Pedagogical Leadership and Workplace Spirituality as Predictors of Teacher Engagement

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Abstract

Teacher engagement plays a vital role in promoting instructional effectiveness and achieving positive educational outcomes. However, sustaining high levels of engagement among teachers remains a challenge in many educational institutions. This study examined the influence of pedagogical leadership and workplace spirituality on teacher engagement among public high school teachers in the Division of Davao del Norte, Philippines. Specifically, it determined the levels of pedagogical leadership, workplace spirituality, and teacher engagement; assessed the relationships among the variables; and identified the extent to which pedagogical leadership and workplace spirituality influence teacher engagement. The study employed a quantitative, non-experimental research design utilizing the descriptive-correlational approach. Data were gathered from public high school teachers through validated survey questionnaires and analyzed using mean, standard deviation, Pearson product-moment correlation, and multiple regression analysis. Results revealed that pedagogical leadership, workplace spirituality, and teacher engagement were all manifested at very high levels. Furthermore, pedagogical leadership and workplace spirituality were found to have significant positive relationships with teacher engagement. Regression analysis showed that both pedagogical leadership and workplace spirituality significantly influenced teacher engagement, with workplace spirituality emerging as the stronger predictor. These findings suggest that effective instructional leadership and a meaningful, value-driven work environment contribute substantially to enhancing teachers' commitment, motivation, and involvement in their professional roles. The study concludes that strengthening pedagogical leadership practices and fostering workplace spirituality are essential strategies for sustaining high levels of teacher engagement and improving overall school effectiveness.

Keywords: Educational Leadership; Pedagogical Leadership, Workplace Spirituality, Teacher Engagement; Quantitative Research; Descriptive-Correlational Design; Philippines