Influence of Public Leadership on Employment Relationship Dynamics Among School Heads of Panabo City

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Abstract

Public leadership is essential in creating professional relationships characterized by trust, justice, fairness, and good faith, particularly in public schools where school heads must balance institutional accountability and employee welfare. This study examined the influence of public leadership on employment relationship dynamics among school heads in the Schools Division of Panabo City. Specifically, it assessed public leadership in terms of accountability, stewardship of public resources, democratic governance, policy and leadership vision, cross-sector collaboration, and resilience and crisis management; determined the level of employment relationship dynamics in terms of trust, justice, fairness, and good faith; and established the significant relationships and predictive influence between these variables. A quantitative descriptive-correlational research design was employed, involving 338 respondents who completed a validated five-point Likert-scale questionnaire. Data were analyzed using means, standard deviations, Pearson product-moment correlation, and multiple regression analysis. Results revealed very high levels of public leadership ($M = 4.35$, $SD = 0.48$) and employment relationship dynamics ($M = 4.34$, $SD = 0.49$). Public leadership was significantly associated with employment relationship dynamics ($r = .421$, $p = .022$) and significantly predicted the outcome variable ($R^2 = .530$, $F = 61.24$, $p < .001$). Democratic governance emerged as the strongest predictor ($\beta = .297$), followed by policy and leadership vision ($\beta = .251$) and accountability ($\beta = .214$). The findings demonstrate that transparent, participatory, visionary, and accountable public leadership can strengthen positive employment relationships in schools. Consequently, an Employment Relationship Dynamics Action Plan was developed to translate relevant constitutional, statutory, and school-based management principles into targeted interventions for improving workplace relationships.

Keywords: educational leadership; public leadership and employment relationship dynamics; descriptive-correlational survey and multiple regression analysis; Philippines, Asia