Leadership Roles And Proactive Personality Among Employees Of Sulu State College: An Analysis

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ABSTRACT

This descriptive-correlational study assesses leadership roles and proactive personality among employees of Sulu State College during Academic Year 2021-2022. With 100 respondents taken through purposive sampling method, where data collected treated by weighted mean, standard deviation, t-test for independent sample, One-way ANOVA, and Pearson's test of correlation coefficient, this study reveals the following findings: 1) Majority of the respondents are female, more one-half or majority of the employee-respondents involved in this study are female, within 30 years old & above, are married, are contractual/ job order status, have 5 years & below of length of service, have Bachelor's degree and followed closely by Bachelor's degree with some units in Master's program. 2) Employee-respondents affirmed that leadership role at Sulu State College stimulates employees to justify and explain their actions to stakeholders, to act in accordance with governmental rules and regulations, to align their actions with the interest of politicians, even if this is costly for them, to actively connect with relevant stakeholders. While proactive personality of employees is described to have strong ability to recognize opportunities, take initiative action, and persevere until a meaningful change takes place. 3) Generally, NO significant difference in the extent of proactive personality and leadership role among employees of Sulu State College when data are categorized according to gender, age, civil status, length of service, status of appointment, and educational attainment. 4) There is high positive correlation among the sub-categories subsumed under the leadership role and proactive personality among employees of Sulu State College in terms of Accountability leadership and Rule-following leadership,

Political loyalty leadership, and Network governance leadership. This study tends to support Wang, Z. et al (2017) Proactive Personality Model and Stummers and Knies (2015) Public Leadership Roles Models which explicate that proactive personality is an individual difference factor capturing the behavioral tendency toward displaying proactive behaviors to enact positive situational changes. Proactive personality relates more strongly to engagement when organizational support, team proactive diversity is low and average team proactive personality is high.

INTRODUCTION

With the advent of modern concept of public administration, the nature of the modern workplace in most organizations are geared towards effective responses and need for a nimble approach; thus, precludes public organizations from having the patience to re-engineer human resources into proactive employee's adept to public leadership roles.

The organizational climate in the last few years, with focus on human resource development, has increasingly created a fast-paced and changing environment in which employees are required to exhibit proactive behavior in order to successfully achieve both individual and organizational outcomes (McCormick, B.W. et al., 2019).

Proactive personality is an individual difference factor capturing the behavioral tendency toward displaying proactive behaviors to enact positive situational changes. Wang, Z. et al (2017) highlighted that proactive personality relates to job performance and counterproductive work behavior. The relationship between proactive personality and outcomes is mediated by employee engagement. Organizational support and team proactive personality composition moderate the relationship between proactive personality and work engagement. Proactive personality relates more strongly to engagement when organizational support, team proactive diversity is low and average team proactive personality is high.

Consequently, proactive personality of employees is therefore related to public leadership roles more specifically along the following components: enabling employees to deal with issues arising from (1) accountability, (2) following governmental rules and policies, (3) political loyalty, and (4) network governance.

Though it is acknowledged that there are other important public leadership roles, these four roles are all important and more relevant for public administration (Tummers and Knies, (2015).

The first three roles (accountability, rule-following and political loyalty) relate to the traditional rational-legal authority of a bureaucratic system. Also, it has been reported that accountability and following governmental rules are the most important values for the public sector. It is generally assumed that civil servants' loyalty is highly important. The fourth role (network governance leadership) is included given the prominence of networks and network management for contemporary public organizations (Klijn & Koppenjan 2012 in Tummers and Knies, 2015). In general, it is argued that the four public leadership roles are essential in the public sector. It is of great demand that analyzing the relationship between these roles and proactive personality among employees be conducted.

Vogel and Masal (2014, p. 15 in Tummers & Knies, 2015) argue in their overview study that 'in current research on public leadership, the emphasis is still on the aspect of "leadership" rather than on the "public" element' and that 'research on public leadership needs to pay more attention to publicness itself'. Hence, taking off from the premises mentioned above, this study was conducted determine the extent of proactive personality and public leadership rules among employees of the Sulu State College.

Statement of the Problem

This study assessed the leadership roles and proactive personality among employees of Sulu State College during Academic Year 2021-2022. Specifically, this research answered the following questions:

1. What is the demographic profile of Sulu State College employees in terms of:

    1.1. Gender;

    1.2 Age;

    1.3 Civil status;

    14. Status of appointment;

    1.5 Length of service; and

    1.6 Educational attainment?

2. What is the extent of public leadership roles and proactive personality in the context of:

    2.1 Public Leadership Roles;

2.1.1 Accountability leadership;

2.1.2 Rule-following leadership;

2.1.3 Political loyalty leadership; and

2.1.4 Network governance leadership?

2.2 Proactive Personality

3. Is there a significant difference in the extent of public leadership roles and proactive personality when data are categorized according to:

3.1. Gender;

3.2 Age;

3.3 Civil status;

34. Status of appointment;

3.5 Length of service; and

3.6 Educational attainment?

4. Is there a significant correlation between the extent of public leadership roles and proactive personality?

Objectives of the Study

This study aimed to achieve the following objectives, so it determined the following:

1. The demographic profile of Sulu State College employees in terms of gender, age, civil status, status of appointment, length of service, and educational attainment;

2. The extent of public leadership roles and proactive personality in the context of Public Leadership Roles (Accountability leadership, Rule-following leadership, Political loyalty leadership, and Network governance leadership), and Proactive Personality;

3. The significant difference in the extent of public leadership roles and proactive personality when data are categorized according to gender, age, civil status, status of appointment, Length of service, and educational attainment; and

4. The significant correlation between the extent of public leadership roles and proactive personality.

Hypotheses

In its course of completion, this study was guided by the following hypotheses:

1. There is no significant difference in the extent of public leadership roles and proactive personality when data are categorized according to gender, age, civil status, status of appointment, Length of service, and educational attainment; and

2. There is no significant correlation between the extent of public leadership roles and proactive personality.

Theoretical Framework

This study was anchored on Wang, Z. et al (2017) Proactive Personality Model and from Stummers and Knies (2015) Public Leadership Roles Models.

Wang, Z. et al (2017) established that proactive personality is an individual difference factor capturing the behavioral tendency toward displaying proactive behaviors to enact positive situational changes. It relates to job performance and counterproductive work behavior, employee engagement and organizational support. Proactive personality relates more strongly to engagement when organizational support, team proactive diversity is low and average team proactive personality is high.

Conceptual Framework

Based on Wang, Z. et al. (2017) and Stummers and Knies (2015) models, this study was conceptualized as follows: Respondents' demographic profile such as gender, age, civil status, status of appointment, length of service, and educational attainment was treated as the Independent Variable. While proactive personality and public leadership roles with sub-categories such as Accountability leadership, Rule-following leadership, Political loyalty leadership, and Network governance leadership was treated as the Dependent Variable. The interplay of these variables is shown in Figure 1.
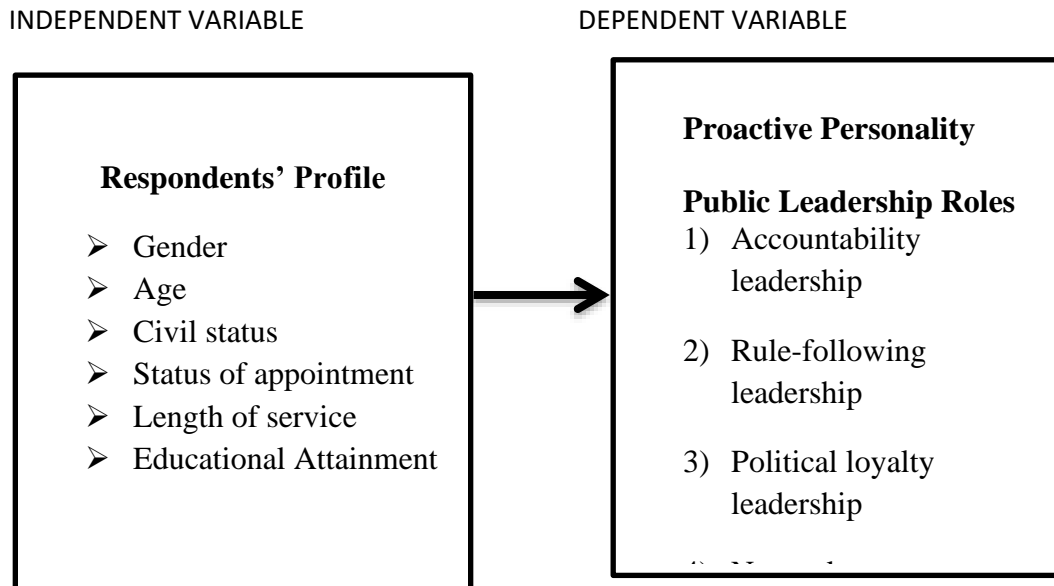
INDEPENDENT VARIABLE   DEPENDENT VARIABLE

Respondents' Profile

- Gender
- Age
- Civil status
- Status of appointment
- Length of service
- Educational Attainment

Proactive Personality

Public Leadership Roles
1) Accountability leadership
2) Rule-following leadership
3) Political loyalty leadership

Figure 1. The conceptual Model of the Study

Significance of the Study

This study will be of paramount importance to each of the following groups of people:

1. Heads Academic and Administrative Units. The results of this study will provide significant inputs to the heads of academic and administrative support units of academic institutions in their quest for more inputs and data in boosting the employees' work engagement, productivity and performance. The findings of this study can be utilized by the institution's human resource management office as supplementary bases to formulate policies and initiate training programs in ensuring efficient employees' work performance.

2) Employees of Sulu State College. Employees can be provided with additional information so that they can enhance and make use of their proactive personality and knowledge of public leadership roles digital toward achieving personal and organizational goals and objectives.

3) Student-researchers. This study will serve as springboard for researchers to venture on other avenues or research areas related to this field along the framework of determining some more aspects and constructs relating to proactive personality and public leadership roles.

Scope and Delimitation of the Study

This study was conducted among the employees of Sulu State College. At least one hundred (100) employees who are currently employed at the College were involved in this study. This involved the concept of proactive personality and public leadership roles which constitutes Accountability leadership, Rule-following leadership, Political loyalty leadership, and Network governance leadership. Respondent's demographic profile included gender, age, civil status, status of appointment, length of service, and educational attainment. The time frame of this study was set at Academic Year 2021-2022.

RESEARCH METHODOLOGY

This chapter showcases the research methodology that was adopted in the conduct of this study. It deals with the research design, research locale, respondents of the study, sampling

procedure, data gathering procedure and tools, research instrument, validity and reliability, and statistical treatment of data.

Research Design

A descriptive-correlational research design method was employed in this study. According to Bless and Higson-Smith, a research design as "a program that guides a researcher in collecting, analyzing and interpreting observed facts." (1995:63). Moreover, Babbie and Mouton regard research design as the road map or blueprint by which one intends to conduct a research and achieve his/her research goals and objectives." (2001:75). Thus, this study purported to describe, quantify, and infer as well as to discover significant differences and relationships among variables and to allow the prediction of future events from present knowledge or phenomenon of employees of Sulu State College, namely:

1. The demographic profile of Sulu State College employees in terms of gender, age, civil status, status of appointment, length of service, and educational attainment;

2. The extent of public leadership roles and proactive personality in the context of Public Leadership Roles (Accountability leadership, Rule-following leadership, Political loyalty leadership, and Network governance leadership), and Proactive Personality;

3. The significant difference in the extent of public leadership roles and proactive personality when data are categorized according to gender, age, civil status, status of appointment, Length of service, and educational attainment; and

4. The significant correlation between the extent of public leadership roles and proactive personality.

Employees of Sulu State College will be the main source of data which will be quantified to answer the research questions in this study. Library and internet research will be the sources of information that will be used to enrich the theoretical and conceptual frameworks of this research. The data from the respondents will be gathered through the use of survey-questionnaires.

Research Locale

This study was conducted among employees of Sulu State College during the Academic Year 2021-2022. This College is located in Capitol Site, Jolo, Sulu which is under the direct supervision Commission on Higher Education.

Respondents of the Study

The respondents of this study were employees of Sulu State College who are currently employed during this Academic Year 2022-2023 regardless of their ranks/positions.

Sampling Design

A non-probability sampling design through purposive sampling method was employed in this study. A total representative of one hundred (100) samples were purposively chosen based on the availability of employees of Sulu State College. The use of purposive sampling in this study was to ensure the proper representation of gender, age, civil status, status of appointment, length of service and educational attainment.

Data Gathering Procedure

The following procedures were employed in the course of data gathering:

A permit to administer the questionnaire was secured from the Office of the Dean of Graduate Studies, the College President as well as the heads of academic and administrative support units of Sulu State College. The researcher launched and administered the questionnaires personally as well as the retrieval.

Research Instrument

A survey questionnaire was the main instrument to be employed to gather data on the respondents' demographic profile, extent of proactive personality and public leadership roles among employees of Sulu State College. The employee's proactive personality and public leadership roles questionnaires was adapted and patterned with slight modification from Wang, Z. et al. (2017) and Stummers and Knies (2015) standardized questionnaires respectively.

Wang, Z. et al. (2017) and Stummers and Knies (2015) questionnaires are standardized research instrument with established validity and reliability. However, to suit their usability in the local setting, the questionnaires used in this study was subjected to the perusal of at least two experts from the faculty members of the School of Graduate Studies of Sulu State College.

The research instrument used in this study consisted of three parts. Part I of the questionnaire focused on obtaining the demographic profile of the employees of Sulu State College to include gender, age, civil status, status of appointment, length of service and educational attainment. Part II geared towards obtaining data on the extent of employee's proactive personality with 10 items.

Part III of the research instrument focused on obtaining data on the extent of public leadership roles which includes accountability leadership (7 items), rule-following leadership (5 items), political loyalty leadership (6 items), and network governance leadership (7 items).

Data obtained using these questionnaires were analyzed through a 5-point Likert Scale such as Strongly Agree=5, Agree=4, Undecided=3, Disagree=2, Strongly Disagree=1.

Validity and Reliability

This study adapted Wang, Z. et al. (2017) and Stummers and Knies (2015) questionnaires which are standardized research instrument with established validity and reliability. To suit their usability in the local setting, however, the questionnaires used in this study were subjected to the perusal of at least two experts from the faculty members of the School of Graduate Studies of Sulu State College.

Statistical Treatment of Data

Descriptive and inferential statistical tools were appropriately employed in the treatment of data to be gathered for this study, namely:

1) For research problem number one 1, frequency counts and percentage were employed to determine the demographic profile of employees of Sulu State College;

2) For research problem number two 2, mean and standard deviation were employed to determine the extent of proactive personality and public leadership roles of employees;

3) For research problem number 3, t-test for independent samples was employed to determine the significant differences in the extent of proactive personality and public leadership roles of employees when data are grouped according to gender; and One-way Analysis of Variance (ANOVA) was employed to determine the significant differences when data are grouped according to age, civil status, status of appointment, length of service and educational attainment.

4) For research question number 4, Pearson Product Moment Correlation Coefficient (Pearson's r) was employed to determine the degree of correlation among the sub-categories subsumed under public leadership roles and proactive personality of employees.

RESULTS AND DISCUSSIONS

This chapter showcases the presentations, analyses and interpretations of results based on the data gathered for this study. It also presents the assessment of the extent of public leadership roles and proactive personality among employees of Sulu State College during Academic Year 2021-2022.

Specifically, it deals with the employee-respondents' demographic profiles in terms gender, age, civil status, status of appointment, length of service, and educational attainment; extent of social support system in terms of Public Leadership Roles (Accountability leadership, Rule-following leadership, Political loyalty leadership, Network governance leadership), and Proactive Personality; and the significant correlation and differences in these sub-categories when data are classified according to employee-respondents' demographic profiles.

The following are the presentations, analyses and interpretations of results based on the proper scoring and statistical treatments of data gathered for this study that which correspond to each of the research questions:

1. What is the demographic profile of Sulu State College employees in terms of: 1.1 Gender, 1.2 Age, 1.3 Civil status, 14. Status of appointment, 1.5 Length of service, and 1.6 Educational attainment?

1.1 In terms of Gender

Data shows the demographic profile of Sulu State College employees in terms of gender. It
reveals that out of 100 employee-respondents, 57 (57.0%) are female and only 43 (43.0%) are male. In this study, it shows that more one-half or majority of the employee-respondents involved in this study are female. This result implies that female employees of Sulu State college are a bit greater in number as against their male counterparts.

1.2 In terms of Age

Data shows the demographic profile of Sulu State College employees in terms of age. It reveals that out of 100 employee-respondents, 47 (47.0%) are 30 years old & below, 21 (21.0%) are 31-40 years old, 24 (24.0%) are 41-50 years old, and 8 (8.0%) are 51 years old & above. In this study, it shows that nearly one-half or majority of the employee-respondents involved in this study within 30 years old & above. This result implies that workforce of

Sulu State college constitutes of employees within the lowest age range as categorized in this study.

1.3 In terms of Civil Status

Data shows the demographic profile of Sulu State College employees in terms of civil status. It reveals that out of 100 employee-respondents, 43 (43.0%) are Single, 54 (54.0%) are Married, and 3 (3.0%) are Separated/Widowed. In this study, it shows that more than one-half or majority of the employee-respondents involved in this study are married. This result implies that workforce of Sulu State College constitutes mostly by married employees.

1.4 In terms of Status of Appointment

Data shows the demographic profile of Sulu State College employees in terms of status of appointment. It reveals that out of 100 employee-respondents, 41 (41.0%) are Permanent, 13 (13.0%) are Temporary, and 46 (46.0%) are Contractual/Job order. In this study, it shows that nearly one-half nearly or majority of the employee-respondents involved in this study are contractual/ job order status. This result implies that the workforce of Sulu State College constitutes of almost equal number of permanent and contractual employees.

1.5 In terms of Length of Service

Data shows the demographic profile of Sulu State College employees in terms of length of service. The data reveals that out of 100 employee-respondents, 62 (62.0%) have 5 years & below, 12 (12.0%) have 6-10 years, 15 (15.0%) have 11-15 years, 3 (3.0%) have 16-20 years, and 8 (8.0%) have 21years & above. This result reveal that more than one-half of the total employee-respondents have 5 years & below of length of service. This result implies that many of the Sulu State College employees belonged to the lowest bracket of years of work experience.

1.6 In terms of Educational Attainment

Data presents the demographic profile of Sulu State College employees in terms of educational attainment. This table reveals that out of 100 employee-respondents,
30 (30.0%) have Bachelor's degree, 28 (28.0%) have Bachelor's degree plus MA units, 15 (15.0%) have Master's degree, 17 (17.0%) have Master's degree plus doctoral units, and 10 (10.0%) have

Doctorate degree. This result reveals that one-third of the employee-respondents have Bachelor's degree and followed closely by Bachelor's degree with some units in Master's program. This result implies that, in this study, the trend of educational attainment of employees of Sulu State College is heading toward better academic preparation and qualification.

2. What is the extent of public leadership roles and proactive personality in the context of: 2.1 Proactive Personality and 2.2 Public Leadership Roles: 2.2.1 Accountability leadership, 2.2.2 Rule-following leadership, 2.2.3 Political loyalty leadership, and 2.2.4 Network governance leadership?

2.1 In the Context of Proactive Personality

Data shows the extent of proactive personality of employees of Sulu State College. This sub-category obtained a total weighted mean score of 4.2600   with standard deviation of .44767 which is rated as "Agree". This result indicates that employee-respondents have strong behavioral tendency toward displaying proactive behaviors to enact positive situational changes. Sulu State College employees are described to have strong ability to recognize opportunities, take initiative action, and persevere until a meaningful change takes place.

Relatively, from among the items under this category, employee-respondents rated with "Agree" the following items: "Wherever I have been, I have been a powerful force for constructive change', "If I see something I don't like, I fix it", "No matter what the odds, if I believe in something I will make it happen", "I love being a champion for my ideas, even against others' opposition", "I excel at identifying opportunities', "If I believe in an idea, no obstacle will prevent me from making it happen", and "I can spot a good opportunity long before others can".

However, Respondents rated with "Strongly Agree" the following items: "I am constantly on the lookout for new ways to improve my life", "Nothing is more exciting than seeing my ideas turn into reality", and "I am always looking for better ways to do things".

Table 1 Extent of proactive personality of employees of Sulu State College

Statements	Mean	S.D.	Rating

1	I am constantly on the lookout for new ways to improve my life.	4.5800	.51601	Strongly Agree
2	Wherever I have been, I have been a powerful force for constructive change.	4.3200	.58396	Agree
3	Nothing is more exciting than seeing my ideas turn into reality.	4.4600	.61002	Strongly Agree
4	If I see something I don't like, I fix it.	4.2600	.67600	Agree
5	No matter what the odds, if I believe in something I will make it happen.	4.2100	.70058	Agree

Table 2.1 Continues

6	I love being a champion for my ideas, even against others' opposition.	3.9000	.96922	Agree
7	I excel at identifying opportunities	4.1500	.68718	Agree
8	I am always looking for better ways to do things.	4.4500	.65713	Strongly Agree
9	If I believe in an idea, no obstacle will prevent me from making it happen.	4.1700	.65219	Agree
10	I can spot a good opportunity long before others can.	4.1000	.83485	Agree
Total Weighted Mean		**4.2600**	**.44767**	**Agree**

Legend: (5) 4.50-5.0=Strongly Agree; (4) 3.50-4.49=Agree; (3) 2.50-3.49= Undecided; (2) 1.50- 2.49= Disagree; (1) 1.00- 1.49=Strongly Disagree

2.2 On the Context of Public Leadership Roles

2.2.1 In terms of Accountability leadership

Data shows the extent of public leadership roles of Sulu State College employees in terms of accountability leadership. This sub-category obtained a total weighted mean score of 4.3443 with standard deviation of .483963 which is rated as "Agree". This result indicates that employee-respondents expressed agreement that leadership of the Sulu State College stimulates employees to justify and explain their actions to stakeholders.

Clearly, from among the items in they rated as "Agree" are the following: "It encourages me and my colleagues to explain our actions to various stakeholders", 'It stimulates us to inform stakeholders of our way of working", "It provides us with the possibility to explain our behavior to stakeholders", "It helps us strive to ensure that we are openly and honestly share the actions of our organizational unit with others", "It stimulates us to explain

to stakeholders why certain decisions were taken", and "It makes sure that we sure that we keep stakeholders regularly informed of the actions of our organization unit".

Respondents strongly agree on item; "It emphasizes that it is important that we answer questions from clients".

Table 2 Extent of public leadership roles of Sulu State College employees in terms of accountability leadership

	Statements	Mean	S.D.	Rating
1	It encourages me and my colleagues to explain our actions to various stakeholders	4.3900	.61783	Agree
2	It stimulates us to inform stakeholders of our way of working.	4.3300	.56951	Agree
3	It provides us with the possibility to explain our behavior to stakeholders.	4.3000	.61134	Agree
4	It emphasizes that it is important that we answer questions from clients.	4.4500	.57516	Strongly Agree
5	It helps us strive to ensure that we are openly and honestly share the actions of our organizational unit with others	4.3600	.71802	Agree
6	It stimulates us to explain to stakeholders why certain decisions were taken	4.3200	.63373	Agree
7	It makes sure that we sure that we keep stakeholders regularly informed of the actions of our organization unit	4.2600	.66088	Agree
Total Weighted Mean		**4.3443**	**.48396**	**Agree**

Legend: (5) 4.50-5.0=Strongly Agree; (4) 3.50-4.49=Agree; (3) 2.50-3.49= Undecided; (2) 1.50- 2.49= Disagree; (1) 1.00- 1.49=Strongly Disagree

2.2.2 In terms of Rule-following leadership

Data shows the extent of public leadership roles of Sulu State College employees in terms of rule-following leadership. This sub-category obtained a total weighted mean score of 4.4960 with standard deviation of .46751 which is rated as "Agree". This result indicates that employee-respondents expressed agreement that leadership of the Sulu State College encourages its employees to act in accordance with governmental rules and regulations.

Clearly, from among the items in they rated as "Agree" are the following: "It makes sure that our department can properly

execute governmental policies". "It emphasizes to me and my colleagues that it is important to follow the law", "It gives me and my colleagues the means to properly follow governmental rules and regulations", "It emphasizes that my colleagues and I should carry out government policies properly", and "It ensures that we accurately follow the rules and procedures".

2.2.3 In terms of Political loyalty leadership

Data shows the extent of public leadership roles of Sulu State College employees in terms of political loyalty leadership. This sub-category obtained a total weighted mean score of 3.9950 with standard deviation of .71478 which is rated as "Agree". This result indicates that employee-respondents expressed agreement that leadership of the Sulu State College stimulates its employees to align their actions with the interest of politicians, even if this is costly for them.

Clearly, from among the items in they rated as "Agree" are the following: "It encourages me and my colleagues to accommodate the wishes of the politicians, even when these don't align with our own values", "It encourages me and my colleagues to support political decisions, even when other stakeholders confront us with it", "It encourages me and my colleagues not to jeopardize the relationship with political heads at risk, even if that entails risks", "It stimulates me and my colleagues to implement political decisions, even if that means additional responsibilities should be taken up", "It encourages me and my colleagues to defend political choices, even if we see shortcomings", and "It encourages me and my colleagues to support political decisions, even when we see downsides".

2.2.4 In terms of Network governance leadership

Data shows the extent of public leadership roles of Sulu State College employees in terms of network governance leadership. This sub-category obtained a total weighted mean score of 4.1800 with standard deviation of .46151 which is rated as "Agree". This result indicates that employee-respondents expressed agreement that leadership of the Sulu State College encourages its employees to actively connect with relevant stakeholders.

Clearly, from among the items in they rated as "Agree" are the following: "It encourages me and my colleagues to maintain many contacts with other organizations", "It encourages me and my colleagues to invest substantial energy in the development of new

contacts", "It stimulates me and my colleagues to regularly work together with people from our networks", "It stimulates me and my colleagues to develop many contacts with people outside our own department", "It spends a lot of time maintaining his / her contacts", "It stimulates me and my colleagues to introduce others to contacts of our own networks", and "It encourages me and my colleagues to be a 'linking pin' between different organizations".

Table 4. Correlation of the extent of sub-categories subsumed under the extent of public leadership roles and proactive personality among employees of Sulu State College

Variables		Pearson r	Sig	N	Description
Dependent	**Independent**				
Accountability leadership	Rule-following leadership	.511**	.000	100	High
	Political loyalty leadership	.489**	.000	100	Moderate
	Network governance leadership	.417**	.000	100	Moderate
	Proactive Personality	.476**	.000	100	Moderate
Rule-following leadership	Political loyalty leadership	.627**	.000	100	High
	Network governance leadership	.437**	.000	100	Moderate
	Proactive Personality	.596**	.000	100	High
Political loyalty leadership	Network governance leadership	.294**	.000	100	Low
	Proactive Personality	.422**	.000	100	Moderate
Network governance leadership	Proactive Personality	.615**	.000	100	High

*Correlation Coefficient is significant at alpha .05

Correlation Coefficient Scales Adopted from Hopkins, Will (2002):
0.0-0.1=Nearly Zero; 0.1-0.30=Low; .3-0.5 0=Moderate; .5-0.7-
0=High; .7-0.9= Very High; 0.9-1=Nearly Perfect

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

This chapter presents the summary of findings, conclusions and recommendations based on the data collected that were properly tabulated, computed and analyzed for this study.

Summary of Findings

The following are findings of this study:

1)   On demographic profile of employee-respondents;

Out of 100 employee-respondents, majority are female, more one-half or majority of the employee-respondents involved in this study are female, within 30 years old & above, are married, are contractual/ job order status, have 5 years & below of length of service, have Bachelor's degree and followed closely by Bachelor's degree with some units in Master's program.

2)   On the Extent of Public Leadership Role and Proactive Personality

Employee-respondents affirmed that leadership role at Sulu State College stimulates employees to justify and explain their actions to stakeholders, to act in accordance with governmental rules and regulations, to align their actions with the interest of politicians, even if this is costly for them, to actively connect with relevant stakeholders. While proactive personality of employees is described to have strong ability to recognize opportunities, take initiative action, and persevere until a meaningful change takes place.

3) On differences in extent of Proactive Personality and Leadership Role among Employees of Sulu State College

Generally, NO significant difference in the extent of proactive personality and leadership role among employees of Sulu State College when data are categorized according to gender, age, civil status, length of service, status of appointment, and educational attainment.

4) On Correlation among the sub-categories subsumed under Leadership Role and Proactive Personality

There is high positive correlation among the sub-categories subsumed under the leadership role and proactive personality among employees of Sulu State College in terms of Accountability

leadership and Rule-following leadership, Political loyalty leadership, and Network governance leadership.

Conclusions

This study concludes that:

1) In this study, Sulu State College employees are adequately represented in terms of gender, age, civil status, length of service, status of appointment, and educational attainment.

2) Generally, employee-respondents affirmed the effectiveness of leadership role and proactive personality among Sulu State College employees.

3) Variables like gender, age, civil status, length of service, status of appointment, and educational attainment do not significantly intervene in ways how employees discern the extent of leadership role and proactive personality.

4) Sub-categories under the leadership role and proactive personality are highly correlated.

5) This study tends to support Wang, Z. et al (2017) Proactive Personality Model and Stummers and Knies (2015) Public Leadership Roles Models which explicate that proactive personality is an individual difference factor capturing the behavioral tendency toward displaying proactive behaviors to enact positive situational changes. Proactive personality relates more strongly to engagement when organizational support, team proactive diversity is low and average team proactive personality is high.

Recommendations

This study recommends the following:

1) Administrators of Sulu State College should continue implementing programs and policies that would encourage employees to take leadership role so they can serve effectively the needs of the clienteles and stakeholders.

2) Support the conduct of various leadership programs and activities so that employees can emulate best practices in effective public administration.

3) Employees may be provided with more trainings and activities to enhance their leadership capabilities.

4) Student-researchers in the field of public administration are encouraged to conduct study similar to this one but to include other variables such as rank/position, employee morale, and work engagement.

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