DEPLOYMENT OF A SURVEY FOR THE CONDUCT OF THE STUDY
ENTITLED, “A MIXED METHOD STUDY ON THE EXERCISE OF PERSONAL POWER BY SCHOOLS DIVISION SUPERINTENDENTS IN THE PHILIPPINES”

To: Schools Division Superintendents


2. The Researcher seek to acquire first-hand knowledge from School Division Superintendents in the Philippines on how personal power is exercised. This will be used to develop a superintendence personal power model which can be utilized by current and future superintendents in operating a school district in exercising personal power.

3. In this regard, this Office is requesting the participation of all Schools Division Superintendents (SDS) to accomplish and answer the survey using the link https://forms.gle/DCB31nThmnQXapNi7 on or before July 9, 2021. Participation to this survey is on a voluntary basis.

4. For further inquiries and/or feedback, kindly contact the Planning Service-Office of the Director (PS-OS) through email address ps.osd@deped.gov.ph or phone number: (02) 8635-3976. For lateral coordination, please contact the Researcher through glaiza_mama@dlsu.edu.ph or glaiza.mama@deped.gov.ph or mobile no. 09171820731.

5. For consideration. Thank you.

Encl.: As stated.
Reference: MEMORANDUM DM-PHRD-2021-0455
To be indicated in the Perpetual Index
Under the following subjects:
MIXED METHOD STUDY ON THE EXERCISE OF PERSONAL POWER BY SCHOOLS DIVISION SUPERINTENDENTS IN THE PHILIPPINES
PPRD/satm/RM-DeploymentofSurveyJul 5, 2021

TOLENTINO G. AQUINO
Director IV

DepEd Region 1: Built on character; empowered by competence.
MEMORANDUM
DM-PHROD-2021-0455

FOR : MOHAGHER M. IQBAL
Minister, BARMM - Ministry of Basic, Higher and Technical Education

REGIONAL DIRECTORS

ATTENTION : Chiefs, Policy, Planning and Research Divisions

FROM : JESUS J.R. MATEO
Undersecretary for Planning and Human Resource and Organizational Development

SUBJECT : DEPLOYMENT OF A SURVEY FOR THE CONDUCT OF THE STUDY TITLED, "A MIXED METHOD STUDY ON THE EXERCISE OF PERSONAL POWER BY SCHOOLS DIVISION SUPERINTENDENTS IN THE PHILIPPINES"

DATE : 02 June 2021

Ms. Glaiza Delos Angeles Mama, a researcher from the De La Salle University - Manila and a Senior High School teacher at Tinajeros National High School in the Division of Malabon City, is conducting a study titled, “A Mixed Method Study on the Exercise of Personal Power by Schools Division Superintendents in the Philippines.” The study seeks to acquire first-hand knowledge from Schools Division Superintendents (SDSs) on how personal power is being exercised, and aims to create a superintendence personal power model which can be utilized by current and future superintendents in operating a school district specifically in exercising personal power.

In this regard, the Regional Offices (ROs) are requested to assist the researcher in disseminating the attached survey to all its Schools Division Superintendents (SDS). SDSs are requested to accomplish the survey in the link: https://forms.gle/DCB31nThmnQXapN7 until 11 June 2021. Please note that the participation of SDSs is voluntary. Particularly, SDSs have the right to refuse to participate or discontinue in accomplishing the survey-questionnaire any time.

For further inquiries and feedback, kindly contact the Planning Service - Policy Research and Development Division (PS-PRD) through email address ps.prd@deped.gov.ph or phone number:
(02) 8635-3976. For lateral coordination, please contact the researcher, Ms. Mama through email addresses glaiza_mama@dlsu.edu.ph or glaiza.mama@deped.gov.ph or mobile number: 09171820731.

For consideration. Thank you.

[PS-PRID/Tandez]
02 June 2021

GLAIZA DELOS ANGELES MAMA
De La Salle University - Manila
glaiza_mama@dlsu.edu.ph
 glaiza.mama@deped.gov.ph

Dear Ms. Mama,

This has reference to your email dated 06 May 2021 requesting the Department of Education’s (DepEd’s) approval to conduct a survey and an interview to our Schools Division Superintendents (SDS) in light of your research titled, “A Mixed Method Study on the Exercise of Personal Power by Schools Division Superintendents in the Philippines.” The said research aims to discuss how personal power is distributed and balanced by superintendents.

After review, this office has favorably endorsed your request to float a survey to DepEd Regional Directors and attached is a copy of the said endorsement for your reference. In the conduct of the survey, kindly observe the highest ethical standards in research such as ensuring the confidentiality of collected data and voluntary participation of respondents, among others.

On the other hand, we request a copy of your interview guide and the list of target respondents for our review prior to the endorsement of the conduct of interview to our field offices.

We further request to be furnished with a copy of your research paper, once it is completed, for our consideration on the development and assessment of the Department’s relevant policies, programs, and activities.

For questions and other clarifications, you may contact the Planning Service - Policy Research and Development Division (PS-PRDD) through email address ps.prd@deped.gov.ph.

Thank you very much for your interest in conducting research in basic education.

Very truly yours,

JESUS R. MATEO
Undersecretary
To the Schools Division Superintendent:

Subject: Seeking Permission to Conduct a Survey and an Interview

Greetings of Hope!

I am Glaiza Delos Angeles Mama, a PhD-ELM student of De La Salle University - Manila, and I would like to conduct a survey in your respected schools division for the phase one of my data gathering in my research study titled, "A Mixed Method Study on the Exercise of Personal Power by Schools Division Superintendents in the Philippines." Also, interviewing process will be executed once the survey is collated and analyzed, but only selected participants will be involved and notified in the second phase. The participation in the survey and interview is voluntary and can be discontinued anytime.

The aim of the study is to acquire first-hand knowledge from schools division superintendents on how personal power is being exercised. Also, this research aims to create a superintendence personal power model, which can be utilized by current and future superintendents in operating a schools division specifically in exercising personal power.

I am writing this letter in order to seek your kind permission for conducting the survey and interview (selective) of the schools division superintendents. The above said research undertaking could help us gain comprehensive understanding about the participant's experiences. The said survey-questionnaire and request letter with signature are attached for your perusal and the copy of Chapters 1 to 3 will be provided by request.

Also an endorsement letter from the Department of Education about this research undertaking is attached as well Research Ethics Clearance and Informed Consent Form are also included for your reference. Once the research endeavor is finished, I will be providing a copy of my paper to each schools division for reference.

I am looking forward to a quick and positive response at your side. For any queries, feel free to contact me at 09171820731 or my email glaiza_mama@dlsu.edu.ph or gilaiz.mama@deped.gov.ph.

Thank you and God Bless.

Yours truly,

Glaiza D. Mama
PHDELMT

Signed By:

Fr. Jesús Jay Miranda, PhD
Research Adviser

2401 Taft Avenue, 1004 Manila, Philippines | Trunk Line: (632) 524-4611
www.dlsu.edu.ph
RESEARCH ETHICS CLEARANCE FORM
For Thesis Proposals

Names of Student Researcher(s):
GLAIZA D. MAMA

College: EDUCATION
Department: BAGCED
Course: PHDELMT

Expected Duration of the Project: from: MAY 2021 to: OCTOBER 2021

Ethical considerations:
1. Voluntary participation of the participants will be strictly observed. Moreover, withdrawal of participants from the study may be done any time, if they wish to do so.
2. The participants will be furnished with an informed consent providing enough information to meet the expected needs as well as assurances in taking part to allow individuals to understand the implications of participation and to reach a fully informed, considered and freely given decision about whether or not to do so. Therefore, informed consent will be given in advance to the participants.
3. Use of offensive, discriminatory, or other unacceptable language will be abated in the formulation of mentioned research instruments.
4. Adequate level of confidentiality of the research data will be guaranteed.
5. Participant’s privacy and anonymity is of paramount priority and importance. Therefore, the protection of the privacy of each participant has to be ensured.
6. Respect for the dignity of research participants will be of primary concern.
7. The works of other authors used in any part of the study will be acknowledged with the use of APA referencing style.
8. The maintenance of the highest level of objectivity in discussions and analyses throughout the research will be observed. Thus, any deception or exaggeration about the aims and objectives of the research must be avoided.
9. Any type of communication in relation to the research should be done with honesty and transparency.

To the best of my knowledge, the ethical issues listed above have been addressed in the research.

FR. JESUS JAY MIRANDA, JR., PhD
Name and Signature of Adviser/Mentor:
Date:

Noted by:
Dr. Anne Marie R. Ramos
Name and Signature of the Department Chairperson:
Date: June 11, 2021

1 The same form can be used for the reports of completed projects. The appropriate heading need only be used.
A Mixed Method Study on the Exercise of Personal Power by the Schools Division Superintendents in the Philippines

Informed Consent Form

GLAIZA D. MAMA
Bro. Andrew Gonzalez FSC – College of Education
De La Salle University – Manila
Dissertation Writing

To The Schools Division Superintendents

PURPOSE OF THE STUDY

You are being invited to take part in a research study. Before you decide to participate in this study, it is important that you understand why the research is being done and what your participation will involve. Please read the following information carefully and feel free to ask the researcher if there is anything that is not clear or if you need more information.

The aim of the study is to acquire first-hand knowledge from schools division superintendents on how personal power is being exercised. Also, this research aims to create a superintendence personal power model, which can be utilized by current and future superintendents in operating a schools division specifically in exercising personal power. The above said research undertaking could help us gain comprehensive understanding about the participant's experiences.

STUDY PROCEDURES

The following are the procedures of this research endeavor:

1. The researcher will be selecting ten (10) Schools Division Superintendents for the pilot test survey and are chosen through convenience sampling in order to promptly get the data, as well as simple, cheap, and efficient to be implemented.
2. After the pilot test survey, it will be analyzed to pinpoint problem areas of the survey-questionnaire, if any before the actual survey. Therefore, the cooperation of the chosen participants under pilot study is very significant.
3. Once the survey-questionnaire has been adjusted as indicated by the result of the pilot study, the research instrument will be distributed to the remaining 213 Schools Division Superintendents of the Philippines. Although, the participation is voluntary.
4. When the survey is collated and analyzed, the researcher will be formulating interview questions coming from the result of the survey. The set of questions will be focusing on how Schools Division Superintendents exercise personal power in operating a schools division as well as how they balance the exercise of personal power. Most of the interview questions that will be formulated will be supplied by some of the items indicated in the survey-questionnaire in order to answer the following research questions.
   - How do the following aspects of personal power mediate the exercise of personal power in the school district in terms of:
     a) Personal Traits
     b) Persuasion
     c) Organizational Commitment
     d) Empowerment
     e) Ethical Climate?
   - How do the schools division superintendents balance the exercise of personal power as it presents itself as a political activity in the school district in terms of:
     a) Personal agenda
     b) Resource allocation?
5. The participants for the interview will be selected using stratified sampling and criterion sampling, wherein the subjects are divided depending on the characteristics that the subjects share. Therefore, a set of criteria will be provided in choosing the representatives for the interview to justify the basis for selection of interview of the remaining two hundred and thirteen (213) schools division superintendents.
6. Nonetheless, the participants will be contacted through telephone, personal (if permitted), social media platform such as Facebook, or email to ask for their involvement in the second phase of the study.
7. The participants will be encouraged to talk freely and to tell stories using their own words. More so, the chosen representatives of the population will be provided with pseudonyms for the personal data privacy and confidentiality.

DURATION

The survey-questionnaire will take 20 to 30 minutes to be accomplished. Also, the data gathering of the survey is expected to be done on June 11, 2021, but may adjust if needed, since the survey will depend on the availability of the Schools Division Superintendent. The second phase of this study is interview of the researcher to the chosen participants and will take 45 minutes to one hour to finish.

VOLUNTARY PARTICIPATION

Your participation in this study is voluntary. It is up to you whether or not you decide to participate. If you decide to participate, you will be asked to sign this consent form. After you sign this consent form, you are still free to withdraw at any time and without giving a reason. Withdrawing from this study will not affect the relationship you have, if any, with the researcher. You may decline to answer any or all questions and you may withdraw your participants at any time if you choose. If you withdraw from the study before data collection is completed, your data will be destroyed. You are also entitled to review the remarks in individual interviews and may erase a part or all of the recording or note.

RISKS

Protecting the rights and welfare of the research participants are very significant. Physical risks in this research can be minimized by carefully and skillfully following protocols through careful monitoring of research participants’ health status and by providing clinical care when needed. Due to COVID-19 pandemic, the researcher preferred to do most of the data gathering through online, however, the participants may still request for a personal appearance. If a personal appearance will be executed, the researcher will observe and follow the safety protocols provided by the schools division.

Also, to protect the research participants against psychological risks by reminding them of their right to withdraw from research or limit their participation if they become uncomfortable, providing psychological support for participants who experience distress, or thoroughly debriefing research participants after research sessions are completed.

Furthermore, to minimize social risks to participants, will involve protecting confidential data, including not only the data collected, but also the fact of participation in the research project itself. The researcher will only collect information that is absolutely essential to the research activity. Identities of the participants will never be released without the express consent of the participants.

BENEFITS

There will be no direct benefit to the participation of this study. However, we hope that the information and result from this study may acquire new knowledge to the current and future Schools Division Superintendents that will help them in handling schools division especially in executing their power.

CONFIDENTIALITY

Your responses in this research will be anonymous. Every effort will be made by the researcher to preserve your confidentiality, including the following:

1. The researcher will be assigning pseudonyms for participants that will be used on all research notes and documents.

2. All the notes, interview transcriptions, and any other personal identifiers will be kept in a locked cabinet that only researcher will have access to.

CONTACT INFORMATION

This study was approved by the Research Ethics Review Committee of De La Salle University. If you have any questions at any time about this study, you may contact the researcher thru email glaiza_mama@dlus.edu.ph or 09171820731. If you have any questions regarding your rights as a research participant, or if problems arise which you do not feel you can discuss with the Principal Investigator, please feel free to contact the Director of
the Research Ethics Office, Dr. Nelson B. Arboleda, Jr., at REO@dlsu.edu.ph or by calling (632) 524-4611 local 513.

CONSENT

[This section is mandatory]

I have read the provided information, or it has been read to me. I have had the opportunity to ask questions about it and any questions I have been asked/have been answered to my satisfaction. I understand that I will be given a copy of this form, and the researcher will keep another copy on file. I consent voluntarily to be a participant in this study.

Print Name of Participant __________________________
Signature of Participant __________________________
Date __________________________
      Day/month/year

[This section is mandatory]

Print Name of Researcher GLATZA P MAMA
Signature of Researcher
Date 27/05/2021
      Day/month/year

[This section is optional]

Print Name of Impartial Witness __________________________
Signature of Impartial Witness __________________________
Date __________________________
      Day/month/year

[If the participant is illiterate]

I have witnessed the accurate reading of the consent form to the potential participant, and the individual has had the opportunity to ask questions. I confirm that the individual has given consent freely.

Print name of witness __________________________
Signature of witness __________________________
Date __________________________
      Day/month/year

¹ A literate witness must sign (if possible, this person should be selected by the participant and should have no connection to the research team
SURVEY-QUESTIONNAIRE

Thank you for taking part in this survey, which is being undertaken as part of my Dissertation Writing under the program of Doctor of Philosophy in Education Major in Educational Leadership and Management (PHDELM) at De La Salle University – Taft.

My research study entitled, "A Mixed Method Study on the Exercise of Personal Power by Schools Division Superintendents in the Philippines" is an integral endeavor to be focused on especially in the educational sector of the Philippines and will concentrate on the exercise of personal power among schools division superintendents in a school division.

This survey contains the following: Demographic Profile and Exercise of Power; the survey-questionnaire will take 20 to 30 minutes to complete.

Please answer all the items provided and return the completed survey to the researcher. Your cooperation is highly appreciated and answers will be treated with utmost confidentiality. All data collected will be anonymous and will not be used for any purposes outside of this research.

Even though, this paper claims to use census method in order to get all the responses of the participants, this participation is voluntary and respondents can discontinue/opt out in the survey anytime.

Thank you.
Part I. Demographic Profile

Instructions: Please supply all the requested information.

<table>
<thead>
<tr>
<th>Gender:</th>
<th>Age: ______</th>
<th>Years of Service as an SDS:</th>
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<tbody>
<tr>
<td>_____ Male</td>
<td>_____ Female</td>
<td>_____ Others, pls. specify</td>
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<tr>
<td>_____ 1 to 3 years</td>
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<td>_____ 4 to 6 years</td>
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<td>_____ 7 to 10 years</td>
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<td>_____ 11 years and above</td>
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<table>
<thead>
<tr>
<th>Marital Status:</th>
<th>Highest Educational Attainment:</th>
<th>Other Eligibility:</th>
</tr>
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<tbody>
<tr>
<td>_____ Single</td>
<td>_____ Master’s Degree</td>
<td>Pls. specify:</td>
</tr>
<tr>
<td>_____ Married</td>
<td>_____ Doctoral Degree</td>
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<tr>
<td>_____ Widow/Widower</td>
<td>_____ Others, pls. specify</td>
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<tr>
<td>_____ Separated</td>
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<td></td>
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<tr>
<td>_____ Others, pls. specify</td>
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Part II. Instructions: Indicate your answer by putting a check mark (√) on the box or appropriate column. Please be guided with the following scale below:

Rating Scale:

- 5 - Always (A)
- 4 - Often (O)
- 3 - Sometimes (S)
- 2 - Rarely (R)
- 1 - Never (N)

<table>
<thead>
<tr>
<th>Descriptions</th>
<th>(A)</th>
<th>(O)</th>
<th>(S)</th>
<th>(R)</th>
<th>(N)</th>
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</thead>
<tbody>
<tr>
<td>1. I am in the position to punish uncooperative and difficult people.</td>
<td></td>
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<tr>
<td>2. I establish procedures for effective and efficient operations in all departments of the schools division.</td>
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<tr>
<td>3. I make sure that my subordinates will comply with what is needed because they believe in the legitimacy of my position.</td>
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<tr>
<td>4. I have the authority to instruct and set direction for the entire schools division.</td>
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<tr>
<td>5. I carry out a policy or course of action, mandated by the region or the Department of Education.</td>
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<tr>
<td>6. I maintain complete and total control of the school division.</td>
<td></td>
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<tr>
<td>7. I ensure quality and accessible education in schools</td>
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</table>
and learning centers as one of my duties and responsibilities.

8. I maintain formal and distant relationships with my people in the schools division.

9. I know that my people will obey my command and orders because of my position.

10. I supervise the overall operation of the schools division.

11. I have the authority to instruct disciplinary action to subordinates who do not obey me.

12. I use my position and authority to control the people within the schools division.

13. I have the power to command an order, which is underpinned by rules and even laws to exert control over them.

14. I ensure the implementation of policies as established by the Department of Education.

15. I give orders to my people since I am the head of the schools division.

16. I can use reward as a negotiating strategy in directing and commanding the organization.

17. I understand that rewarding gives gratification to teaching and non-teaching personnel and brings success to an educational community while contributing greatly in the total development and competencies of the schools division.

18. I have the ability to confer or withhold rewards such as money, privileges, promotion, or status.

19. I affirm that giving praise is a strong motivator and can be considered as an intangible reward.

20. Giving reward may bring a better change in the behavior of teaching and non-teaching personnel.

21. I understand that if the reward available can only be given to a subset of teaching and non-teaching personnel then this can create healthy competition amongst personnel to achieve the reward.

22. I am able to give special benefits and rewards to people because I find it advantageous to trade with him or her.

23. I attest that if a reward has been promised to the entire schools division if they hit an objective, then this can create a strong bond within the whole schools division as everyone achieve a common goal.

24. I assert that the use of reward can promote trust and loyalty to the schools division.

25. I can motivate people to respond through promotions and awards in my schools division.

26. I affirm that the anticipation of a reward can encourage teaching and non-teaching personnel to work hard to achieve reward.

27. I understand that I can motivate teaching and non-teaching personnel by providing incentives for

researcher cp#09171920731
glaiza.mama@deped.gov.ph
glaiza.mama@dlisu.edu.ph
<table>
<thead>
<tr>
<th>Performance in the form of resources.</th>
</tr>
</thead>
<tbody>
<tr>
<td>28. I assert that the use of reward can get a subordinate to follow an instruction, with power coming from a school superintendent to withhold the reward for noncompliance.</td>
</tr>
<tr>
<td>29. I attest that providing positive reinforcement and incentivizing people can foster creativity, healthy competition, and excitement across the schools division.</td>
</tr>
<tr>
<td>30. I understand that giving reward plays an important role towards an effective leadership.</td>
</tr>
<tr>
<td>31. I can reprimand my subordinates because I am capable to do it.</td>
</tr>
<tr>
<td>32. I assert that I have the ability and authority to punish if expectations are not met.</td>
</tr>
<tr>
<td>33. I use suspension or termination to ensure that the rules and policies of the schools division are being followed accordingly including those related to administrative offenses.</td>
</tr>
<tr>
<td>34. I can make things difficult to some people specifically if he or she is not following me.</td>
</tr>
<tr>
<td>35. I have the ability to control the behavior of my subordinates by ensuring that they adhere to the organization’s policies and norms.</td>
</tr>
<tr>
<td>36. I have the ability to force a subordinate to follow an order by threatening the employee with punishment if the subordinate does not comply with the order.</td>
</tr>
<tr>
<td>37. If the schools division is undergoing any changes, then coercion could deter any resistance from teaching and non-teaching personnel.</td>
</tr>
<tr>
<td>38. I affirm that coercion can ensure that teaching and non-teaching personnel will follow rules and policies of the Department.</td>
</tr>
<tr>
<td>39. I understand that coerciveness aids in the demand of compliance to the organizations protocol for new and veteran personnel.</td>
</tr>
<tr>
<td>40. I develop discipline among teaching and non-teaching personnel, which I believe improves efficiency and productivity of the schools division.</td>
</tr>
<tr>
<td>41. I attest that I have the authority to prevent or eliminate harassment and discrimination in my schools division.</td>
</tr>
<tr>
<td>42. If teaching and non-teaching personnel defy Department policies or standards, I immediately correct behaviors of teaching and non-teaching personnel through an appropriate sanction or punishment.</td>
</tr>
<tr>
<td>43. At times, I assert that punishment, or even the threat of punishment is necessary to establish a successful, incident free organization.</td>
</tr>
<tr>
<td>44. I affirm that coercion increases an antagonistic climate and enforced compliance.</td>
</tr>
<tr>
<td>45. I know that coercion is effective to control what is happening inside the schools division.</td>
</tr>
</tbody>
</table>

researcher cpd@09171820731
plaisa.mama@deped.gov.ph
plaisa.mama@dlsu.edu.ph
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<tbody>
<tr>
<td>46.</td>
<td>I am using my charisma to attract others, build loyalty with them and use it for them to follow me.</td>
</tr>
<tr>
<td>47.</td>
<td>I desire for a feeling of oneness and acceptance in a valued relationship in my own schools division.</td>
</tr>
<tr>
<td>48.</td>
<td>I ensure to give my people the satisfaction they need at work by creating an inspiring vision and build an emotional bond/positive relationship between my people and me.</td>
</tr>
<tr>
<td>49.</td>
<td>I appreciate extra effort to applaud accomplishments rather than highlighting areas of improvement.</td>
</tr>
<tr>
<td>50.</td>
<td>I extend beyond clocking in and clocking out each day, even beyond work-related matters to accommodate the needs of my people.</td>
</tr>
<tr>
<td>51.</td>
<td>I keep and commit with my promises and do unsolicited favors for my people.</td>
</tr>
<tr>
<td>52.</td>
<td>I engage and affiliate my people in activities that are challenging, interesting, and internally rewarding without the prospect of external reward or coercion.</td>
</tr>
<tr>
<td>53.</td>
<td>I use sincere forms of ingratiation as well as communicate with them in order to find and fill the people’s need.</td>
</tr>
<tr>
<td>54.</td>
<td>I ascertain a deep appreciation of empowerment for it involves critical decision-making and taking actions that enable them to make real choices that could transform these choices into desired actions or outcomes.</td>
</tr>
<tr>
<td>55.</td>
<td>I let them discuss their thoughts and how their contributions could impact the strategic interest of the school division. Through this, I can assure the involvement and closeness among members is visible in achieving desired goal.</td>
</tr>
<tr>
<td>56.</td>
<td>I utilize my personal attributes, personalities, and appearance to articulate organizational vision and achieve organizational objective.</td>
</tr>
<tr>
<td>57.</td>
<td>I practice what I preach to build trust with my people as well as recognize the hard work and good ideas of my people for them to be empowered and work harder.</td>
</tr>
<tr>
<td>58.</td>
<td>I inspire and motivate my people to be fully involved in achieving goals and objectives of the organization.</td>
</tr>
<tr>
<td>59.</td>
<td>I treat my people with respect no matter what their rank is and always place a lot of value on each member of the organization.</td>
</tr>
<tr>
<td>60.</td>
<td>I ascertain that the power of imitation and modeling is an important factor to influence people.</td>
</tr>
<tr>
<td>61.</td>
<td>I make certain to create my own ethical codes and ethical guidelines for these guidelines have positive impacts on the ethical behavior of my people.</td>
</tr>
<tr>
<td>62.</td>
<td>I assert that I am well trained in handling problems using my intellect and also a good persuasion expert.</td>
</tr>
<tr>
<td>63.</td>
<td>I have the ability to communicate, persuade, negotiate, influence, delegate, and interact effectively with other people that enable me to leverage using other’s people effort and knowledge.</td>
</tr>
</tbody>
</table>

researcher cp#09171820731
glaiza_mama@deped.gov.ph
glaiza_mama@dlisu.edu.ph
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<tr>
<td>64. I make bargains with people using my high-level of skills and knowledge to achieve what I want.</td>
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<td>65. I guarantee to have complete knowledge of ethical issues, which members of my organization faces.</td>
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<tr>
<td>66. I am a strong motivator and believe that every human interaction involves a complex process of persuasion and influence.</td>
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<td>67. I ascertain that rank means responsibility but not authority, and superintendent's job is not to command, but to persuade.</td>
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<td>68. I have the ability to stand out in certain areas that lead to my advancement with other people.</td>
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<td>69. I respect organizational needs and tailor my knowledge to suit the requirements.</td>
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<tr>
<td>70. I intend to continue learning and improving through continual formal study, trainings, and leadership seminars so that I can hold my influence with other people.</td>
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<td>71. I have the superior knowledge, expertise, and proven ability to perform my duties and responsibilities as a schools division superintendent.</td>
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<td>72. I can understand and effectively communicate educational content to my people in the schools division because of my credibility and decisive leadership.</td>
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<td>73. I have an elevated level of knowledge or specific skill set that others in the organization do not have.</td>
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<td>74. I attest that the more I learn a lot of things, the better I can hold my influence with other people.</td>
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<tr>
<td>75. I know that I possess superior skills, knowledge, and abilities that enables me to perform tasks and provide my people with better understanding of the world around them.</td>
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</table>

Thank you for participating in this research study. Please now return your completed questionnaire to the researcher for inclusion into my research.

Survey Questionnaire No. _____

researcher cp@09171820731
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