



## Profiling the Chairpersons' Leadership Style and Resiliency in The Selected Barangays of Samar Amidst Covid-19 Pandemic

Emerson B. Mabao<sup>1</sup> & Meilou C. Macabare<sup>2</sup>

Samar State University, Arteche Blvd. Catbalogan City, Philippines<sup>1</sup>

### ARTICLE INFORMATION

#### History:

Received 25/03/2021

Final Revision 09/22//2021

Accepted 25/11/2021

#### Keywords:

Leadership style

Resiliency

Transformational leadership

Transactional leadership

### ABSTRACT

*This research investigates the leadership styles and resilience of Barangay chairpersons in selected Barangays of Samar during the COVID-19 pandemic, exploring potential connections between their personal backgrounds, leadership styles, and resilience. The study reveals that the majority of chairpersons employ a transformational leadership style, emphasizing inspiration and motivation for community betterment, while a subset demonstrates transactional leadership traits. Most chairpersons exhibit a strong commitment to servant leadership, prioritizing community needs. In terms of resilience, the majority display moderate levels, with transformational leaders showing slightly higher resilience levels. These findings underscore the significance of transformational leadership during crises and highlight the unwavering dedication of Barangay chairpersons to serving their communities, offering insights into local governance dynamics and setting the stage for further research on leadership within local government units.*

### I. INTRODUCTION

Leadership in local government, especially at the barangay level in the Philippines, is vital for community development. Barangay chairmen are elected to lead these small administrative units, and how they lead can greatly affect their communities. This research explores the leadership styles employed by barangay chairperson during the COVID-19 pandemic, the level of their servant leadership and resiliency in leading their respective communities.

To be effective in handling the crisis, barangay chairperson unconsciously exhibits their natural leadership styles like being transformational or transactional. Transformational leaders bring changes in the attitudes and behaviors of members of the community and induce their commitment toward the community's well-being. Transformational

leadership has been deemed as especially important in fields focused on service to the public (Wright, Moynihan, & Pandey, 2012). On the other hand, transactional leadership is viewed as an exchange process in which the leader provides rewards to followers in the form of pay or prestige in exchange for work done by the follower (Burns, 2014). Transactional leaders motivate subordinates by providing rewards which appeal to the subordinates' self-interests. By figuring out what style most barangay chairperson use, we can learn how they lead their communities. We'll also check how much barangay chairmen follow the idea of servant leadership. This study will also assess how resilient Barangay Chairpersons during the time of pandemic.

The attributes of an effective leader when facing adaptive challenges have been previously described by Fernandez and Shaw (2020), including but not limited to accountability,



trustworthiness, and integrity. However, in a crisis, perhaps the most important attributes of all are servant leadership and resilience, which enable a leader to prioritize the interests of others above their own. Servant leaders are those who set aside self-interest in favor of addressing the needs of those they lead. Servant leadership brings a service-oriented approach to leadership that is characterized by enabling followers to grow and develop (Barbuto and Gifford, 2010). It emphasizes empowerment, involvement, and collaboration and is particularly effective in times of crisis. It is during such times that barangay chairpersons, who were elected by their constituents, are called upon to reciprocate the trust and support they have received.

All of the above traits of a leader have been treated individually by several researchers, but no study in the local setting has been conducted regarding the relationships of these variables like who are the most effective leaders during a crisis, if transactional leaders are more resilient than transformational leaders, and whether resiliency is related to servant leadership or not. These gaps in the research literature were answered in this study. Hence, another purpose of this study was to identify critical attributes of effective leadership during the pandemic.

## II. METHODOLOGY

This section is structured to provide a comprehensive overview of the research design, research samples, data collection method, and data analysis techniques employed in the study. The presentation of the methodology is tailored to the specific requirements and focus of this research, ensuring a clear and logical exposition of the research process.

### **Research Design**

The study employed descriptive method of research aimed at determining the leadership styles and leadership behaviors of the respondents during the COVID-19 pandemic. In order to answer the posted specific questions of the study, adapted questionnaires were used to gather the needed data.

The statistical tools used included the frequency count, percentage, weighted mean, mean, standard deviations, t-test for independent samples, and Pearson r.

### **Research Sample**

The respondents of the study are the Barangay chairpersons of the selected Barangay in Samar. This Barangay Chairperson must be in active service during the pandemic where the study takes place. A convenient sampling method is utilized in selecting participants.

### **Data Collection Method**

A letter was prepared addressed to the City Mayor of Catbalogan to allow the researcher to conduct the study. He personally administered the questionnaires to the respondents during the breaktime in a meeting held with the City Mayor of Catbalogan. After the data collection, the tallying and recording of responses of the respondents in a master tally sheet followed.

### **Data Analysis**

Data gathered were tabulated, organized, analyzed, and interpreted with the use of the following descriptive and inferential statistical tools

### **Ethical Considerations**

Ethical principles, including informed consent, confidentiality, and participant anonymity, are strictly adhered to throughout the research process. All participants are provided with clear information about the study's purpose and their rights, and their consent is obtained before data collection. Additionally, the researchers ensured that this study will conform to the national and institutional guidelines of the university. Ethical approval from the Institutional Research Ethics Review Committee for the study was obtained before the conduct of this study.

## III. RESULTS AND DISCUSSION

This chapter presents the analyses of the data obtained and the corresponding interpretation in connection with the specific questions of the study.

### **Leadership Styles of Respondents**

The distribution of Barangay Captain as their leadership style is given in Table 1.



Table 1

## Leadership Styles of Respondents

Leadership Style	Frequency	%
Transactional	17	29.8
Transformational	35	61.4
Transactional/Transformational	5	8.8
<b>Total</b>	<b>57</b>	<b>100</b>

Majority of the respondents at 35 or 61.4% were exercising transformational leadership style. This was followed by 17 or 29.8% who were under the transactional style of leadership. Five (5) or 8.8% were exhibiting both style of leadership.

## Level of Servant Leadership of Respondents

Table 2 presents the distribution of the respondents as to degree of their servant leadership characteristics.

Table 2

## Servant Leadership of Respondents

Servant Leadership	Frequency	%
Strong	56	98.2
Average	1	1.8
<b>Total</b>	<b>57</b>	<b>100</b>

As reflected in the table, 56 or 98.2% of the respondents possess strong servant leadership while only one (1) or 1.8% of the respondents exhibited average servant leadership.

## Comparison of Level of Servant Leadership

## Between the Two Groups of Respondents

Table 3 shows the results of the statistical comparison of the two groups of respondents as to their leadership style.

Table 3  
Difference in Level of Servant Leadership

Groups (n)	Mean	SD	t-value	p-value	Interpretation/ Decision
Transactional (17)	23.6	1.17			Not Significant/
Transformational (35)	23.7	0.66	-0.807	0.424	Accept H <sub>0</sub>

$\alpha = 0.05$ ;  $p < 0.05$ ; two-tailed

As presented in the table, the calculated t-value is -0.807 accompanied by a p-value of 0.424 in terms of level of servant leadership

between the two groups of respondents. This p-value is greater than the 0.05 significance level. This result implies no significant difference in level of servant leadership between transactional and transformational leaders. Hence, the hypothesis 'there is no significant difference in level of servant leadership between the two groups of respondents' is accepted.

## Level of Resilience of Respondents

Table 4 shows the distribution of respondents according to their level of resilience.

Table 4

## Level of Resilience of Respondents

Level of Resilience	Frequency	%
Moderately resilient	43	75.4
Highly resilient	14	24.6
<b>Total</b>	<b>57</b>	<b>100</b>

Forty-three or 75.4% of the respondents are moderately resilient while 14 or 24.6% of them are highly resilient.

## Comparison of Level of Resilience

## Between the Two Groups of Respondents

Presented in table 5 is the difference in level of resilience between respondents exhibiting transactional and transformational leadership styles.

Table 5  
Difference in Level of Resilience

Groups (n)	Mean	SD	t-value	p-value	Interpretation/ Decision
Transactional (17)	58.3	6.23			Significant/
Transformational (35)	63.1	7.79	2.239	0.030	Reject H <sub>0</sub>

$\alpha = 0.05$ ;  $p < 0.05$ ; two-tailed

As can be gleaned from the table, the calculated t-value obtained is 2.239 with a corresponding p-value 0.03. This t-value is significant because the p-value is lower than the 0.05 significance level. So, the hypothesis 'there is no significant difference in level of resilience between transactional leaders and transformational leaders' is rejected.

## Relationship Between Level of Servant

## Leadership and Level of Resilience

Table 6 presents the result of the correlational computation between level of servant leadership and level of resilience.



**Table 6**  
Correlation Between Level of Servant Leadership and Level of Resilience

Variables	r	p-value	Interpretation	Decision
Servant Leadership vs Resilience	0.085	0.551	Not significant	Accept H <sub>0</sub>

The computation yielded an r-value of 0.085 with a p-value of 0.551. Since the p-value is greater than the 0.05 significance, means there is no significant relationship between level of servant leadership and level of resilience. Hence, the null hypothesis which says 'there is no significant relationship between level of servant leadership and level of resilience' is accepted.

#### IV. CONCLUSION

This study embarked on a journey to delve into the leadership styles and resilience of Barangay chairpersons in selected Barangays of Samar during the challenging times of the COVID-19 pandemic. It also aimed to explore potential connections between their personal backgrounds, leadership styles, and resilience. The culmination of this research provides valuable insights into the intricate dynamics of leadership at the grassroots level of local governance in the Philippines.

First and foremost, it is evident that the majority of Barangay chairpersons demonstrated a transformational leadership style. This style, characterized by inspiring and motivating community members towards the well-being and development of their respective barangays, resonates with the fundamental principles of public service and community advancement. Simultaneously, a subset of chairpersons exhibited transactional leadership traits, emphasizing reward-based motivation. This diversity in leadership styles underlines the complexity of leadership roles within barangays. Moreover, the research assessed the level of servant leadership among respondents, and the findings reflected a profound commitment among the vast majority to prioritize the needs of their communities. This dedication underscores the indispensable role of barangay leaders in serving their constituents, especially during challenging periods like a pandemic.

In terms of resilience, the study revealed that most chairpersons exhibited moderate levels of resilience, a crucial attribute for effective leadership, particularly in the face of adversities such as the COVID-19 pandemic. Interestingly, transformational leaders demonstrated slightly higher levels of resilience compared to their transactional counterparts, and this difference was statistically significant.

In summary, this research underscores the importance of transformational leadership in barangays during challenging times, as it appears to be linked with greater resilience. It also highlights the unwavering commitment of Barangay chairpersons to serving their communities. While personal backgrounds did not significantly impact leadership styles, this study provides essential context for understanding local governance dynamics. Ultimately, these findings contribute to a deeper comprehension of leadership at the barangay level and its implications for community development and resilience, emphasizing the pivotal role of local leaders during times of crisis. This study sets the stage for future research endeavors aimed at further unraveling the intricacies of leadership within local government units, with potential implications for policy and community well-being.

#### ACKNOWLEDGEMENT

The author would like to express a deepest gratitude to the respondents of this study, the Barangay chairpersons of the selected Barangays in Samar, for their invaluable cooperation and willingness to share their insights and experiences. Their participation was instrumental in making this research possible.

The researcher is also profoundly thankful to his parents for their unwavering support, encouragement, and belief in his academic pursuits. Their love and guidance have been the authors pillars of strength throughout the journey.

Also, a sincerest appreciation to the dedicated research teacher and adviser, for their expert guidance, invaluable feedback, and relentless commitment to helping me navigate the complexities of this research. Their mentorship has been instrumental in shaping the direction and quality of this study.



This research would not have been possible without the contributions and support of these individuals, and for that, the author is truly grateful.

## REFERENCES

- Aga, D. (2016). Transactional leadership and project success: the moderating role of goal clarity. Conference on ENTERprise Information Systems / International Conference on Project MANagement / Conference on Health and Social Care Information Systems and Technologies, CENTERIS / ProjMAN / HCist 2016, October 5-7, 2016
- Akhigbe, O. (2014). Transactional Leadership Style and Employee Satisfaction in Nigerian Banking Sector. *European Journal of Business and Management*, 6(26), 14-23
- Anjos, J., dos Santos, M., Ribeiro, M., and Moreira, S. (2019). Connor-Davidson Resilience Scale: validation study in a Portuguese sample. *BMJ Open*. doi:10.1136/ bmjopen-2018-026836
- Antonio, T., Melinda, T., and Calvin, C. (2020). Servant Leadership Behavior Scale in the Context of University Student Start-Ups. *KnE Social Science*, 4(3), 184-198. <https://doi/1018502/kss.v4i3.6399>
- Aquino, I., Agustin, C., and Guadamor, M. (2017). Competencies of Punong Barangay for Good Governance: An Assessment. *International Journal of Advanced Research in Management and Social Sciences*, 6(5), 102-117.
- Barbuto, J. and Gifford, G. (2010). Examining Servant Leadership: An Analysis of the Agentic and Communal Properties of the Servant Leadership Questionnaire. *Journal of Leadership Education*, 9(2), 4-21.
- Barbuto, J. E., & Wheeler, D. W. (2006). Scale development and construct clarification of servant leadership. *Group and Organization Management*, 31(3), 300-326. <https://doi.org/10.1177/1059601106287091>
- Barton, M., Christianson, M., Myers, C., and Sutcliffe, K. (2020). Resilience in action leading for resilience in response to COVID-19. *BMJ Leader*, 4, 117–119. doi:10.1136/leader-2020-000260
- Bass, B. (1998). *Transformational leadership: Industry, military, and educational impact*. Mahwah, NJ: Lawrence Erlbaum Associates.
- Bass, B. and Avolio, B. (1995). *MLQ Multifactor Leadership Questionnaire Sampler Set: Technical Report, Leader Form, and Scoring Key for MLQ Form 5x-Short*. Redwood City, CA: Mind Garden.
- Bass, B. & Riggio, R. (2006). *Transformational leadership*. Lawrence Erlbaum Associates, Inc.
- Buchanan, L. (2013). "Between Venus and Mars: 7 traits of true leaders," [Online] available at <http://www.inc.com/magazine/201306/leigh-buchanan/traits-of-true-leaders.html>
- Chaleff, I. (2019). "The Courageous Follower: Standing Up to & For Our Leaders (3rd ed.)." San Francisco: Berrett-Koehler.
- Changar, M. and Atan, T. (2021). The Role of Transformational and Transactional Leadership Approaches on Environmental and Ethical Aspects of CSR. *Sustainability* 2021, 13, 1411. <https://doi.org/10.3390/su13031411>
- Colbert, A., Judge, T., Choi, D., & Wang, G. (2012). Assessing the trait theory of leadership using self and observer ratings of personality: The mediating role of contributions to group success. *The Leadership Quarterly*, 23(4), 670–685. doi:10.1016/j.leaqua.2012.03.004
- Connor, K. and Davidson, J. (2003). Development of a New Resilience Scale: The Connor-Davidson Resilience Scale (CD-RISC). *Depression and Anxiety*, 18, 76-82.
- Field, D. L., & Herold, D. M. (1997). Using the leadership practices inventory to measure transformational and transactional leadership. *Educational and Psychological Measurement*, 57, 569-580.
- Gandolfi, F. & Stone, S. (2016). "Clarifying leadership: high-impact leaders in a time of leadership crisis," *Review of International Comparative Management*, 17(3), pp. 212 – 224.



- Gandolfi, F., Stone, S., & Deno, F. (2017). "Servant leadership: An ancient style with 21st Century relevance," *Review of International Comparative Management*, 18(4), pp. 350–361.
- Greiman, B. (2009). Transformational Leadership Research in Agricultural Education: A Synthesis of the Literature. *Journal of Agricultural Education*, 50(4), 50-62.
- Hartnell1, A., Karam, E., Kinicki, A., and Dimotakis, N. (2020). Does Servant Leadership's People Focus Facilitate or Constrain Its Positive Impact on Performance? An Examination of Servant Leadership's Direct, Indirect, and Total Effects on Branch Financial Performance. *Group & Organization Management*, 1-35. doi.org/10.1177/1059601120901619
- Liden, R., Wayne, S., and Liao, C. (2014). Servant Leadership and Serving Culture: Influence on Individual and Unit Performance. *Academy of Management Journal*, Vol. 57, No. 5, 1434–1452. <http://dx.doi.org/10.5465/amj.2013.0034>
- McKenna, J. and Dominey, S. (2014). Degrees of resilience: profiling psychological resilience and prospective academic achievement in university inductees. *British Journal of Guidance & Counselling*, 42:1, 9-25.
- Rest, J. and Narvaez, D. (2018). *Moral Development in the Profession: Psychology and Applied Ethics*. Hillsdale, New Jersey Hove, United Kingdom: Lawrence Erlbaum Associates.
- Sergiovani, T. (2017) *Rethinking leadership: A collection of articles*. (2nd Ed. Thousand Oaks). Corwin Press.