

# Transformational Leadership Style, Participation in Decision Making and Grit of the Employees in the Provincial Agrarian Reform office –Zamboanga Del Norte

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**ABSTRACT:** This study examined the relationship between transformational leadership style, employee participation in decision-making, and grit in pursuing long-term goals, highlighting the significance of leadership in the Department of Agrarian Reform (DAR), Zamboanga del Norte, during the calendar year 2024. A descriptive survey and descriptive-correlational research design were employed, involving 103 employees of the Provincial Agrarian Reform Office as respondents. The study utilized Weighted Mean, Standard Deviation, and Spearman Rank-Order Correlation Coefficient (Spearman rho) as statistical tools. Results revealed that respondents rated all four dimensions of transformational leadership idealized influence, intellectual stimulation, inspirational motivation, and individualized consideration as “very high.” Similarly, employee participation in decision-making and grit, including persistence of effort and consistency of interest, were also rated “very high.” Findings further indicated a strong positive correlation between perceived transformational leadership and grit, as well as between employee participation in decision-making and grit. Based on these results, it is recommended that DAR leaders continue to inspire and motivate their teams, foster innovation, and strengthen a culture of trust and collaboration to enhance transformational leadership and further cultivate grit among employees.

**Keywords:** *Transformational Leadership, decision-making, grit, Department of Agrarian Reform, Zamboanga del Norte, Philippines*

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## I. Introduction

The fundamental goal of leadership is to achieve an organization’s long-term objectives through the collective efforts of its employees. Consequently, the role of leaders extends beyond formulating goals and strategies; it also encompasses guiding, motivating, and managing individuals toward their accomplishment (Magallanes et al., 2024). In this context, grit is understood as the capacity to sustain effort and interest in the pursuit of long-term goals despite challenges and setbacks. Developing grit requires not only personal perseverance but also supportive factors such as social encouragement, appropriate interventions, and a positive organizational climate (Chuented et al., 2023). According to Singer (n.d.), the absence of respect in the workplace can have detrimental effects on employees, colleagues, and the organization as a whole, often manifesting in reduced organizational citizenship behaviors. Conversely, when leaders demonstrate respect, employees’ sense of value and motivation is strengthened, which in turn enhances their grit and persistence in fulfilling organizational objectives.

The present study investigated the relationship between transformational leadership style, participation in decision-making, and grit in the pursuit of long-term goals, emphasizing the critical role of leaders' abilities in organizational success. A supportive work environment, coupled with transformational leadership, can amplify the contributions of employees who demonstrate grit, thereby fostering sustained organizational performance. Transformational leadership has been identified as a vital approach for enhancing the influence of grit across organizations, as it inspires perseverance and resilience among employees (Lee, 2022). Similarly, Macaspac (2024) underscored the importance of adopting transformational leadership practices within organizational contexts to drive growth, cultivate grit among employees, and strengthen both individual and collective efficacy.

Transformational leadership has been found to significantly influence employees' grit. Studies indicate a strong relationship between transformational leadership, employee grit, and participation in decision-making, suggesting that leaders who adopt this style can foster perseverance and resilience among their workforce. These positive associations emphasize the need for management to sustain and further enhance transformational leadership practices while actively engaging employees in problem-solving and decision-making processes. Leaders who demonstrate vision, respect, ethical conduct, inspiration, and responsiveness to employee needs are more likely to sustain motivation and consistency within their teams (Macaspac, 2024). Moreover, the significant correlation between grit and transformational leadership underscores the importance of strengthening the four dimensions of transformational leadership idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration to further support employees in developing grit (Magallanes et al., 2024).

While transformational leadership has been widely studied in relation to organizational performance, employee motivation, and job satisfaction, limited research has focused on its direct association with employees' grit, particularly within government institutions in the Philippine context. Most existing literature examines transformational leadership in corporate or academic settings, leaving a gap in understanding how this leadership style functions in public service organizations such as the Department of Agrarian Reform (DAR). Similarly, employee participation in decision-making has been linked to higher engagement, creativity, and organizational commitment. However, there remains insufficient empirical evidence exploring its role in enhancing grit the perseverance and consistency of interest required for long-term goals especially among employees in Department of Agrarian Reform (DAR) offices where bureaucratic structures may limit participatory practices. Moreover, while grit has been studied extensively in educational and psychological fields, its connection with leadership style and participatory decision-making in public sector organizations has not been thoroughly investigated. The absence of studies examining these three variables together transformational leadership, decision-making participation, and grit in the context of DAR Zamboanga del Norte highlights a significant research gap. Addressing this gap can provide valuable insights into how leadership approaches and participatory management can cultivate perseverance, motivation, and resilience among government employees tasked with implementing agrarian reform programs.

## **II. Literature**

### **Transformational Leadership Style**

The concept was first coined by James V. Downton in his 1973 work, where he explored the role of charisma in leadership and the ability to inspire people within the organization. Following Downton's initial introduction of the concept, James Burns further developed the idea in 1978, emphasizing the moral and ethical dimensions of transformational leadership. He argued that true transformational leaders not only inspire followers but also elevate their moral standards and motivations. Transformational leadership style is characterized by a leader who inspires and develops their teams to put the greater good of the group ahead of their personal self-interest. Transformational leadership style is the process occurs when interaction takes place between the leaders that influenced their followers to achieve commons goals (Broome & Marshall, 2021). This transformational leadership style is characterized by the ability to inspire followers, increase self-confidence, set a positive example, and inspire admiration in the followers (Ahmad, et al., 2020). The transformational leadership style is characterized by a leader who raises awareness and interest in the group, increases the confidence of individuals or groups, and struggles to focus followers on growth and achievement. Additionally, charismatic transformational

leaders strive to forge a vision of the future and inspire followers to challenge the status quo and inspire creativity. Transformational leaders are trusted, respected, and admired because they set an example for their followers (Rehman & Waheed, 2012).

### **Idealized Influence**

The leader sets an example and demonstrates excellent leadership, and followers look up to him and emulate him (Ahmad et al., 2020). Individuals with such leadership qualities emphasize trust by focusing on difficult issues, and demonstrate beliefs that emphasize the importance of moral consequences in their goals and decisions by exhibiting the most important values. These kinds of leaders as role models base on pride, loyalty, trust, and gathering around a common purpose (Battal et al., 2017). Idealized influence or attributes, is characterized by vision and a sense of mission, instilling pride in and among the group, and gaining respect and trust (Bulitia, 2015). The idealized influence which indicates finding a leader with a clear vision, a sense of imparting the organization's supreme message, instilling a sense of pride in the hearts of his followers and achieving their trust and respect. In addition, this element is shown through respect for others and the building of their trust and confidence towards the whole organization (Alayis & Abdelwahed, 2021).

### **Inspirational Motivation**

The leader uses referent authority to influence their supporters, communicates the future vision, and makes the followers' routes clear by removing any doubts (Ahmad, et al., 2020). Inspirational motivation is concerned with a leader setting higher standards, thus becoming a sign of reference (Bulitia, 2015). Inspirational motivation refers to the leader's ability to deliver high expectations to others through the use of verbal methods, symbols, logos, and body language and the articulation of the important objectives in simple ways in order to focus efforts, i.e. accomplishing many things by increasing efforts (Alayis & Abdelwahed, 2021).

### **Intellectual Stimulation**

The leader fosters innovation, gives followers the confidence to use reasoned thinking and brainstorming, and encourages them to address old issues in different ways (Ahmad, et al., 2020). Intellectual stimulation provides followers with challenging new ideas and encourages them to break away from the old ways of thinking (Bulitia, 2015). Intellectual Stimulation means the leader's ability and desire to make his or her followers confront old problems in new ways through teaching them how to search for unconventional solutions to the problems that need to be solved (Alayis & Abdelwahed, 2021).

### **Individualized Consideration**

By taking into account each follower's unique requirements, providing them with care and attention, and giving them authority, the leader genuinely connects with their followers (Ahmad, et al., 2020). Individualized consideration is concerned with developing followers by coaching and mentoring (Bulitia, 2015). Individual Consideration means that the leader's personal interest in his or her subordinates through recognizing their individual differences; dealing with all subordinates in a certain way; and working to train and guide them to achieve further growth and development. The transformational leader shows a special personal interest in each of his or her subordinates and, in taking account of their personal achievements, focuses attention in developing their needs. The transformational leader takes time to know his/her subordinates personally in order to be able to help them develop their potential and their knowledge, as well as focusing on their needs (Alayis & Abdelwahed, 2021).

### **Participation in Decision Making**

Effective leadership is demonstrated when the leader plays a major role in the decision-making process. In order to impact all organizational levels, an effective leader typically employs a leadership style that facilitates and encourages staff members to exchange information and ideas as well as participate in decision-making (Mughal & Kamal, 2019). Decision-making is an operation that is really significant to consider as this process is a crucial element of managerial function that is increasingly complex due to technological and politico-socio-economic factors (Killick & Taylor, 2020). Within the context of effective decision-making, cognitive style plays an important role in assisting leaders to determine whether to utilize left-brain thinking (analytic) or right-brain thinking (intuitive) (Ahmad, et al., 2020).

## Grit

Grit, a concept popularized by psychologist Duckworth et al. (2017), refers to the combination of passion and perseverance for long-term goals. It is the ability to maintain effort and interest in achieving goals, even in the face of challenges, setbacks, and failures. Grit is considered a critical trait for success in both personal and professional spheres, as it enables individuals to remain focused and determined, even when faced with obstacles. The study of grit in the workplace is significant because it can have a profound impact on employee performance, resilience, and overall organizational success. Employees who possess grit tend to show greater perseverance, commitment, and focus on achieving organizational goals, particularly during times of adversity. In an organizational context, grit is closely related to employee performance, as individuals with higher levels of grit are less likely to give up when facing difficulties and are more likely to push through challenges to achieve long-term objectives.

## Consistency of Interest

Consistency of Interest is described as internal arousal that enhances enthusiasm and an intense desire to satisfy the objective and subjective needs. A person with a high level of passion tends to be zealous and zestful while doing an intended task (Kevin et al., 2020). The involvement of teachers in self-directed learning predominantly depends on a combination of their intrinsic drive, passion, perseverance, and organizational support, which empowers them to navigate their learning experiences (Lopes & Cunha, 2017). Passion, as a constructive employee behavior, significantly enhances job performance. Private colleges and universities hold distinct relevance and reputation as a vital additional component of national higher education. Nonetheless, as comparison to public colleges and universities, the overall recognition of private institutions remains comparatively low, and due to varying funding sources, the advancement of private schools and universities encounters greater challenges. Exploring methods to enhance the work passion of professors in private institutions and to encourage improved performance is essential (Zhang et al., 2018).

## Persistence of efforts

Persistence of efforts is the resoluteness to achieve a goal despite facing immense difficulties or obstacles. An individual with a high level of perseverance will be diligent and tend to work hard until their goal is achieved (Kevin et al., 2020). Perseverance denotes individuals' commitment to remain focused and dedicated to achieving objectives over an extended period; perseverance of effort signifies individuals' determination to achieve long-term goals through sustained attempts despite obstacles and challenges. Persistence of efforts in the workplace refers to the steadfast determination, resilience, and commitment individuals demonstrate in the face of challenges, setbacks, or obstacles encountered during their professional endeavors (Tuzunkan, 2023). Perseverance refers to the heightened intensity of persistence after experiencing failures or when experiencing setbacks (Datu, 2021).

## Conceptual Framework

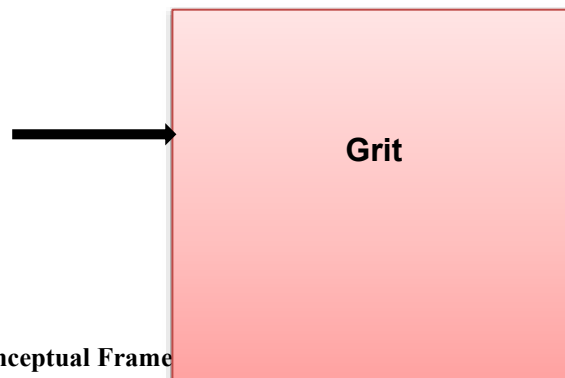
The conceptual framework is presented in Figure 1. First, the independent variable which are the transformational leadership style with indicators such as idealized influence, inspirational motivation, intellectual stimulation and individualized consideration. Second, the participation in decision making with five (5) items. Lastly, the dependent variable which is grit has indicators such as consistency of interest and persistence of efforts.

### Independent Variable

### Dependent Variable

#### Moral Leadership

- idealized influence
- inspirational motivation
- intellectual stimulation
- individualized



**Figure 1. Conceptual Framework**

### **Statement of the Problem**

This study aimed to determine the level of transformational leadership style and participation in decision-making, as well as their effects on the grit of employees in the Provincial Agrarian Reform Office Zamboanga del Norte for the calendar year 2024. Specifically, it sought to answer the following research questions:

1. What is the respondents' perceived level of transformational leadership style in terms of:
  - 2.1 idealized influence;
  - 2.2 inspirational motivation;
  - 2.3 intellectual stimulation; and
  - 2.4 individualized consideration?
2. What is the respondents' perceived level of participation in decision making?
3. What is the respondents' perceived level of grit in terms of:
  - 4.1 consistency of interest; and
  - 4.2 persistence of efforts?
4. Is there a significant relationship between transformational leadership style and grit of the respondents?
5. Is there a significant relationship between participation in decision making and grit of the respondents?

### **Hypotheses**

1. There is no significant relationship between transformational leadership style and grit of the respondents?
2. There is no significant relationship between participation in decision making and grit of the respondents.

## **III. Research Methodology**

### **Method Used**

The study employed both survey and descriptive-correlational research methods. The survey method was utilized to collect data through a questionnaire measuring transformational leadership style, participation in decision-making, and employee grit. According to Check and Schutt (2012), a survey is a research methodology that involves gathering information from a sample of individuals through their responses to structured questions. Meanwhile, correlational research, as defined by Campbell and Stanley (1963), is "the systematic investigation of relationships among two or more variables, without any experimental manipulation of those variables." In this study, the correlational approach was adopted as a non-experimental method, allowing the researcher to quantify

variables and assess the statistical relationships between transformational leadership style, participation in decision-making, and employee grit while controlling for the influence of extraneous factors. Correlational analysis was then conducted to determine the significance and strength of these relationships.

## Research Environment

The study was conducted to the one hundred twenty (120) employees in the Provincial Agrarian Reform Office - Zamboanga del Norte located at Bliss Site, Sta. Isabel, Dipolog City and 13 clustered municipalities in the province of Zamboanga del Norte, Philippines.

## Respondents of the Study

The target population of this study consisted of 120 employees of the Provincial Agrarian Reform Office – Zamboanga del Norte during the calendar year 2024. However, only 103 employees participated in the survey.

## Research Instrument

The questionnaire used in this study was divided into three parts. **Part I**, the Transformational Leadership Style Scale (TLSS), was adopted from Macaspac (2024) and comprised twenty (20) items categorized into four indicators: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. **Part II**, the Participation in Decision-Making Scale (PDMS), also adopted from Macaspac (2024), included five (5) items measuring employees' involvement in decision-making processes. **Part III**, the Grit Scale (GS), likewise adopted from Macaspac (2024), consisted of five (5) items divided into two indicators: consistency of interest and persistence of effort.

## Scoring Procedure

The five point Likert-type format was used consisting of response options for each item. The rating scales were as follows:

### Transformational Leadership Style

Scale	Range of Values	Description	Interpretation
5	4.21-5.00	Strongly agree	Very High
4	3.41-4.20	Agree	High
3	2.61-3.40	Somewhat Agree	Average
2	1.81-2.60	Disagree	Low
1	1.00-1.80	Strongly Disagree	Very Low

### Participation in Decision Making

Scale	Range of Values	Description	Interpretation
5	4.21-5.00	Strongly agree	Very high
4	3.41-4.20	Agree	High
3	2.61-3.40	Somewhat Agree	Average
2	1.81-2.60	Disagree	Low
1	1.00-1.80	Strongly Disagree	Very Low

### Grit

Scale	Range of Values	Description	Interpretation
5	4.21-5.00	Strongly agree	Very high
4	3.41-4.20	Agree	High

3	2.61-3.40	Somewhat Agree	Average
2	1.81-2.60	Disagree	Low
1	1.00-1.80	Strongly Disagree	Very Low

### **Ethical Consideration**

This study obtained approval from the Research and Ethics Committee of Andres Bonifacio College, Inc. The researcher applied the principle of respect for persons by securing informed consent from the institution, allowing the distribution of a research questionnaire written in clear, easily understandable language. Consent was also obtained from each individual respondent prior to participation. The identities of respondents were protected to ensure confidentiality, and their voluntary participation was guaranteed. All data collected were kept anonymous, and any essential information was preserved for potential use in future research.

### **Data Gathering Procedure**

A letter requesting permission to administer the research instrument was sent to the Dean's Office of the Graduate School at Andres Bonifacio College, Inc., Dipolog City, and was duly signed by the adviser. Subsequently, the researcher's letter, along with the dean's endorsement letter, was forwarded to the Head of the Provincial Agrarian Reform Office. The endorsement was then disseminated to the respective office heads. Following approval, the researcher administered the questionnaire to the respondents. Upon completion, the researcher collected the answered questionnaires, which were then tallied, examined, and finally tabulated by the statistician.

### **Statistical Treatment of the Data**

Presented below are the statistical tools utilized in the treatment and analysis of the data gathered.

**Weighted Mean.** This is used to quantify the respondents' ratings on the transformational leadership style, participation in decision making and grit in the Provincial of Agrarian Reform Office – Zamboanga del Norte.

**Standard Deviation.** This is used to determine the homogeneity and heterogeneity of the employee's score, where  $SD \leq 3$  is homogenous and  $SD > 3$  is heterogeneous Aiken & Susane (2001); Refugio et al., (2019).

**Spearman Rank-Order Correlation Coefficient (Spearman rho).** This is used to determine the correlation between transformational leadership style, participation in decision making and employees' grit. The following guide in interpreting the correlation value proposed by Cohen et al., (2014) was utilized in this study:

Value	Size	Interpretation
$\pm 0.50$ to $\pm 1.00$	Large	High positive/negative correlation
$\pm 0.30$ to $\pm 0.49$	Medium	Moderate positive/negative correlation
$\pm 0.10$ to $\pm 0.29$	Small	Low positive/negative correlation
$\pm 0.01$ to $\pm 0.09$	Negligible	Slight positive/negative correlation
0.0	No correlation	

The data gathered in this study were totaled, processed, and analyzed using the Microsoft Excel Data Analysis ToolPak and IBM Statistical Package for Social Sciences. As a result, displaying statistical formulas is unnecessary. All statistical tests were performed at the 0.05 level of significance.

## **IV. Results**

### **Respondents' Perception of Transformational Leadership Style**

**Table 1**



*Respondents' perceived level of transformational leadership style in terms of idealized influence*

Descriptors	AWV	SD	Description	Interpretation
1. Display conviction to the vision and mission of the department.	4.66	0.534	Strongly Agree	Very High
2. Act in ways that build the respect of employees/subordinates.	4.63	0.542	Strongly Agree	Very High
3. Emphasize the importance of purpose, commitment, and ethical consequences of decisions.	4.61	0.564	Strongly Agree	Very High
4. Display the most important values, such as honesty, integrity, justice, transparency, and consistency	4.70	0.539	Strongly Agree	Very High
5. Go beyond self-interest for the good of the college	4.50	0.670	Strongly Agree	Very High
<b>Mean &amp; SD</b>	4.62	0.461	Strongly Agree	Very High

*AWV-Average Weighted Value, SD-Standard Deviation*

The data show that respondents perceive the leaders of the Department of Agrarian Reform (DAR) in Zamboanga del Norte as demonstrating high levels of idealized influence, a key component of transformational leadership. This indicates that the leaders are viewed as trustworthy, ethical, reliable, and capable of inspiring admiration and respect among their employees. It can be concluded that DAR leaders effectively embody the qualities of transformational leadership through idealized influence. Their ability to serve as role models and exemplify organizational values fosters trust and alignment with the department's vision among personnel. These findings imply that cultivating idealized influence among leaders can strengthen organizational cohesion, enhance employee motivation, and improve overall performance. Leadership development programs should emphasize ethical behavior, integrity, and the ability to inspire followers. The results align with Afshari (2022), who emphasized that leaders recognized and respected by their constituents are more likely to exhibit idealized influence as a transformational leadership trait. This underscores the broader notion that transformational leaders who inspire trust and admiration positively impact follower engagement and organizational culture.

**Table 2**

*Respondents' perceived level of transformational leadership style in terms of inspirational motivation*

Descriptors	AWV	SD	Description	Interpretation
1. Articulate a compelling vision/goal of the future	4.50	0.655	Strongly Agree	Very High
2. Challenge employees/subordinates with a high standard of performance	4.33	0.785	Strongly Agree	Very High
3. Provide encouragement and moral support for the employees/subordinates	4.46	0.638	Strongly Agree	Very High
4. Inspire the employees/subordinates through	4.51	0.655	Strongly Agree	Very High



his passion and determination to achieve the goals				
5. Inspire employees/subordinates to see the priorities in carrying out their duties and responsibilities	4.52	0.557	Strongly Agree	Very High
<b>Mean &amp; SD</b>	4.47	0.533	Strongly Agree	Very High

*AWV-Average Weighted Value, SD-Standard Deviation*

The data indicate that employees of the Department of Agrarian Reform (DAR) in Zamboanga del Norte perceive their leaders as highly exhibiting inspirational motivation, a key dimension of transformational leadership. Leaders are seen as effectively presenting a compelling vision, encouraging staff to pursue shared goals, and fostering a sense of purpose and direction among employees. It means that DAR leaders successfully use inspirational motivation to engage and energize their personnel. Their ability to articulate a clear vision and motivate employees contributes to higher levels of commitment and goal attainment within the organization. The findings suggest that maintaining and strengthening inspirational motivation among leaders can enhance employee morale, engagement, and productivity. Leadership development initiatives should focus on communication skills, vision articulation, and techniques for inspiring and motivating staff toward organizational objectives. These results align with Bakker et al. (2023), who found that followers highly regard leaders who act as inspirational motivators, demonstrating that transformational leaders who effectively communicate vision and purpose positively influence employee motivation and organizational performance.

**Table 3**

*Respondents' perceived level of transformational leadership style in terms of intellectual stimulation*

Descriptors	AWV	SD	Description	Interpretation
1. Question old assumptions, traditions, and beliefs	4.06	0.765	Strongly Agree	Very High
2. Instill new perspectives and ways of doing things	4.34	0.708	Strongly Agree	Very High
3. Encourage the free expression of ideas and reasons	4.40	0.705	Strongly Agree	Very High
4. See different perspectives when solving problems	4.44	0.696	Strongly Agree	Very High
5. Encourage problem-solving that utilizes reasoning and evidence rather than unsupported opinions.	4.53	0.654	Strongly Agree	Very High
<b>Mean &amp; SD</b>	4.35	0.577	Strongly Agree	Very High

*AWV-Average Weighted Value, SD-Standard Deviation*

The data show that employees of the Department of Agrarian Reform (DAR) in Zamboanga del Norte perceive their leaders as highly demonstrating intellectual stimulation, a critical component of transformational leadership. Leaders are viewed as promoting critical thinking, creativity, and problem-solving by encouraging employees to question assumptions, explore new ideas, and share diverse perspectives. It means that DAR leaders effectively apply intellectual stimulation to foster a culture of learning, innovation, and independent thinking among their staff. Their leadership approach encourages employees to think critically and creatively in addressing organizational challenges. These findings suggest that promoting intellectual stimulation among leaders can

enhance organizational adaptability, innovation, and employee development. Leadership training programs should emphasize strategies that cultivate creativity, critical thinking, and open dialogue within teams.

The results are consistent with Khan et al. (2022), who reported that employees strongly perceive their leaders as effectively using intellectual stimulation, highlighting that transformational leader who encourage critical thinking and innovation positively influence follower engagement and organizational performance.

**Table 4**

*Respondents' perceived level of transformational leadership style in terms of individualized consideration*

Descriptors	AWV	SD	Description	Interpretation
1. Deal with employees/subordinates as individual persons	4.37	0.700	Strongly Agree	Very High
2. Help individual employee/subordinates to develop their capabilities	4.43	0.651	Strongly Agree	Very High
3. Provide training and development activities or seminars according to the needs of different employees/subordinates	4.41	0.692	Strongly Agree	Very High
4. Are sensitive to individual differences and approach employees/subordinates according to their traits	4.22	0.713	Strongly Agree	Very High
5. Treat employees/subordinates as individuals with different needs, abilities, and aspirations rather than just members of the group.	4.39	0.660	Strongly Agree	Very High
<b>Mean &amp; SD</b>	4.36	0.548	Strongly Agree	Very High

*AWV-Average Weighted Value, SD-Standard Deviation*

The data reveal that employees of the Department of Agrarian Reform (DAR) in Zamboanga del Norte perceive their leaders as highly demonstrating **individualized consideration**, an essential component of transformational leadership. Leaders are viewed as attentive to employees' unique needs, aspirations, and concerns, offering guidance, support, and mentorship tailored to individual development. It means that DAR leaders effectively apply individualized consideration, fostering personal growth, skill development, and employee engagement. By recognizing and nurturing individual strengths, leaders enhance both employee satisfaction and overall organizational effectiveness. These findings imply that emphasizing individualized consideration in leadership practices can strengthen employee motivation, loyalty, and performance. Leadership development programs should focus on mentoring, personalized support, and adaptive strategies that recognize employees' unique capabilities and needs.

The results align with Khan et al. (2022), who found that employees strongly perceive their leaders as effectively implementing individualized consideration, highlighting those transformational leaders who attend to individual needs positively influence follower growth, satisfaction, and organizational outcomes.

**Table 5**

*Summary of the respondents' perceived level of transformational leadership style*

Indicators	Mean	SD	Description	Interpretation
Idealized Influence	4.62	0.461	Strongly Agree	Very High
Inspirational Motivation	4.47	0.533	Strongly Agree	Very High
Intellectual Stimulation	4.35	0.577	Strongly Agree	Very High
Individualized Consideration	4.36	0.548	Strongly Agree	Very High
<b>Mean &amp; SD</b>	4.45	0.465	Strongly Agree	Very High

*AWV-Average Weighted Value, SD-Standard Deviation*

The data in Table 5 indicate that employees of the Department of Agrarian Reform (DAR) in Zamboanga del Norte perceive all four dimensions of **transformational leadership**—idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration—as “very high.” This suggests that leaders consistently empower staff, foster innovation, inspire excellence, and attend to individual employee needs. It means that transformational leadership is strongly exhibited among DAR leaders, creating a work environment characterized by motivation, engagement, and continuous improvement. Leaders effectively inspire followers, promote professional development, and drive organizational change. The findings imply that maintaining a strong transformational leadership approach can enhance employee performance, engagement, and organizational success. Leadership training and professional development programs should emphasize all four dimensions of transformational leadership to sustain a culture of empowerment, innovation, and motivation.

These results are supported by previous studies. Khan et al. (2020) found that employees highly valued transformational leadership approaches among their leaders. Similarly, Jiatong et al. (2022) reported that workers held very positive perceptions of transformational leadership styles applied by upper management. Bakker et al. (2023) also revealed that employees regarded transformational leadership highly, recognizing its role in guiding and developing staff across organizations.

#### Respondents' Perception of Participation in Decision-Making Table 6

*Respondents' perceived level of participation in decision-making*

Descriptors	AWV	SD	Description	Interpretation
1. In general, I have much influence on how I perform my job.	4.34	0.722	Strongly Agree	Very High
2. I decide how to do my job.	4.29	0.695	Strongly Agree	Very High
3. In general, I have influence on what goes on in my work group.	4.26	0.766	Strongly Agree	Very High
4. In general, I have influence on decisions which affect my jobs	4.16	0.789	Agree	High
5. My supervisors are receptive and listen to my ideas and suggestions.	4.33	0.733	Strongly Agree	Very High
<b>Mean &amp; SD</b>	4.28	0.608	Strongly Agree	Very High

*AWV-Average Weighted Value, SD-Standard Deviation*

The data in Table 6 indicate that employees of the Department of Agrarian Reform (DAR) in Zamboanga del Norte perceive their **participation in decision-making** as “very high.” Staff members are actively involved in planning, problem-solving, and other decision-related activities, demonstrating shared responsibility and collaborative engagement with managers and colleagues.

It can be concluded that DAR employees are significantly empowered to participate in organizational decision-making processes. Their involvement reflects democratic organizational values, promotes accountability, and allows employees to exercise discretion in tasks that impact departmental outcomes. These findings imply that fostering high levels of employee participation in decision-making can enhance performance, job satisfaction, and organizational effectiveness. Leaders should continue to create structures and practices that encourage collaborative governance and shared responsibility across all levels of the organization.

The findings are consistent with Behraves et al. (2021), who reported high levels of employee participation in decision-making in organizational settings. Similarly, Rutka et al. (2023) and Abas et al. (2023) found that employees were highly involved in decision-making processes, underscoring that active engagement of personnel supports better organizational outcomes and enhances overall performance.

### Respondents’ Perception of Grit

**Table 7**

*Respondents’ perceived level of Grit in terms of consistency of interest*

Descriptors	AWV	SD	Description	Interpretation
1. I often set a goal and pursue it until I achieve it.	4.63	0.560	Strongly Agree	Very High
2. New Ideas and Projects do not distract me from previous ones.	4.10	0.721	Agree	High
3. I have been obsessed with a certain idea or project and I maintain my interest.	4.06	0.802	Agree	High
4. I don’t have difficulty maintaining my focus on projects that take more than a few months to complete.	4.19	0.687	Agree	High
<b>Mean &amp; SD</b>	4.25	0.542	Strongly Agree	Very High

*AWV-Average Weighted Value, SD-Standard Deviation*

The data in Table 7 indicate that employees of the Department of Agrarian Reform (DAR) in Zamboanga del Norte perceive their **consistency of interest**, a dimension of grit, as “very high.” This suggests that employees maintain sustained enthusiasm, focus, and motivation toward long-term goals despite challenges or setbacks. It means that DAR staff exhibit strong perseverance in maintaining interest and commitment to their tasks and objectives over time. Their dedication reflects a stable and enduring engagement with organizational goals rather than short-term or intermittent efforts. These findings imply that fostering consistency of interest among employees can enhance long-term performance, goal achievement, and organizational resilience. Leaders should encourage strategies and work environments that sustain employees’ focus and commitment to long-term objectives. The results align with Nishikawa et al. (2022), who reported that participants highly valued consistency of interest, emphasizing that individuals who sustain attention and motivation over time are more likely to achieve enduring success and overcome obstacles.

**Table 8**

*Respondents' perceived level of Grit in terms of persistence of efforts*

Descriptors	AWV	SD	Description	Interpretation
1. I finish whatever I begin	4.70	0.502	Strongly Agree	Very High
2. Setbacks don't discourage me	4.59	0.585	Strongly Agree	Very High
3. I am a hard worker	4.69	0.578	Strongly Agree	Very High
4. I am diligent.	4.69	0.505	Strongly Agree	Very High
<b>Mean &amp; SD</b>	4.67	0.464	Strongly Agree	Very High

*AWV-Average Weighted Value, SD-Standard Deviation*

The data in Table 8 indicate that employees of the Department of Agrarian Reform (DAR) in Zamboanga del Norte perceive their **persistence of effort**, a dimension of grit, as "very high." This suggests that employees consistently exert effort toward their goals and remain committed despite obstacles, setbacks, or slow progress. It can be concluded that DAR staff demonstrate strong perseverance and resilience in pursuing objectives, maintaining focus and dedication even under challenging circumstances. Their persistent efforts contribute to sustained performance and goal attainment. These findings imply that fostering persistence of effort among employees can enhance organizational productivity, resilience, and long-term success. Leaders should encourage strategies that support sustained effort, resilience, and continuous engagement with tasks and objectives. The results align with Wang et al. (2021), who found that participants highly valued persistence, emphasizing that individuals who maintain continuous effort and dedication are more likely to achieve their goals despite challenges and setbacks.

**Table 9**

*Summary of the respondents' perceived level of grit*

Indicators	Mean	SD	Description	Interpretation
Consistency of Interest	4.25	0.542	Strongly Agree	Very High
Persistence of Efforts	4.67	0.464	Strongly Agree	Very High
<b>Overall Mean &amp; SD</b>	4.46	0.432	Strongly Agree	Very High

*AWV-Average Weighted Value, SD-Standard Deviation*

The data in Table 9 indicate that employees of the Department of Agrarian Reform (DAR) in Zamboanga del Norte perceive their overall **grit**, encompassing both consistency of interest and persistence of effort, as "very high." This demonstrates that employees are highly motivated, tenacious, and committed to achieving long-term goals despite challenges or setbacks. It can be concluded that DAR staff exhibit strong grit, combining sustained interest and persistent effort, which enables them to pursue objectives with dedication and resilience. Their determination reflects an enduring commitment to organizational goals rather than temporary enthusiasm or sporadic effort.

These findings imply that fostering grit among employees can enhance long-term performance, perseverance, and organizational effectiveness. Leadership and professional development programs should emphasize strategies that cultivate both sustained focus and persistent effort to achieve enduring success. The results are consistent with Nisar et al. (2020), who reported that employees and supervisors perceived grit as “very high.” Similarly, Gonlepa et al. (2023) found a very high level of understanding of employees’ creativity when assessed through the lens of grit, highlighting that perseverance and sustained interest contribute to both individual and organizational success.

### Relationship Between the Respondents’ Perceived Level of Transformational Leadership Style and Grit

**Table 10**

*Test of relationship between the respondents’ perceived level of transformational leadership style and grit*

Variables		Consistency of Interest	Persistence of Efforts	Respondents’ Perceived Level of Grit
Idealized Influence	Correlation Coefficient	0.424*	0.349*	0.466*
	Sig.(2-tailed)	0.000	0.000	0.000
	N	103	103	103
Inspirational Motivation	Correlation Coefficient	0.583*	0.369*	0.559*
	Sig.(2-tailed)	0.000	0.000	0.000
	N	103	103	103
Intellectual Stimulation	Correlation Coefficient	0.540*	0.261*	0.492*
	Sig.(2-tailed)	0.000	0.008	0.000
	N	103	103	103
Individualized Consideration	Correlation Coefficient	0.682*	0.375*	0.630*
	Sig.(2-tailed)	0.000	0.000	0.000
	N	103	103	103
<b>Overall Respondents’ Perceived Level of Transformational Leadership Style</b>	Correlation Coefficient	0.655*	0.377*	<b>0.618*</b>
	Sig.(2-tailed)	0.000	0.000	<b>0.000</b>
	N	103	103	<b>103</b>

*\*Correlation is significant at the 0.05 level*

The data in Table 10 indicate a significant and positive correlation between employees’ perceived **transformational leadership style** and their level of **grit**. Employees who rated transformational leadership behaviors—such as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration—as “very high” also reported correspondingly high levels of grit, including both consistency of interest and persistence of effort. Conversely, lower perceptions of transformational leadership were associated with lower grit levels. It means that transformational leadership positively influences employees’ grit. Leaders who exhibit transformational behaviors tend to foster higher levels of perseverance and sustained interest among their staff, suggesting that effective leadership can reinforce employees’ commitment to long-term goals. These findings imply that enhancing transformational leadership practices can directly support the development of grit in employees, promoting resilience, sustained motivation, and long-term organizational performance. Leadership development programs should focus on strengthening transformational behaviors to cultivate a workforce that is persistent, committed, and capable of overcoming challenges.

The results align with Caza and Posner (2021), who demonstrated that each aspect of grit—perseverance and consistency—has statistically significant associations with transformational leadership behaviors. Their study emphasizes that leaders who embody transformational traits can positively influence the development of grit in followers, reinforcing both individual and organizational effectiveness.

## Relationship Between the Respondents' Perceived Level of Participation in Decision-Making and Grit

**Table 11**

*Test of relationship between the respondents' perceived level of participation in decision-making and grit*

Variables			Consistency of Interest	Persistence of Efforts	Respondents' Perceived Level of Grit
<b>Respondents' Perceived Level of Participation in Decision-Making</b>	Correlation Coefficient		0.611*	0.449*	<b>0.610*</b>
	Sig.(2-tailed)		0.000	0.000	<b>0.000</b>
	N		103	103	<b>103</b>

\*Correlation is significant at the 0.05 level

The data in Table 11 indicate a significant and positive correlation between employees' perceived participation in decision-making and their level of grit. Employees who rated their involvement in decision-making as "very high" also reported high levels of grit, encompassing both consistency of interest and persistence of effort. Conversely, employees with lower participation in decision-making demonstrated lower levels of perseverance. It means that active involvement in decision-making positively influences employees' grit. When employees are engaged in planning, problem-solving, and collaborative decision-making, they tend to exhibit higher levels of determination and sustained commitment toward organizational goals. These findings imply that organizations can enhance employee resilience, perseverance, and overall grit by promoting participatory decision-making practices. Leaders should encourage shared governance, collaborative planning, and opportunities for employees to exercise discretion in their work to strengthen motivation and long-term commitment. The results are consistent with Sharma and Hassan (2023), who reported a positive relationship between rational and intuitive decision-making styles and grit. Similarly, Macaspac (2024) found that high employee engagement in decision-making correlates with increased resilience and perseverance, as confirmed by statistical analyses such as ANOVA. These studies collectively highlight that fostering participation in decision-making can reinforce employees' commitment, perseverance, and overall effectiveness.

## V. Discussion

The findings of the study indicate that employees of the Department of Agrarian Reform (DAR) in Zamboanga del Norte perceive the four dimensions of transformational leadership idealized influence, intellectual stimulation, inspirational motivation, and individualized consideration as "very high." This suggests that leaders in the organization are effective in inspiring trust and admiration, fostering creativity and critical thinking, articulating a compelling vision, and providing individualized attention to employees' needs. Similarly, employees reported very high levels of participation in decision-making, reflecting their active engagement in planning, problem-solving, and collaborative governance. This high level of involvement indicates that the organization promotes equity, shared responsibility, and democratic decision-making processes. Such engagement allows employees to exercise discretion and ownership over their work. Furthermore, respondents demonstrated very high levels of grit, including both persistence of effort and consistency of interest. This finding indicates that DAR employees are highly committed to long-term goals, maintain sustained focus, and persevere despite obstacles or setbacks. Importantly, the study revealed a strong positive correlation between transformational leadership and grit, suggesting that employees who perceive their leaders as highly transformational also exhibit higher levels of perseverance and sustained interest. This supports the view of Caza and Posner (2021) that transformational leadership can reinforce followers' resilience, determination, and long-term commitment. Similarly, the positive correlation between participation in decision-making and grit indicates that employees who are actively engaged in organizational decisions tend to demonstrate greater perseverance and sustained effort.



## VI. Conclusion

In conclusion, the findings demonstrate that transformational leadership and employee participation in decision-making are strongly associated with employees' grit. Leaders who inspire, challenge, and support their employees while encouraging active engagement in organizational decisions can foster a motivated, resilient, and high-performing workforce. These results underscore the importance of leadership practices and participatory work environments in enhancing employee perseverance and long-term success.

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