

# THE RELATIONSHIP OF PERCEIVED INTEGRITY OF LEADERS TO SELF-EFFICACY AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR: BASIS FOR A MANAGEMENT DEVELOPMENT PROGRAM

Erik Jason Roque M. Estrada<sup>1,a</sup> and Rosalia T. Caballero<sup>2</sup>

<sup>1</sup>University of Santo Tomas Graduate School/Development Bank of the Philippines

<sup>2</sup>University of Santo Tomas Graduate School

<sup>a</sup>aestradaejr@gmail.com

## ABSTRACT

*This study seeks to determine the relationship of the perceived integrity of leaders in a state-owned housing agency as the respondents' socio-demographic profile (age, gender, educational attainment, length of service) self-efficacy and organizational citizenship behavior. The descriptive-correlational method was applied to 196 permanent rank-and-file employees using a self-made socio-demographic questionnaire, Perceived Leadership Integrity Scale (PLIS), General Self-Efficacy Scale (GSES), and the Organizational Citizenship Behavior Checklist (OCB-C). The findings revealed that there were more female respondents than males who aged 31-40 years and had served the agency for 5-9 years with college degree. Moreover, the respondents perceived their leaders as moderately ethical with their self-efficacy at the normal level while strongly manifesting organizational citizenship behavior. Correlation results showed that perceived integrity of leaders had a significant positive relationship to the respondents' length of service. This indicates that the longer the employees stay in the agency, the more they see their supervisors as highly ethical. Furthermore, the perceived integrity of leaders was found to be significantly correlated with self-efficacy and organizational citizenship behavior. Thus, the study recommends a management development program for the leaders in the agency.*

**Keywords:** leadership integrity, self-efficacy, organizational citizenship behavior, management development program

## INTRODUCTION

Modern organizations most especially in the public sector had adopted integrity as one of their most essential corporate values with their leaders as the prime practitioners (Dela Rosa Reyes, 2012). However, while integrity builds up quality managers and supervisors, it is also a factor why they are grounded on scrutiny and organizational politics, thus threatening to damage their reputation. As there are various methods to address stakeholders in such inevitable situations like press releases, meetings, social media branding, and even acting incognizant to the whole scenario, there seemed to be a limited, if not, lacking, focus and writings on how these leaders are being viewed by their subordinates based on their respective ethical practices, which are highly important because of their effect to their behavior at work (Maxwell, 2016). This is the outset of this study.

Calugay (2013) believes that the culture of leadership can be a crucial factor in this case because integrity and excellence are best displayed when leaders take themselves as role models. In fact, in every state-owned

institution, leadership is a cultural and social branding. It can be a threat or a catalyst of effectiveness and success.

The integrity of leaders had provided numerous outcomes to the behavior of their followers especially in the core of self-efficacy (Poon, 2016; Jerusalem, 2014; Palmer, 2013; Tsai & Wang, 2012) and organizational citizenship behavior (Harwiki, 2016; Long et. al, 2016). It is now a question whether it is for the positive or the negative. Drucker (1953) as cited by Poon (2016) believed that leading denotes reputation management because the employees must always also be considered as customers who also have the privilege of giving feedback. Moreover, once an ethical environment is created, employees and management develop trust in one another. Leaders with integrity garner support from his or her subordinates. A government-owned and controlled housing corporation based in Makati City, adheres to this scenario. It was established in 2004 and became operational in 2005. Compared to large-scale government-owned and/or controlled corporations, its culture of leadership is still taking little steps to further development. The researcher,

who was employed in the agency for three (3) years as a communications staff handling leadership and branding issues, observed that the agency for more than a decade did not actually have its own internal program for management development and it had not yet explored the perceptions of the employees who are also stakeholders towards the management.

Moreover, the current situation of the superior-subordinate relationships in the agency drove the interest of the researcher since it embraces a warm and family-oriented culture and conflicts between the leaders and followers due to issues of integrity can be as alarming as a potential threat.

The researcher believed that it is high time that the agency must invest on a program which could handle issues and conflicts involving management in the future. Considering also the literature reviews, the program likewise serves as a proposal to train the management on personality enhancement and branding at work to shape the employees' perception and to develop their leadership styles as well.

Taking all these into account, the study aims to:

1. describe the employees' socio-demographic profile, levels of perceived integrity of leaders, self-efficacy, and organizational citizenship behavior;
2. determine the relationship perceived integrity of leaders towards the self-efficacy and organizational behavior of the respondents; and
3. utilize the results as inputs to develop a management development program

## REVIEW OF RELATED LITERATURE

### *Leadership Integrity: An Employee Behavior Driver*

The definition of integrity has been the subject of significant disagreement in both the philosophy and leadership literatures (Craig & Gustafson, 1998 as cited by Maxwell, 2016). Leroy et.al (2012) suggested that integrity research suffers from --confusion and disagreement about the term and that this disagreement has prevented both the development of theoretical models on cause and effect relationships of integrity and the development of empirical tests of those relationships. Poon (2016) suggested further that the central point of disagreement is whether integrity describes more narrow conceptions of wholeness or consistency or whether integrity is better thought of more expansively to include references to authenticity, ethicality, morality, or character. The root of all integrity judgments is a sense of consistency or congruence between seemingly disparate elements. To have

integrity means that things fit together in a coherent form, that there must be a form of an efficient leader-follower relationship. Basically, what subordinates see towards their respective heads has something to do with the locomotive display of integrity and corporate values (Dela Rosa-Reyes, 2012). Reviews of integrity definitions, like those of Alshammari and colleagues (2015) found a little disagreement on the importance of consistency; however, where things get more interesting is when discussions turn toward just what should be consistent to indicate integrity.

According to Craig and Gustafson (1998) as cited by Martin et. al (2016), among the aspects and forms of leadership – the ethical leadership has the least amount of reviews and instrumentations because its facets can only be realized through the perception of others. Quite frankly, no leader can even proclaim the he or she has the fullest integrity in his or her own right.

### *Leadership Integrity's Role in Self-efficacy*

Self-efficacy, defined as one's belief in his or her capability to succeed in specific situations, e.g., a goal, task, or challenge; (Bandura, 1986 as quoted by Simosi, 2012), is a kind of self-esteem based on a sense of competence. Self-esteem and identity, two aspects of the self-concept, are closely interrelated based on experiences. Identity deals with evaluation of the self to social systems, whereas self-esteem focuses on the evaluation dimension of the self-concept. Evidence provides that it can be concluded that the leadership self-efficacy significantly influences the directional leadership behavior of the managers (Galoji, 2013). In fact, transformational leadership has significant effect on the social competence, self-efficacy, work engagement; and individual performance; self-efficacy significant effect on individual performance (Astuti et.al, 2014). This may enhance his or her members' evaluation of self-concept, increase their sense of competence, and help build their perceptions of identity and status judgment within the group. Meanwhile, there were significant correlations among self-efficacy, emotional intelligence, information acquisition, information utilization and effective leadership of the respondents. It was further established that self-efficacy, emotional intelligence, information acquisition and utilization were significant determinants of effective leadership of managers in the packaging companies in Nigeria. It was therefore recommended that the board of management in the studied companies should endeavor to encourage their managers to acquire and utilize information to enhance their effective leadership. They should give self-efficacy and emotional intelligence training to their managers in order for them to be effective leaders (Popoola & Zaid, 2015).

Indicative of such impact is the study of Palmer

(2013) wherein the results showed that leaders' ethical practices influences the self-efficacy beliefs of followers. Findings also show that moral disengagement mediates the relationship between leader behavior and follower ethical behavior. However, moderated-mediation analyses show that the indirect effects of moral disengagement depend upon levels of follower ethical efficacy beliefs. This is a support to an insight of Tsai and Wang (2012) towards bank employees in Taiwan and thus stated that supervisors with high emotional intelligence and integrity were able to perform excellent leading skills to catalyze self-efficacy, and that employee self-efficacy results in a significantly positive impact on organizational commitment. The present research empirically suggests that the emotional intelligence of a supervisor plays a mediating role in the relationship between the leadership style of a supervisor and the self-efficacy of employees.

### ***Leadership and its Impact to Organizational Citizenship Behavior***

To start with morality and fairness, in line with our expectations, this component of ethical leadership is positively related to civic virtue and courtesy. With regards to civic virtue, its relationship with morality and fairness can be explained by the implication that an honest leader with high moral standards causes highly committed employees who are willing to help the company in different ways. For example, when an employee feels that he is treated fairly and his/her leader is always open and does not disguise information, it is possible that he/she would be more willing to cooperate in important events of the organization and to keep updated about new presented information and that could exhibit OCB behaviors. The correlation analysis in this study also shows that morality and fairness had the most significant correlation with civic virtue. Concerning courtesy, morality and fairness showed to be a determinant of this OCB dimension (Singh & Durga Prasad, 2014).

Ethical leadership is normatively associated with the attributes of OCB. Yang, Ding, & Lo (2016) defined ethical leadership as "the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships and the promotion of such conduct to followers through two-way communication, reinforcement, and decision making." This definition conceptualizes the dimension of ethical leadership as consisting of two types of characteristics: (a) personal moral characteristics (e.g., trustworthiness, fairness, self-control, caring about others' interests) and (b) moral managerial skills (e.g., listening, combined use of rewards and punishments, valuing collective ethics; Mayer, Aquino, Greenbaum, & Kuenzi, 2012). Harwiki (2016) even concluded that leadership behavior in terms of inculcating and displaying of integrity had a positive relationship on OCB. Ethical leaders may intend to be

role models and make use of normative management to guide their followers in the right direction based on moral and ethical motivations even without formal requirements or enforcements from an organization.

Because of the concept of Podsakoff and Mackenzie (1995) about the organizational citizenship behavior (OCB) - that if driven with the just leadership behavior can bring about institutional success various studies emerged to examine how leadership qualities may catalyze or impede the variable (Engelbrecht & Heine, 2014).

### ***Leader-Member Exchange Theory (LMX)***

Leader-member exchange (LMX) theory was developed by Dansereau, Graen, and Haga (1975) and was originally called vertical dyad linkage (VDL) theory. LMX theory concentrates on the interactions between leaders and subordinates. These interactions are called leader-member exchanges (LMX). The theory originally took its name from the relationship between two people (a dyad), the position of the leader above the subordinate (vertical), and their interrelated behavior (linkage). LMX theory states that leaders develop different roles and relationships with the people under them and thus act differently with different subordinates. This enables the subordinates to form perceptions towards their superiors including values such as integrity. With the perception comes the development of reputation of the leader. Employees with a high-quality LMX are more satisfied with their jobs, are less likely to leave the organization, perform at higher levels, and engage in organizational citizenship behaviors than do employees with a low-quality LMX (Colella & Varma, 2006; Griffeth, Hom, & Gaertner, 2007; Ilies, Nahrgang, & Morgeson, 2010).

### ***Implicit Leadership Theory (Offermann et. al, 1994)***

This theory is described as the emerging values of leadership in the subordinates. It expresses that every follower and member have an innate leadership values in them and it is affected by the social and organizational norms depending on cultural adaptation and formation of interactive behavior. Now, these inner views of leadership encourage the individual to evaluate a leader through his or her own perspective. If an employee perceives a manager having an absolute sense of integrity, it is parallel to his or her belief, and vice versa.

### ***Social Learning Theory (Bandura, 1977)***

This theory states that behaviors can be shaped, reinforced, and controlled through the use of various medium which involves interaction. Say, one can imitate the actions of a certain personality which produces desired outputs and creates positivity in

the innate projection of behavior. In this study, the modeling concept is being derived wherein a live model (leader integrity) is believed to have effects on the OCB and self-efficacy thus giving a supervisor the control over the subordinates' outlook and attitude in accomplishing tasks. What the leader practices specifically in terms of integrity is more likely to be reflected on how the member-followers contextually perform duties and responsibilities.

In addition, social learning theory suggests that learning can occur in different ways, such as through vicarious experience (e.g., learning from the behaviors of some model persons) and verbal persuasion by others (e.g., being encouraged to achieve a certain behavior), and then enhance the extent of one's belief in one's own ability to accomplish goals, thereby improving self-efficacy (Bandura, 1977, 1986).

## METHODOLOGY

### *Respondents and Study Site*

196 permanent rank-and-file employees (Salary Grades 4-20) participated in the study taken from a total population of 300. 62% is female (n=121) while 38% is male. Majority of them aged 31-40 years old (n=83) and 77% are college degree holders (n=150). Moreover, most of the respondents had served the agency from 5 to 9 years (n=146).

The research was conducted in the conference hall of the agency based in Makati City, Manila.

### *Procedures and Measures*

After the approval from the Ethics Committee, test administration was done in a formal classroom setting, with the assurance that all the directions were given correctly and clearly.

The Perceived Leader Integrity Scale (PLIS) is 360° leadership assessment instrument for assessing impressions of the integrity, ethics, and destructive behaviors of managers and leaders. The responses on the PLIS indicate the degree to which you see that person's behavior as ethical. It was originally developed as a research tool by Craig and Gustafson in 1995. A 4-point Likert scale is being applied in the PLIS: Not at All (1), Barely (2), Somewhat (3), Exactly (4). A low score on the questionnaire indicates that you perceive the person you evaluated to be highly ethical. A high score indicates that you perceive that person to be very unethical. The interpretation of what the score represents follows:

- 30-32 High Ethical: If the score is in this range, it means that you see the person you evaluated as highly ethical. Your impression is that the

person is very trustworthy and principled.

- 33-45 Moderate Ethical: Scores in this range mean that you see the person as moderately ethical. The impression is that the person might engage in some unethical behaviors under certain conditions.
- 46-120 Low Ethical: Scores in this range describe people perceived as very unethical. The impression is that the person evaluated does things that are dishonest, unfair, and unprincipled almost any time he or she has the opportunity.

The 30-item version which was made available in 2015 demonstrates a unidimensional factor structure, reflecting perceivers' overall impression of a leader's ethical integrity, Cronbach's alpha internal consistency estimates .95, and appropriate patterns of convergent and discriminant validity relative to other variables.

The General Self-Efficacy (GSE) Scale is a 10-item self-report of self-efficacy or the belief of accomplishing a certain task. It was developed by Schwarzer, R., & Jerusalem, M. in 1995 and was revised in 2005. The GSE Scale employs a Likert scale for the following item responses: 1-Not True at All, 2-Hardly True, 3-Moderately True, 4-Exactly True. The total score is calculated by finding the sum of the all items. For the GSE, the total score ranges between 10 and 40, with a higher score indicating more self-efficacy. The total scores can be categorized into High (31-40), Normal (21-30), and Low (10-20) in terms of his or her efficacy. Cronbach's alpha estimated internal reliability of .86 for the scale.

The Organizational Citizenship Behavior Checklist (OCBC) is a 10-item questionnaire which examines the prosocial extra behavior of an individual in an organization. It is a modified version of the original 42-item test which was developed in 2010.

The OCBC was specifically designed to minimize overlap with scale of counterproductive work behavior, a limitation noted in prior scales Included were items that reflected acts directed toward the organization as well as people in the organization, such as coworkers. Some items asked about altruistic acts that helped coworkers with personal as opposed to workplace issues. The instrument utilizes a 5-point scale: Never (1), Once or Twice (2), Once or Twice a Month (3), Once or Twice a Week (4), Everyday (5). Scores are computed by summing responses across items. A total score is the sum of responses to all items. The average of scores can be classified into Strongly Manifested, Slightly Manifested, and Rarely or Never manifested. The OCBC is a causal indicator scale that consists of items that are not all parallel assessments of a single underlying construct. Nevertheless, internal consistency reliability (coefficient alpha) was

found to be .92 for 10-item version of the OCBC.

### Hypothesis

The following hypotheses were tested at .01 level of significance:

- $H_{01}$ : There is no significant relationship between perceived integrity of leaders and the socio-demographic profile of the respondents.
- $H_{02}$ : There is no significant relationship between perceived integrity of leaders and self-efficacy of the respondents.
- $H_{03}$ : There is no significant relationship between perceived integrity of leaders and organizational citizenship behavior of the respondents.

## FINDINGS

The correlation results show that between the perceived integrity of leaders and the respondents' socio-demographic profile, only the length of service ( $r=.57$ ;  $p<.00$ ) had a positive significant positive relationship. This denotes that those who had served longer in the agency have the tendency to see their immediate supervisors as highly ethical.

**Table 1. Correlation Summary – Perceived Leader Integrity and Socio-Demographic Profile (gender, age, educational attainment, length of service)**

Independent	Dependent	Coefficient	p-value	Remarks	Hypothesis
Perceived Integrity of Leaders	Age	.06	.39	Not Significant	Accept $H_0$
	Gender	.18	.01	Not Significant	Accept $H_0$
	Educational Attainment	-.05	.47	Not Significant	Accept $H_0$
	Length of Service	.57**	.00	Significant	Reject $H_0$

\*\*Significant at .01 level (2-tailed)

The respondents were asked to rate their immediate supervisors based on the 30 items presented with a scale from 1 to 4 (1=Never; 2=Barely; 3=Somewhat; 4=Exactly). Using the mean score and standard deviation, it was found out that the respondents see their leaders as moderately ethical ( $M=40.2$ ;  $SD=.71$ ). This would denote that on the average, there is an impression that their immediate superior might engage in some unethical behaviors under certain conditions.

Using the 10-item General Self-Efficacy Scale (GSE), the respondents assessed themselves on how motivated they are in terms of accomplishing daily tasks at work. Following the scoring methods where 10-20=low; 21-30=normal; 31-40=high, it turned out that the respondents were exhibiting normal levels of self-efficacy ( $M=28.7$ ;  $SD=6.9$ ). Employees

who placed at this level exhibit substantial amount of motivation to keep themselves on track when accomplishing tasks (Schwarzer & Jerusalem, 2014).

The Organizational Citizenship Behavior Checklist (OCBC) was used to determine how often *malasakit sa kumpanya* was enacted among the respondents. As reflected, the mean score (4.19) and standard deviation (.97) gave an impression that the respondents were showing strong manifestations of organizational citizenship behavior- that they show compassion and dedication to the organization, its facilities and the people involved in its functioning (Barcelon, 2012; Dela Rosa Reyes, 2012).

**Table 2. Summary of Variable Mean Scores, Standard Deviations, and Levels**

Variable	Mean Score	Standard Deviation	Level
Perceived Integrity of Leaders (PLI)	40.2	.71	Moderately Ethical
General Self-Efficacy (GSE)	28.7	6.9	Normal
Organizational Citizenship Behavior (OCB)	4.19	.97	Strongly Manifested

\*\*Significant at .01 level (2-tailed)

Using the Pearson Product Moment Correlation, the self-efficacy ( $r=.293$ ;  $p<.01$ ) gained a positive relationship with the perceived integrity of leaders. This would explain that the higher the perceived integrity level, the higher are the levels of self-efficacy. However, the degree of the correlations was also found to be weak and can be subject to further exploration of other variables that could alleviate the correlation.

Hence, the outcome of the correlations agrees with most of the results from the respective studies on self-efficacy of Poon (2016), Palmer (2013), Tsai & Wang (2012), who proclaim that how a subordinate sees his or her supervisor in terms of the practice of integrity correlates self-efficacy at his or her own right. The social learning theory of Albert Bandura states that learning can be acquired through vicarious experiences and modelling. At this scenario, the leader becomes the model of his or her subordinates thus the practice of integrity is one reflection of an experience.

The respondents' organizational citizenship behavior ( $r=.242$ ;  $p<.01$ ) also had a positive relationship with the perceived integrity of leaders. Also, the relationship was of low value. This indicates that there might be other factors that could catalyze relationships among the given variables. Likewise, leader integrity and organizational citizenship behavior supports the ideas of Harwika (2016), Long, Ding, Yang (2016), and Specter & Fox (2014). Hence, the implication would be that organizational citizenship behavior that is driven with the just leadership behavior such as integrity, can bring about institutional success. (Podsakoff & Mackenzie, 1995 as cited by Engelbrecht & Heine, 2014). While



leaders who are less ethical at work make their staff persist and long for what is right, which decreases their malasakit; they tend to be rebellious, and uncooperative as they try to break away from the positive qualities they are once exposed to (Barcelon, 2012).

**Table 3. Correlation Summary Between Perceived Integrity of Leaders and Variables: Self-Efficacy and Organizational Citizenship Behavior**

Independent	Dependent	Coefficient	p-value	Remarks	Hypothesis
Perceived Integrity of Leaders	Self-Efficacy				
	Organizational Citizenship Behavior	.242**	.00	Significant	Reject Ho

\*\*Significant at .01 level (2-tailed)

## DISCUSSION AND CONCLUSION

The female respondents (61.7%) outnumbered the males (38.3%) in the undertaking. Considering the gender dominance, it is concluded that the orientation of females towards their supervisors is a major factor in the study because females are more assertive, emphatic, and sensitive compared to males (Fairley, 2015). Majority of the employees who participated were in the age cluster of 31-40 years old and were still deemed as young professionals and were at the upright stage to establish and invest on having a family. Individuals at this age cluster were adults and owned a different perspective towards learning from either an ethical or unethical leader because they are more expressive and participative (Kearsey, 2010 as cited by Kanter, 2016). Meanwhile, the respondents with college degrees (77%) dominated the numbers while only a small portion were identified as post-graduate degree holders (6.1%) and elementary graduates (2%). This would imply that there was still a portion among the respondents who had achieved post-graduate degrees but were still rank-and-file status. Lastly, those who had served for 5-9 years garnered the highest portion of the distribution (74.5%) compared to the 2.5% belonging to those who had 10 years and above tenure in the agency. It can be inferred from these numbers that having stayed for more than 5 years in the organization would be reliable enough to create relationships and be familiarized the behavior of their immediate supervisors.

As revealed in the tabulated data, the respondents saw their superiors as moderately ethical. It is important to align this with the concept of Calugay (2013) which states that the present behavior of leaders shape the future of their followers most especially in the field of public service wherein the culture is strong that it takes decades for it to be changed. In fact, in every state-owned institution, leadership is a cultural and social branding. It can be a threat or a catalyst of effectiveness and success.

Although the respondents attained normal levels of self-efficacy, they tend to be either motivated or demoralized given some reinforcements so there must be close monitoring to these individuals because they are vulnerable to stressors (Cherian & Jacob, 2013).

According to Podsakoff, Whiting, Podsakoff & Blume (2009) cited by Shin (2012), an organization will benefit from encouraging employees to engage in OCB, because it has been shown to increase productivity, efficiency and customer satisfaction, and reduce turnover and absenteeism. Typically, employees who frequently engage in OCB may not always be the top performers (though they could be, as task performance is related to OCB), but they are the ones who are known to 'go the extra mile' or 'go above and beyond' the minimum efforts required to do a merely satisfactory job.

The length of service is positively correlated with the perceived integrity of leaders. Thus, the longer the tenure of an employee, the higher he or she sees his or her superior as ethical. Otherwise, those who had shorter tenure see their superiors as less ethical. Obviously in this case, employees with longer service had already established firm relationships with their supervisors. They probably had seen the better side of their supervisors as time pass by (Craig & Gustafson, 1998 as cited by Martin et. al, 2016).

The study also proved that there exists a significant relationship between perceived leader integrity and self-efficacy of the employees. The relationship is actually positive which denotes that the higher the perceived level of integrity among their superiors, the higher the self-efficacy level or the motivation to accomplish a certain task.

The same result was also obtained between the perceived integrity of leaders and the organizational behavior of the respondents. It only denotes that leaders who are seen as highly ethical propel the employees to manifest OCB or what is coined as malasakit sa kumpanya more often and vice versa. On the other hand, the lower the ethical practice of the leaders, the less likely the employees will put the proactive behavior into daily practice.

Although the abovementioned correlations were also found to be weak, the case can be an open foundation for further exploration of other factors that can drive the variables such as job satisfaction, performance, corporate benefits, and even the organizational climate.

Based on the follow-up casual interviews to a few respondents, it turned out that most of the respondents feel comfortable with their supervisors that at times they are being treated as companions. This relationship makes them feel on the upper hand of the job. Likewise, that kind of atmosphere in their

department encouraged them to show it to other employees. Others said that they feel awkward for a leader who is unethical because sometimes they feel pressure to conform to the actions of their leaders. However, there was one statement which says that they tend to be demoralized to accomplish tasks when they feel they are being oppressed by an unethical leader.

These scenarios could probably be explained by how the respondents describe their relationships with their superiors as suggested by the LMX Theory. The better the relationship, the greater would be the outcome of the employees' attitude at work and to the people around them. The same holds true for leaders; they may be ethical owing to the support they get from their subordinates in terms of engaging to the corporate values and the stern family-oriented culture. It can also be implied that the Implicit Leadership Theory plays a role in this scenario as it claims that subordinates have innate leadership skills and they can only be tapped by a driving agent which happened to be the leaders (or pertaining to their behavior). Furthermore, the idea of highly ethical leaders can be aligned with the inner leader personality of the employees who are potential members of the management in the years to come.

The female respondents (61.7%) outnumbered the males (38.3%) in the undertaking. Considering the gender dominance, it is concluded that the orientation of females towards their supervisors is a major factor in the study because females are more assertive, emphatic, and sensitive compared to males (Fairley, 2015). Majority of the employees who participated were in the age cluster of 31-40 years old and were still deemed as young professionals and were at the upright stage to establish and invest on having a family. Individuals at this age cluster were adults and owned a different perspective towards learning from either an ethical or unethical leader because they are more expressive and participative (Kearsey, 2010 as cited by Kanter, 2016). Meanwhile, the respondents with college degrees (77%) dominated the numbers while only a small portion were identified as post-graduate degree holders (6.1%) and elementary graduates (2%). This would imply that there was still a portion among the respondents who had achieved post-graduate degrees but were still rank-and-file status. Lastly, those who had served for 5-9 years garnered the highest portion of the distribution (74.5%) compared to the 2.5% belonging to those who had 10 years and above tenure in the agency. It can be inferred from these numbers that having stayed for more than 5 years in the organization would be reliable enough to create relationships and be familiarized the behavior of their immediate supervisors.

Deriving from the results of the study, the researcher recommends the following items to be acted upon:

1. It is recommended that a management

development program be implemented as proposed. It is a training program designed specifically for leaders. The program's modules will include topics on personality enhancement and management branding to shape the perception of their subordinates.

2. Aside from the proposed reputation management program, it is recommended for the agency to consider investing on a budget exclusive for the management training; although it may be costly, the state-owned office should capacitate itself to gain partnerships to private institutions and even other government agencies like the Civil Service Commission, Development Academy of the Philippines, and state universities and colleges (SUCs) towards long-term learning and development benefits for the personnel of all ranks.
3. Maximize use of the agency's intranet as vehicle of communication between the management and the employees. It can also promote leadership branding through corporate newsletters, personal writings, events bulletin, and even feature stories of leaders.
4. Encourage participation of leaders in employee-related activities such as general assemblies and teambuilding so that the management will be well-represented.
5. It will also be helpful if there would be a management-employee conference that will be held at least monthly to address key issues inside the corporation through question-and-answer method similar to a press conference.
6. Propose the establishment of a helpdesk (electronic or physical) which shall address issues involving leaders. A team or an officer from the HR Department is also recommended to be assigned to handle such mechanism.
7. Conduct surveys or evaluation or multi-rater tools to employees frequently regarding their satisfaction with their respective superiors.
8. Promote the employees who had finished their post-graduate studies and had served longer to managerial positions. Their perceptions towards their leaders are significant contributors to their corporate knowledge. Likewise, these personnel may have enough competencies in the organization. However, it will still be necessary that their performance and qualifications be further evaluated so that they will match the requirements of the position.

## References

- Alshammari, Naser N. Almutairi, & Shebaib Fahad Thuwaini (2015). Ethical Leadership: The Effect on Employees. *International Journal of Business and Management*; Vol. 10, No. 3, 68-75.
- Astuti, Endang Siti (2014). The Effect of Transformational Leadership on Social Competence, Self-Efficacy, Work Engagement, and Individual Performance. *European Journal of Business and Management* Vol.6, No.21, 51-57.
- Barcelon, Greg V. (2012). Revisiting Malasakit. *Enterprise First Business Journal* Issue. 112, 20-24
- Calugay, Zita Concepcion (2013). Improving Human Resource Capacity: Exploring Certification in Local Governments. *Philippine Journal of Public Administration*, Vol. LVII No. 2, 30-35.
- Cherian, Jacob (2013). Impact of Self Efficacy on Motivation and Performance of Employee. *International Journal of Business and Management*; Vol. 8, No. 14, 22-27
- Dela Rosa Reyes, Danilo (2012). Revisiting the Public Sector Reform Agenda: Towards Active Citizenship and the Corruption Conundrum. *Philippine Journal of Public Administration*, Vol. LVI No. 2, 42-49.
- Engelbrecht, A.S, Heine, G., & Mahembe, B. (2014). The influence of ethical leadership on trust and work engagement: An exploratory study. *SA Journal of Industrial Psychology/ SA Tydskrif vir Bedryfsielkunde*, 40(1), Art. #1210, 9 pages. <http://dx.doi.org/10.4102/sajip.v40i1.1210>.
- Galoji, Shehu Inuwa (2013). The Relationship between Leadership Self-Efficacy and Directive Leadership Behavior. *WCIK E-Journal of Integration and Knowledge* E-ISSN: 2289-5973.
- Harwiki, Wiwick (2016). The Impact of Servant Leadership on Organizational Culture, Organizational Commitment, and Organizational Citizenship Behavior and Employee Performance on Women Cooperatives. *Procedia - Social and Behavioral Sciences* 219 283 – 290.
- Kanter, Josef (2016). The Multi-Dimensional Efficacy of Organizational People, Battleground Followers 23 (7), 4-10
- Leroy, Hannes; Palanski, Michael E. & Simons, Tony L. (2012). Authentic Leadership and Behavioral Integrity as Drivers of Follower Commitment and Performance. <http://scholarship.sha.cornell.edu/articles/723> (2012)
- Long, Gang; Bai, Ding, Caza, Arran; Yang, Lu (2014). Leader Integrity and Organizational Citizenship Behavior in China. *Journal of Management and Organizational Review* Volume 10, Issue No. 2, p. 299-319
- Martin, C. S. Wong, Tony C. M. Lau, & Albert Le (2016). The Impact of Leadership Programme on Self-Esteem and Self-Efficacy in School: A Randomized Controlled Trial. *PLoS ONE* 7(12): e52023.doi:10.1371/journal.pone.0052023.
- Maxwell, Terrence Ford (2016). *Frontline Leaders, Battleground Followers*, 12,78-79.
- Palmer, N. (2013). The Effects of Leader Behavior on Follower Ethical Behavior: Examining the Mediating Roles of Ethical Efficacy and Moral Disengagement. *Lincoln Digital Commons Journal of University of Nebraska*, 34, 40-55
- Poon, Randy (2016). A Model for Servant Leadership, Self-Efficacy and Mentorship. *Servant Leadership Research Roundtable. Rama X Leadership Journal* Vol. 21, pp. 30-33, Prince of Songkla University, Thailand
- Popoola, S. & Zaid, Y. (2015). Effective Leadership, Self-Efficacy, Emotional Intelligence, Information Acquisition and Utilization of Managers in Packaging Companies in Nigeria. *Journal of Information and Knowledge Management* Vol.5, No.1, 14-19
- Schwarzer, R., & Jerusalem, M. (1995). Generalized Self-Efficacy scale. In J. Weinman, S. Wright, & M. Johnston, Measures in health psychology: A user's portfolio. Causal and control beliefs (pp.35-37). Windsor, UK: NFER-NELSON.
- Shin, Y. (2012) CEO Ethical Leadership, Ethical Climate, Climate Strength, and Collective Organizational Citizenship Behavior. *Journal of Business Ethics* 108:299, 55, 64-71
- Simosi, Maria (2012). The Moderating Role of Self-Efficacy in the Organizational Culture–Training Transfer Relationship. *International Journal of Training and Development* 7881 11-19.
- Specter, Matthias & Fox, Peter Jude (2014), The Relationship between Organizational Citizenship Behavior and Work Leadership Behavior, *Asian Social Science Journal*, Vol. 8, No. 9, 32-37
- Singh, Manisha & S. Ch. Durga Prasad (2014). OCB in SMEs: A Study on the Impact of



Leadership Styles. Apeejay Journal of Management and Technology Vol. 9, No. 2, 46-54

Tsai, Kuen- Wang, Jiann Chyuan (2013). Leadership Skills and Self-Efficacy Interventions of Small and Medium Scale Enterprises in Taiwan, Journal of World Business, 48, 11-18

Yang, Chyan, Ding, Cherng G. & Lo, Kai Wen (2016). Ethical Leadership and Multidimensional Organizational Citizenship Behaviors: The Mediating Effects of Self-Efficacy, Respect, and Leader–Member Exchange. Group & Organization Management Journal Vol. 41(3) 343–374