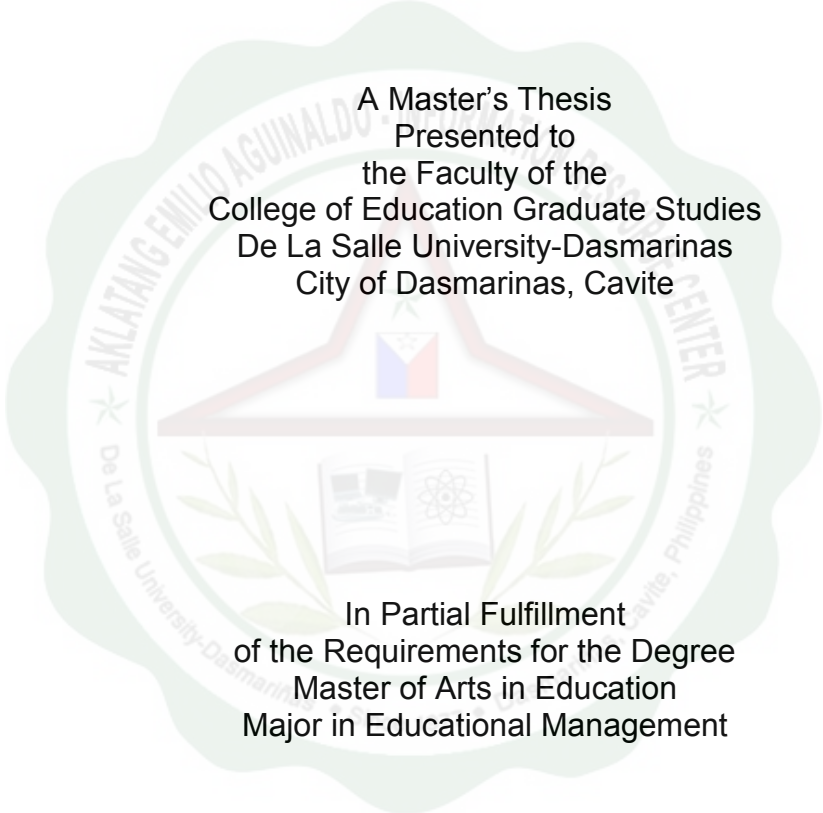


**THE RELATIONSHIP BETWEEN THE ADMINISTRATORS'
LEADERSHIP SKILLS AND EMPLOYEES' MORALE
IN EVANGELICAL SEMINARIES IN CAVITE**



A Master's Thesis
Presented to
the Faculty of the
College of Education Graduate Studies
De La Salle University-Dasmariñas
City of Dasmariñas, Cavite

In Partial Fulfillment
of the Requirements for the Degree
Master of Arts in Education
Major in Educational Management

JANELLE PALOMARES-MENDOZA

March 2012

ABSTRACT

Title of the Research : **THE RELATIONSHIP BETWEEN THE ADMINISTRATORS' LEADERSHIP SKILLS AND EMPLOYEES' MORALE IN EVANGELICAL SEMINARIES IN CAVITE**

Author : **JANELLE PALOMARES-MENDOZA**

Degree : **Master of Arts in Education**

Major : **Educational Management**

Date Completed : **March 2012**

This descriptive-correlational study was conducted to know the relationship between the administrators' leadership skills and employees' morale in Evangelical Seminaries in Cavite. Since employees are part of fulfilling the goals and mission of a seminary, it is right and proper to help them build their morale. A high and well-built morale can manifest on how a person works and relates with others.

The data were gathered from five (5) Evangelical Seminaries in Cavite namely: 1) PTS College & Advanced Studies (PTS-CAS, formerly Presbyterian Theological Seminary); 2) Union Theological Seminary (UTS); 3) Philippine Missionary Institute (PMI); 4) Immanuel Theological Seminary (ITS); and 5) World Mission Seminary. There was a total population of 127 of which 95 responded in the study - 66 faculty members and 29 staff.

Findings from the study show that: 1) most of the employees

working in the seminaries are males from 31 to 50 years old; 2) full-time faculty members have a bigger number while the part-time and staff are of the same number; 3) forty percent of the employees have master's degree and college graduates are encouraged to pursue their studies for personal development; 4) employees have a high commitment and always find ways to improve themselves for the seminary; 5) employees consider their work as a noble task in spite of having multi- tasks or dual roles; 6) they maintain a dignified personality because they desire to be good examples to others; 7) administrators motivate employees by using appropriate and inspiring words; 8) administrators start the day with a positive attitude to contribute success and good working relationship with others; 9) there is no significant difference between the perceived administrators' leadership skills and employees' morale; and 10) there is a very high relationship between the administrators' leadership skills and employees' morale.

These findings imply that employees' morale need to be built in order to have a deep commitment, high self-esteem, and good social skills. These levels of morale will drive them to perform at their best, be satisfied and stay longer in the seminary to be of help in training workers for the church and the society.

The study concludes that a good working relationship between the administrators and employees should be maintained to fulfill the mission, vision and goals of the seminary. The increased productivity and efficiency of

the employees are the result of the administrators' building of morale and their commitment to be used as instrument in equipping workers and soon becoming leaders of the church and society.

To maintain a good working relationship between the administrators and employees, this present study hereby recommends that:

- 1) administrators consult their employees before making their final decision to help them stay longer in the seminary;
- 2) come up with an evaluation tool to assess the employees' potentials and capabilities;
- 3) make programs that will train the employees to deepen their loyalty in the seminary and maintain a high self-esteem spirit through counseling sessions or seminars;
- 4) try to maintain their leadership skills in terms of management, communication and human relations;
- 5) give equal opportunities and workload fitted to their employees' skills;
- 6) encourage employees to advance in their careers;
- 7) expose employees to different activities to boost their morale and develop their skills;
- 8) maintain employees' attitude of being submissive; and
- 9) maintain a good working relationship between them and the employees.

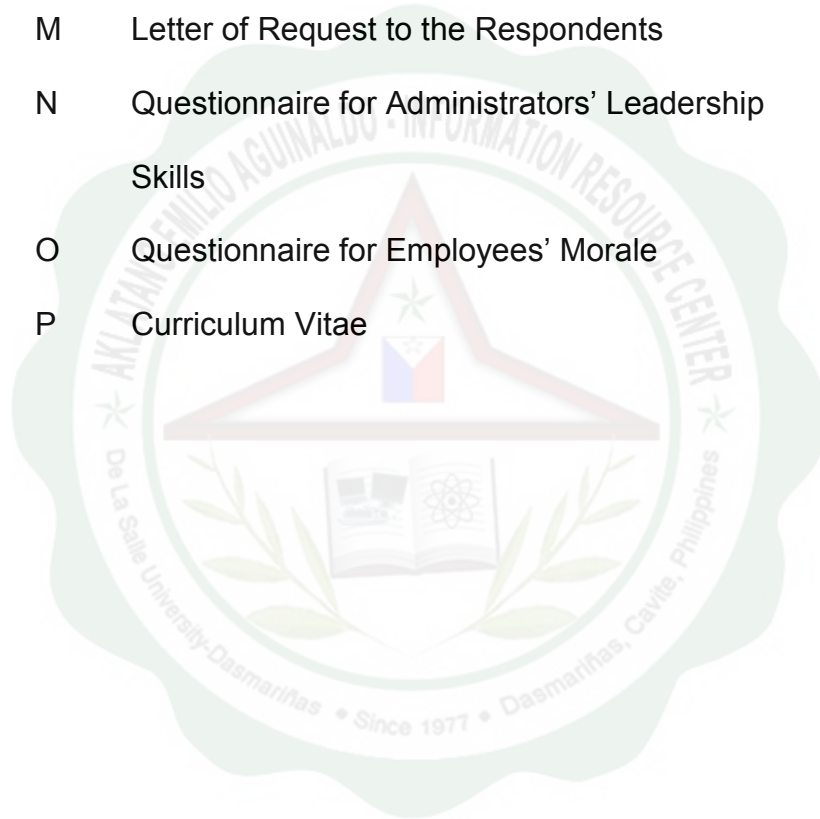
TABLE OF CONTENTS

	Page
Title Page	1
Abstract	2
Approval Sheet	5
Acknowledgements	6
Table of Contents	8
List of Tables	12
List of Figures	14
Chapter	
1 THE PROBLEM AND ITS BACKGROUND	
Introduction	15
Theoretical Framework	22
Statement of the Problem	27
Null Hypotheses	28
Assumptions	29
Scope and Delimitation of the Study	29
Significance of the Study	30
Definition of Terms	32
2 REVIEW OF RELATED LITERATURE	
Conceptual Literature	34
Related Studies	45

	Synthesis	49
3	METHODOLOGY	
	Research Design	51
	Population and Respondents of the Study	51
	Research Instrument	52
	Validation of Instrument	54
	Data Gathering Procedure	54
	Statistical Treatment of Data	55
4	PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA	
	Problem # 1	57
	Problem # 2	63
	Problem # 3	78
	Problem # 4	88
	Problem # 5	102
	Problem # 6	108
	Problem # 7	109
5	SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	
	Summary	112
	Findings	114
	Conclusion	117

	Recommendations	118
	References	121
	Appendices	
A	Summary and Computations of Anova Tests of Significant Differences of Administrators' Leadership Skills According to the Respondents' Demographic Profile	127
B	The Administrators' Leadership Skills According to the Respondents' Ages	132
C	The Administrators' Leadership Skills According to the Respondents' Gender	135
D	The Administrators' Leadership Skills According to the Respondents' Educational Attainment	137
E	The Administrators' Leadership Skills According to the Respondents' Position	141
F	The Administrators' Leadership Skills According to the Respondents' Length of Years in Service	144
G	Employees' Morale as to Age	148
H	Employees' Morale as to Gender	151
I	Employees' Morale as to Educational	153

	Attainment	
J	Employees' Morale as to Position	157
K	Employees' Morale as to Length of Years in Service	160
L	Letter of Request to the Administrators	164
M	Letter of Request to the Respondents	165
N	Questionnaire for Administrators' Leadership Skills	166
O	Questionnaire for Employees' Morale	172
P	Curriculum Vitae	177



LIST OF TABLES

TABLE		Page
1	Population Distribution of Employees in Evangelical Seminaries	52
2	Profile of the Respondents as to Age	58
3	Profile of the Respondents as to Gender	59
4	Profile of the Respondents as to Educational Attainment	60
5	Profile of the Respondents as to Position	61
6	Profile of the Respondents as to Length of Years in Service	63
7	The Level of Employees' Morale in Terms of Commitment	66
8	The Level of Employees' Morale in Terms of Self-Esteem	69
9	The Level of Employees' Morale in Terms of Social Skills	72
10	Summary Table of the Level of Employees' Morale	77
11	Difference of Employees' Morale as to Age	79
12	Difference of Employees' Morale as to Gender	81
13	Difference of Employees' Morale as to Educational Attainment	83
14	Difference of Employees' Morale as to Position	85
15	Difference of Employees' Morale as to Length of Service	87
16	The Level of Administrators' Leadership Skills in Terms of Management	90

17	The Level of Administrators' Leadership Skills in Terms of Communication	94
18	The Level of Administrators' Leadership Skills in Terms of Human Relations	98
19	Summary Table of the Administrators' Leadership Skills	100
20	Difference of the Administrators' Leadership Skills According to the Respondents' Age	103
21	Difference of the Administrators' Leadership Skills According to the Respondents' Gender	104
22	Difference of the Administrators' Leadership Skills According to the Respondents' Educational Attainment	105
23	Difference of Administrators' Leadership Skills According to the Respondents' Position	106
24	Difference of Administrators' Leadership Skills According to the Length of Years in Service	107
25	Differences Between the Administrators' Leadership Skills and Employees' Morale	109
26	Relationship Between the Administrators' Leadership Skills and Employees' Morale in Evangelical Seminaries in Cavite	111

LIST OF FIGURE

FIGURE		Page
1	The Research Paradigm of the Study	25

