respondent 3, *"**The fulfillment that I experience** whenever I help someone* "Some Noveleta employees believe that through going beyond their comfort zone and challenging the status of things, they **will grow stronger and wiser**. This was stated by Respondent 4, *"Growth, I believe that coming out of my comfort zone and making differences are going to make me stronger and wiser and capable of adjusting in any situation or work.* "Also, Respondent 8, *"What motivates me is **how it enhances my skill as an employee** like your communication skill towards customers, how you treat them and how you can stay calm in certain situations.* Sadly,

some are motivated by **Monetary Value.** The usage of money by some of the employees of Noveleta motivates them to work hard to do the greater good. This was honestly stated by Respondent 2, *"Money, I know it sounds crazy, but when money is involved, to be honest, it motivates me even more."* However, in the context of Respondents 9 & 10, Some employees of Noveleta said that they are not involved in this type of situation.

With the gathered qualitative data, the researchers conclude that different factors influence their motivations for doing things for the greater good: the happiness and fulfillment it gives, skill enhancement & Personal Growth, and money. Still, on the other hand, some do not get involved in such situations, possibly because of workload, being busy, or other personal issues like lack of motivation.

Given that it also had the highest ranking mean score, the researchers also explored the *respondents understanding and identifying social injustice, prejudices, and biases in their society.* In its gathering and analysis, the majority of the interviewees stated that they **clearly understood it**. According to Vraga (2020), Research on misinformation is growing in volume and scope, but defining "misinformation" in a consistent and coherent way has been a challenge for the field. When you ask about comprehension level, they respond that they can understand clearly since they think that God created us all equally. Our society is full of biases and beliefs, which could be the root of all social injustice. Some employees of Noveleta just **understand it, but they don't want to be involved** knowing that we are facing so many issues. They just let it happen as long as it doesn't involve them or due to a lack of confidence and motivation. As stated by Respondent 9, *"I don't try to get involved in this, but I am aware* of such issues."* Although the majority of the respondents have a clear understanding of the topic, some **do not understand it.** They don't know anything about it and do not care because they don't want to be involved. As stated by Respondent 7, *"I don't know anything about it because I am not that type of person."*

According to Kozlowski (2021), a true leader's role is to motivate their team to collaborate in pursuit of a common objective. Serving others' needs is the best way to uplift them. Cooperative efforts succeed in the objective this way, and involvement in your community's betterment and success defines a true leader. But, with the gathered low result, providing service for others should also be one of the focuses on improving the employee's interpersonal leadership.

Just like the Personal Leadership Level, the Interpersonal Leadership level of the respondents should be developed more. Because according to McKenna (2019), Interpersonal skills are an essential competency for effective leadership. With these skills, leaders can better motivate their teams, encourage collaboration, and foster stronger cohesion, ultimately contributing to organizational success. These skills enable leaders to build meaningful relationships with colleagues and employees, manage poor performance, overcome failure, and motivate employees. Leaders who possess emotional intelligence, of which communication skills are critical, are more likely to build a motivated and productive workforce.

Table 4: Level of Employee Behavior among the Respondents

Description	Mean	Rank	Interpretation
I aim and produce high-quality work and results/ output.	4.82	1	Extremely High
I deliver/submit/finish work on time and meet deadlines	4.75	3	Extremely High
I arrive at work on time.	4.49	5	Extremely High
I professionally conduct myself.	4.75	3	Extremely High
I take the initiative when working.	4.69	4	Extremely High
I have a positive attitude at work.	4.75	3	Extremely High
I perform well in high-pressure situations.	3.29	6	Extremely High
I seek out opportunities for Growth.	4.80	2	Extremely High
I get along with co-workers.	4.75	3	Extremely High
I can communicate with others in the workplace.	4.82	1	Extremely High
General Average	4.59		Extremely High

With gathered and computed results, the General Average of Employee Behavior *(M= 4.59)* falls under the Extremely High interpretation level of mean. This indicates that the level of Employee Behavior among the Employees in Noveleta, Cavite is Extremely High or Outstanding Level of Behavior.

In the presented table 4, which shows the results for the Level of Employee Behavior among the Respondents, the Highest Mean score *(M= 4.82)* is at the Extremely High level, states that the employees both aim for and produce high-quality work and results/ output and can communicate with others in the workplace. Meanwhile, the Lowest Mean Score *(M= 3.29)*, still an Extremely High interpretation level, describes that few respondents can perform well in high-pressure situations. The obtained employee behavior level among the respondents can positively affect the success of the businesses they are in and thus can be one of the reasons for its Growth and development. During the qualitative stage, the researchers could ask the following questions and gather the results below. The first question is about *how employees are in high-pressure situations and how they perform the work/task assigned to them.* Several interviewees responded that they **stay calm, optimistic, and transparent.** Optimistic employees tend to be solution-oriented and are more pleasant to be included in the organization because it can influence overall productivity (Nyberg, 2022). When it comes to dealing with high-pressure situations, the employee faces them calmly and becomes optimistic. This means that they perform their tasks effectively even when they are faced with high-pressure situations. And according to respondent 4, respondent 4 becomes transparent and deals with it calmly when faced with a high-pressure situation. This means that when it comes to dealing with high-pressure situations, employees deal with them effectively. However, some employees **have difficulty dealing with high-pressure situations**.

Respondents 2, 3, 6, 8, 9, and 10 usually do not function well when dealing with high-pressure situations, and their work performance is affected. This means some employees cannot face the problem they are facing. Considering the majority of the responses, the researcher concludes that the selected employees in Noveleta do not function well during high-pressure situations. Hence, it affects their employee behavior and performance. ***However, in terms of performance execution with regard to ensuring high-quality work output, the respondents stated the following.*** Employee performance is how a member of the organization fulfills their duties, completes the necessary tasks, and acts diligently in the workplace (Perbox, 2023). In action and doing tasks, the employee **gives their best performance** to

produce high-quality work. Followed by **employee work output, consistency** is their response to work with practical work and action aimed at producing high-quality work.

In comparison, others stated that they prioritize **satisfying the customers** they have. In terms of employee performance, by ensuring high-quality work, they ensure that their leaders within their organization and their customers will be satisfied. The interviews stated the following *"My performance regards ensuring high-quality work output **is satisfying the customers especially reaching their expectation as possible** for your product, trying to communicate better for the customers so that they can repeatedly buy in our business firm, and as much as possible, I am trying to evaluate my responsibility in the business firm how I an completing the projects properly."* And finally, by **being punctual.** According to Respondent 1, "**I am always doing my task ahead of time,** so I won't be rushed when times of deadline." When it comes to performance as an employee, Respondent 1 becomes punctual in doing work that results in high-quality work because deadlines are not missed. A lesser cache of cramming the work outputs has a deeper focus. Despite the previous findings regarding the state of the employee while working under pressure, the researchers find out that they still ensure to produce high-quality work outputs. This can help the organization grow, contribute to reaching its goals, and create more future achievements that can build the company's reputation.

Employees are essential for organizational outcomes; if the employees are successful and exhibit good behavior, the business or organization is the same (Peek, 2023) [23]. The obtained employee behavior level among the respondents can positively affect the success of the businesses they are in and thus can be one of the reasons for its Growth and development.

Table 5: Correlation between Leadership Level and Employee Behavior

S. No	Variables	N	M	1	2	3
1	Employee Behavior	50	4.59	-		
2	Personal Leadership	50	2.31	.495**	-	
3	Interpersonal Leadership	50	2.41	.564**	.811**	-

Table 5 shows the relationship between the two variables of the study, as mentioned above. Using Pearson's r-correlation, the researchers found a "weak positive significant correlation" between Personal Leadership Level and the Employee Behavior *(r (48) =.495, p < 0.001)* of the respondents. Furthermore, in terms of Interpersonal Leadership *(r (48) =.564, p < 0.001)*, the relationship falls

under the "moderate positive significant linear correlation." The obtained results not only reveal that the two variables have a connection but also that the leadership level, both Personal and Interpersonal, affects the employees' behavior in Noveleta, Cavite. Hence there is a significant relationship between them, and the leadership level does affect the behavior of the respondents in their workplace. To strongly support the correlational findings, the respondents were asked *how their leadership affects their behavior in performing their work.* According to the collected data from the interviews with the employees of the Noveleta companies, it was revealed that the employees say that their leadership affects their behavior as employees. In addition, according to them, the effect of their leadership on their behavior increases their morale even more when it comes to doing tasks and facing challenges in their organization. The interviews stated the following.

> *"I am more focused and observant in everything. **I can say that leadership enhanced my confidence, and I am assured that I discipline myself whenever I am performing my work**."*
> *"**The Leadership affects my behavior in performing my** work throuh being a model to somebody on how to sell properly and gain profitability, being an employee motivator for them to improve their work as well as it can help the employees to achieve better performance for their career. I am trying to shape them by giving my efforts to give advice on such situations."*
> *"**I think my leadership behavior is effective but only in my workplace but also in my workmates** by trying to solve all the challenges together, having good and excellent communication with each other, trying to get the goals first, and always prioritizing the deadline first. Another thing, I can be there as much as I can.*
> *"**For there is an effect between them** because sometimes your leadership skills has contribution to your performance."*

According to Miller (2022), personal leadership is your desire for self-growth as you lead others, which is essential in a workplace as an employee, for it sets you to be a goal seeker and achiever. With the garnered correlational results, Personal Leadership moderately affects Employee Behavior in such a way that as an employee focuses on personal responsibilities, the drive to accomplish the company's goals is met, which results in high workplace behavior. Meanwhile, in the context of Interpersonal Leadership, it only weakly affects the employee behavior of the respondents in terms of as the employees focus on building an excellent co-employee relationship, a healthier work environment exists, which influences individual behavior, with regards to a business context it fosters an outstanding behavior with the employees. In addition, McKenna (2023) [18] stated that interpersonal skills are vital for good leadership skills. Individuals with these qualities can, even more, motivate their teams, increase cooperation, and foster higher engagement, all of which contribute to the success of a business. Hence, the findings indicate that the Leadership Level of an Employee, whether it is Personal and Interpersonal, though on different levels, affects their

behavior in the workplace.

Conclusion

With the study's gathered results, the researchers came up with the following conclusions. The Level of Leadership in terms of Personal Leadership and Interpersonal Leadership of the selected Employees in Noveleta is Low, resulting in a low leadership skill level. On the contrary, the other variable of the study, which is the Employee Behavior of the respondents, appeared to be Extremely High despite having a low level of leadership. Thus, the proponents conclude that the employees focus more on being a worker with outstanding and professional behavior of a particular team instead of leading. The gathered correlational and qualitative data prove a significant linear correlation between the two variables: Leadership Level (Personal and Interpersonal) and Employee Behavior. Therefore, the Leadership Level of an employee in Noveleta, Cavite, even though it is low, does affect them in producing proper work behavior as long as the employee continues to focus on his/her current responsibilities in the company, and build good relationships with their co-employees, which can help accomplish the goal of the firm and set its right track for success.

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