Organizational Leadership Skills Theory and Practice: A Guide to Management System

Ma. Aurora t. Caday, dba[1], Leovigildo lito d. Mallillin, phd[2]

[1]University Research Director Universidad De Manila Manila Philippines

[2]Professor, Faculty of Arts and Languages Philippine Normal University Manila Philippines

ABSTRACT: The paper explores the organizational leadership skills theory and practice as a guide to management systems in terms of motivation of groups to improve tasks, influence to build trust, become effective communicators, provide a positive work atmosphere, foster employee satisfaction, and encourage professional growth and development among the respondents.

Descriptive quantitative research design is employed in the study. It quantifies and measures organizational leadership skills theory and practice as a guide to management systems. Likewise, convenient sampling is utilized in the gathering of the sample size. The study comprised Sixty (60) respondents only.

Results show that motivation drives the success of employees which is vital for the satisfaction of the workforce and role in the organization, show to engage employees to perform better with their work to the fullest, show to communicate clearly with the objectives, goals, and expectation to provide clarity with self-confidence among employees who excel on the job well done, show that it is conducive for collaboration and success for the employees' efforts in the organization and performance, show to involve significant experiences on employee retention, employee engagement, and employee motivation, and show to provide an opportunity for advancement to grow and develop as team members in the organization.

KEYWORDS: Organizational leadership skills, management system, motivation of group to improve task, influence to build trust, become effective communicator, provide positive work atmosphere, foster employee satisfaction, and encourage professional growth and development

INTRODUCTION

Good leadership requires skills, knowledge, and understanding in the organization. Leaders manage time, need, solve complex issues, address conflict tactfully and delegate the task efficiently. It keeps an effective team to move forward, progress, and succeed. He has the capacity to develop better critical thinking, collaborative skills, organizational skills, and interpersonal skills. Leaders must be decisive and highly ethical in the process of leadership at all times (Mallillin, & Mallillin, 2019). The success of a good leader depends on how he/she handles responsibilities and management. Great leadership means managing daily activities required in the organization to move forward and better success. It means creating and leading the ideal condition and team of committed employees to work toward the goals to be accomplished. It influences the organizational leadership skills and performance of a leader and employees in the workplace. It supports vital leadership success and organizational needs. It influences the organizational leadership outcome in a competitive advantage and sustainability (Mallillin, 2021, pp. 17-28). It identifies the core values of a leadership performance. It includes leaders who treat their employees fairly, flexibility, and innovatively. It develops a role of leadership to highlight the performance of employees in the organization. It addresses the role of leadership in the organizational setting. It explores the quality of leadership in the organizational bearing and performance (Haile, 2023, pp. 653-673). On the other hand, good leadership skills in the organization influence competency, motivation, and sustainable productivity. It influences the competency and related productivity of leaders and distinguishes the process of effective leadership as to service delivery, perspectives, and human resource (Jumawan, et al. 2023, pp 906-917).

On the other hand, strong leadership is the key for the success of the organization which requires skills, knowledge, development that can lead to theory and practice. It is a perception for employees that is linked in the work environment through leadership behavior and action (Mallillin, et al. 2020). It influences the organization with direct leadership. Leadership has a powerful impact in the organization for employee experiences. The leader's action has an effect on the organization culture and level of employee work engagement. Leaders are responsible to foster respect, communication, and trust. It establishes a harmonious work environment. Leaders create and share a sense of ownership and sense of purpose to inspire the goals of employees growth and best work. Leaders demonstrate authentic care for employees and are committed to help with full potential. It directly influences the features of a strong leader in the organization. It identifies potential leaders to train and direct leadership positions. It addresses

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the gaps and issues on organizational leadership skills. It establishes predictive leadership success and extreme conditions. It integrates characteristics of a strong leader, followers, perception, training and real-life context (Olinover, et al. 2023). It measures and emerges the most relevant leadership training, reliable success and development. Strong leadership thrives in the vital component of organization process and outcome in the work team. It influences the contribution and factors of effective leadership. It concentrates on the challenges and acceptance of the unique development aspect of structure in leadership in the organization. It applies the process of potential leaders in the organization and various phases of extreme organization. Effective leadership determines the exemplary behavior and success of leading members (Syam, Wiyono, & Imron, 2023, pp 100-108).Moreover, the success of organizational leadership skills depends on the traits of a leader. It is vital in the development and aspect of business success. It determines the key functions and responsibilities of activities in the organization. It has been said that when you fail to plan you plan to fail. This contributes to the planning aspects of a leader in the organization. The management carries the blame to a leader when the leader fails in the success of planning. The success has been attributed to the leadership responsibilities and functions. The failure success of any organization depends on the application of leadership responsibilities and functionalities. Efficient leadership results in the success of the organization as to growth, development, and sustainability. Poor leadership results in failure of planning achievement of the goals and objectives set in the process. Leadership traits induce for any individual depends on the willingness and desire to improve and motivate conditions in the organization. The leaders are made but not born. It is necessary to understand the traits of a good leader that guarantees the organization through effective leadership, self-management skills, effective communication skills, team building skills, learning agility skills, and effective conflict management (Ragan, et al. 2023, pp 116-137). It focuses on the leadership competency in the organization. It helps in the institutional leaders initiative and institutional context. It also examines the influences of training, leadership, employee motivation and job satisfaction. It fosters a well-designed training program and effective leadership. It enhances and fosters job satisfaction of a leader and motivation. It creates and focuses on the work environment for the improved engagement and performance of the employees (Raharjo, 2023, pp. 731-736).

Organizational Leadership Skills Theory and Practice Illustration and Cycle:
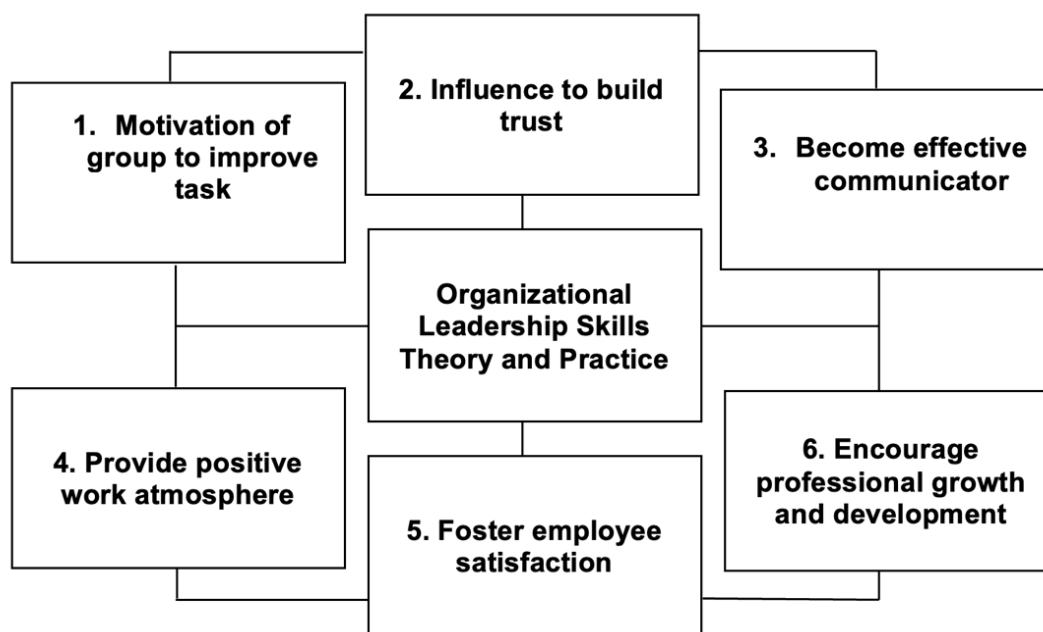
Figure 1: Concept of Organizational Leadership Skills Theory and Practice

1. **Organizational leadership skills theory and practice as a guide to management systems in terms of motivating groups to improve tasks. Details are as follows:**
1. A leader motivates great work of the employee in the organization and pushes to excel more for better performance and output.
2. Inspires fully the team members to invest on their responsibility and development for full potential.
3. Ensures that the task from daily routine is done according to the set deadlines and output process.
4. Motivation drives the success of employees which is vital for the satisfaction of the workforce and role in the organization.
5. Determines employees the ability to motivate how they retain and engage in the success of the organization.
6. The leader imposes both extrinsic and intrinsic motivation for essential performance of the team in organization.

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7. Has the ability to motivate the team which is necessary for the success of employees in getting the great work to do.
8. Understands the importance of motivation for employees to engage and meet the work as a team in the organization.
9. Creates conditions for employees to keep motivation and remove hindrances for the great work to do.
10. Develops flexibility and advanced professionalism for employees to be united in the sense of purpose that is in conformance to the standard of the core values, mission and vision of the organization.

2. Organizational leadership skills theory and practice as a guide to management systems in terms of influencing to build trusts. Details are as follows:
1. Inspires the team to progress and succeed with high performance that relies on the need of the positional authority.
2. Needs to convince employees to follow not because they have to but because they want to.
3. Builds to convince in connection with the rooted workers' authentic influence and trust.
4. Influences the team and helps to achieve great things which is necessary in winning the trust of the members of the team.
5. Helps and establishes rapport with the workforce or employees to build a better strong relationship with others.
6. Can facilitate better communication and with a high level of trust, sense of camaraderie, and collaboration among employees.
7. It engages to assist employees to perform better with their work to the fullest in the organization.
8. Level of trust must be demonstrated properly because it has an effect on the leader on how the employees perform, are productive, and profitable in the organization.
9. Lack of trust among leaders must be avoided to prevent a toxic work environment among employees.
10. Trust and respect must be developed in the organization to have a better smooth and rapport in the work atmosphere.

3. Organizational leadership skills theory and practice as a guide to management systems in terms of becoming an effective communicator. Details are as follows:
1. Has the ability to build trust through proper effective communication with employees and transparency.
2. Communicates clearly with the objectives, goals, and expectation to provide clarity with self-confidence among employees who excel on the job well done.
3. Communication must be effective, efficient, provide respect, and be honest to benefit all employees in the organization.
4. Leaders must be skilled in responding and receiving communication from employees in a timely manner to make it truly be heard.
5. Leaders must be active listeners that are necessary for effective communication to understand the side of the employees for better success and unity in the organization.
6. Schedule meetings regularly and coaching sessions for all employees to be connected from work with all employees.
7. Entertain healthy communication by recognizing workforce through regular feedback for all employees achievements.
8. There must be transparency in communication through feedback in the jobs negative or positive for improvement process in the organization.
9. Feedback provides better communication on the mindset improvement and development needed for work confidence.
10. Recognize employees for the achievement to build engagement as part of the communication process.

4. Organizational leadership skills theory and practice as a guide to management systems in terms of providing a positive work atmosphere. Details are as follows:
1. A leader retains and engages employees with the ability to maintain and create a work environment that is collaborative, inclusive, and positive.
2. A leader ensures to provide ideal conditions to thrive for the employees positive working atmosphere.
3. Provides a positive working environment and maintains ideal work conditions for employees to make the best for the work in the organization.
4. Ensures that the work atmosphere is inclusive among the workforce for a better sense of belonging.
5. Work atmosphere is conducive for collaboration and success for the employees' efforts in the organization and performance.
6. It creates a better work atmosphere that helps for a healthy work environment to prevent toxic behaviors.
7. Defines the work atmosphere and observes cooperation, trust, risk-taking support, equity, and accountability.
8. Work atmosphere models respect, positive interaction, and behavior for a positive success of the work of employees.
9. It provides authentic and genuine action for a work atmosphere positive output of work progress among employees.
10. Work atmosphere provides a positive work environment and application for employees in the organization.

5. Organizational leadership skills theory and practice as a guide to management systems in terms of fostering employee satisfaction. Details are as follows:
1. Employee satisfaction includes interaction and experiences in the organization performance to the fullest with recognition.
2. It involves experiences of an employees' well-being, role, and work environment satisfaction in the organization.
3. Work satisfaction involves significant experiences on employee retention, employee engagement, and employee motivation.

4.   It provides positive experiences of employees in the organization that provides customer satisfaction, and greater innovation.
5.   It generates a meaningful supportive work environment, inclusive autonomy, professional development, opportunities, job clarity, and work contribution of recognition.
6.   It provides health feedback among employees and leaders for work balance and trust that contributes to positive employee experiences and exceptional performance.
7.   It focuses on high generated work performance for positive employee experiences in the organization.
8.   Employee satisfaction ensures the right thing to do even before the employee is being hired.
9.   It implements the onboarding program to establish communication and clarity in the organization that improves the employees experiences.
10. Addresses the toxic situation in the workplace to better guide employees on the actions and behaviors in the organization.

6.   **Organizational leadership skills theory and practice as a guide to management systems in terms of encouraging professional growth and development. Details are as follows:**
1.   Provides an opportunity for advancement to grow and develop as team members in the organization.
2.   Employees build skills and new knowledge and needs as well for clear path advancement for professional growth and development.
3.   Invests in professional development and growth through seminars and workshops on trends and skills in the organization.
4.   Engages in work for growth and development professionally on roles handled like most.
5.   Expect employees to be committed in the organization enough to demonstrate professional growth and development.
6.   Offers opportunity for learning advancement to assist in the organization for employees to build strong leadership.
7.   Creates a path for professional growth and development for employees advancement to succeed.
8.   Encourages growth for employees to care, to grow, and to engage for professional development and performance.
9.   It provides a better career path for employees in boosting management positions leading to better retention.
10. It facilitates employee opportunity and development by providing employees professional growth in the organization.

STATEMENT OF THE PROBLEM
1.   What are the organizational leadership skills theory and practice as a guide to management system in terms of
1.1 motivation of group to improve task,
1.2 influence to build trust,
1.3 become effective communicator,
1.4 provide positive work atmosphere,
1.5 foster employee satisfaction, and
1.6 encourage professional growth and development?
2.   Is there a significant relationship on the organizational leadership skills theory and practice as a guide to management systems as observed by the respondents?

HYPOTHESIS
There is a significant relationship on the organizational leadership skills theory and practice as a guide to the management system as observed by the respondents.

RESEARCH DESIGN
Descriptive quantitative research design and method is utilized in the study. It gathers data that is quantifiable and statistically analyzes the sample population of the study. It shows a pattern on the trend and connection of the survey performed in the study. It answers the what, where, when, and how questions of the research investigation. It analyzes organizational leadership skills theory and practice as a guide to the management system in terms of motivation of the group to improve tasks, influence to build trust, become effective communicators, provide a positive work atmosphere, foster employee satisfaction, and encourage professional growth and development. It involves data analysis of the subjects under study. It focuses on the research paradigm and process. It explains and discusses the different descriptions of organizational leadership skills and theory practice as a guide for management system and decision making (Bloomfield, & Fisher, 2019, pp. 27-30).

SAMPLING TECHNIQUES
Convenient sampling is utilized in the process of selecting the sample population of the study. It is a non-probability sampling method and it is the easiest way of selecting the sample size based on the criteria of the study. They are readily available at a given time to participate and willingness in the research process. It is a collected sample that represents the whole study. This includes positivity, selection, and sampling biases (Simkus, 2022).

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RESPONDENTS OF THE STUDY

The respondents of the study are the educational leaders, managers, supervisors, and coordinators from various educational institutions for both public and private entities. This includes business organization in the community. The study comprised Sixty (60) respondents only.

RESULTS

1. **On the organizational leadership skills theory and practice as a guide to management system in terms of motivation of group to improve task, influence to build trust, become effective communicator, provide positive work atmosphere, foster employee satisfaction, and encourage professional growth and development**

Table 1. Organizational Leadership Skills Theory and Practice in Terms of Motivating Groups to Improve Tasks Among the Respondents

Indicators	WM	I	R
A leader motivates great work of the employee in the organization and pushes to excel more for better performance and output.	4.00	A	4
Inspires fully the team members to invest on their responsibility and development for full potential.	3.38	MA	9.5
Ensures that the task from daily routine is done according to the set deadlines and output process.	3.87	A	6
Motivation drives the success of employees which is vital for the satisfaction of the workforce and role in the organization.	4.23	SA	1.5
Determines employees the ability to motivate how they retain and engage in the success of the organization.	3.69	A	8
The leader imposes both extrinsic and intrinsic motivation for essential performance of the team in organization.	4.12	A	3
Has the ability to motivate the team which is necessary for the success of employees in getting the great work to do.	3.76	A	7
Understands the importance of motivation for employees to engage and meet the work as a team in the organization.	3.91	A	5
Creates conditions for employees to keep motivation and remove hindrances for the great work to do.	3.38	MA	9.5
Develops flexibility and advanced professionalism for employees to be united in the sense of purpose that is in conformance to the standard of the core values, mission and vision of the organization.	4.23	SA	1.5
Average Weighted Mean	**3.857**	**A**	
Standard Deviation	**0.309**		

Table 1 presents the weighted mean and the corresponding interpretation on the organizational leadership skills theory and practice in terms of motivating groups to improve tasks among the respondents.

It shows that rank1 is shared by the two indicators which are "Motivation drives the success of employees which is vital for the satisfaction of the workforce and role in the organization", and "Develops flexibility and advanced professionalism for employees to be united in the sense of purpose that is in conformance to the standard of the core values, mission and vision of the organization", with a weighted mean of 4.23 or Strongly Agree which means organizational leadership skills theory and practice in terms of motivating groups to improve tasks among the respondents is highly observed. Rank 2 is "The leader imposes both extrinsic and intrinsic motivation for essential performance of the team in organization", with a weighted mean of 4.12 or Agree which means organizational leadership skills theory and practice in terms of motivating groups to improve tasks among the respondents is observed. Rank 3 is "A leader motivates great work of the employee in the organization and pushes to excel more for better performance and output", with a weighted mean of 4.00 or Agree which means organizational leadership skills theory and practice in terms of motivating groups to improve tasks among the respondents is observed. The least in rank is shared by the two indicators which are "Inspires fully the team members to invest on their responsibility and development for full potential", and "Creates conditions for employees to keep motivation and remove hindrances for the great work to do", with a weighted mean of 3.38 or Moderately Agree which means organizational leadership skills theory and practice in terms of motivating groups to improve tasks among the respondents is limited. The overall average weighted mean is 3.857 (SD=0.309) or Agree which means organizational leadership skills theory and practice in terms of motivating groups to improve tasks is observed among the respondents.

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Table 2. Organizational Leadership Skills Theory and Practice in Terms of Influencing to Build Trusts Among the Respondents

Indicators	WM	I	R
Inspires the team to progress and succeed with high performance that relies on the need of the positional authority.	4.11	A	3.5
Needs to convince employees to follow not because they have to but because they want to.	3.71	A	8.5
Builds to convince in connection with the rooted workers' authentic influence and trust.	3.80	A	7
Influences the team and helps to achieve great things which is necessary in winning the trust of the members of the team.	3.87	A	6
Helps and establishes rapport with the workforce or employees to build a better strong relationship with others.	4.11	A	3.5
Can facilitate better communication and with a high level of trust, sense of camaraderie, and collaboration among employees.	3.71	A	8.5
It engages to assist employees to perform better with their work to the fullest in the organization.	4.20	SA	1.5
Level of trust must be demonstrated properly because it has an effect on the leader on how the employees perform, are productive, and profitable in the organization.	3.39	MA	10
Lack of trust among leaders must be avoided to prevent a toxic work environment among employees.	4.00	A	5
Trust and respect must be developed in the organization to have a better smooth and rapport in the work atmosphere.	4.20	SA	1.5
Average Weighted Mean	**3.91**	**A**	
Standard Deviation	**0.262**		

Table 2 presents the weighted mean and the corresponding interpretation on the organizational leadership skills theory and practice in terms of influencing to build trusts among the respondents.

It shows that rank 1 is shared by the two indicators which are "It engages to assist employees to perform better with their work to the fullest in the organization", and "Trust and respect must be developed in the organization to have a better smooth and rapport in the work atmosphere", with a weighted mean of 4.20 or Strongly Agree which means organizational leadership skills theory and practice in terms of influencing to build trusts among the respondents is highly observed. Rank 2 is also shared by the two indicators which are "Inspires the team to progress and succeed with high performance that relies on the need of the positional authority", and "Helps and establishes rapport with the workforce or employees to build a better strong relationship with others", with a weighted mean of 4.11 or Agree which means organizational leadership skills theory and practice in terms of influencing to build trusts among the respondents is observed. Rank 3 is "Lack of trust among leaders must be avoided to prevent a toxic work environment among employees", with a weighted mean of 4.00 or Agree which means organizational leadership skills theory and practice in terms of influencing to build trust among the respondents is observed. The least in rank is "Level of trust must be demonstrated properly because it has an effect on the leader on how the employees perform, are productive, and profitable in the organization", with a weighted mean of 3.39 or Moderately Agree which means organizational leadership skills theory and practice in terms of influencing to build trusts among the respondents is limited. The overall average weighted mean is 3.91 (SD=0.262) or Agree which means organizational leadership skills theory and practice in terms of influencing to build trusts is observed among the respondents.

Table 3. Organizational Leadership Skills Theory and in Terms of Becoming an Effective Communicator Among the Respondents

Indicators	WM	I	R
Has the ability to build trust through proper effective communication with employees and transparency.	3.96	A	5.5
Communicates clearly with the objectives, goals, and expectation to provide clarity with self-confidence among employees who excel on the job well done.	4.21	SA	1
Communication must be effective, efficient, provide respect, and be honest to benefit all employees in the organization.	4.09	A	2.5
Leaders must be skilled in responding and receiving communication from employees in a timely manner to make it truly be heard.	3.64	A	9
Leaders must be active listeners that are necessary for effective communication to understand the side of the employees for better success and unity in the organization.	3.37	MA	10
Schedule meetings regularly and coaching sessions for all employees to be connected from work with all employees.	3.83	A	7.5

Entertain healthy communication by recognizing workforce through regular feedback for all employees achievements.	4.09	A	2.5
There must be transparency in communication through feedback in the jobs negative or positive for improvement process in the organization.	4.00	A	4
Feedback provides better communication on the mindset improvement and development needed for work confidence.	3.96	A	5.5
Recognize employees for the achievement to build engagement as part of the communication process.	3.83	A	7.5
Average Weighted Mean	**3.893**	**A**	
Standard Deviation	**0.245**		

Table 3 presents the weighted mean and the corresponding interpretation on the organizational leadership skills theory and in terms of becoming an effective communicator among the respondents.

It shows that rank 1 is "Communicates clearly with the objectives, goals, and expectation to provide clarity with self-confidence among employees who excel on the job well done", with a weighted mean of 4.21 or Strongly Agree which means organizational leadership skills theory and in terms of becoming an effective communicator among the respondents is highly observed. Rank 2 is shared by the two indicators which are "Communication must be effective, efficient, provide respect, and be honest to benefit all employees in the organization", and "Entertain healthy communication by recognizing workforce through regular feedback for all employees achievements", with a weighted mean of 4.09 or Agree which means organizational leadership skills theory and in terms of becoming an effective communicator among the respondents is observed. Rank 3 is "There must be transparency in communication through feedback in the jobs negative or positive for improvement process in the organization", with a weighted mean of 4.00 or Agree which means organizational leadership skills theory and in terms of becoming an effective communicator among the respondents is observed. The least in rank is "Leaders must be active listeners that are necessary for effective communication to understand the side of the employees for better success and unity in the organization", with a weighted mean of 3.37 or Moderately Agree which means organizational leadership skills theory and in terms of becoming an effective communicator among the respondents is limited. The overall average weighted mean is 3.893 (SD=0.245) or Agree which means organizational leadership skills theory and in terms of becoming an effective communicator is observed among the respondents

Table 4. Organizational Leadership Skills Theory and Practice in Terms of Providing a Positive Work Atmosphere Among the Respondents

Indicators	WM	I	R
A leader retains and engages employees with the ability to maintain and create a work environment that is collaborative, inclusive, and positive.	3.99	A	6
A leader ensures to provide ideal conditions to thrive for the employees positive working atmosphere.	4.02	A	4.5
Provides a positive working environment and maintains ideal work conditions for employees to make the best for the work in the organization.	4.11	A	3
Ensures that the work atmosphere is inclusive among the workforce for a better sense of belonging.	3.85	A	7.5
Work atmosphere is conducive for collaboration and success for the employees' efforts in the organization and performance.	4.24	SA	1.5
It creates a better work atmosphere that helps for a healthy work environment to prevent toxic behaviors.	3.36	MA	9.5
Defines the work atmosphere and observes cooperation, trust, risk-taking support, equity, and accountability.	4.24	SA	1.5
Work atmosphere models respect, positive interaction, and behavior for a positive success of the work of employees.	3.85	A	7.5
It provides authentic and genuine action for a work atmosphere positive output of work progress among employees.	3.36	A	9.5
Work atmosphere provides a positive work environment and application for employees in the organization.	4.02	A	4.5
Average Weighted Mean	**3.90**	**A**	
Standard Deviation	**0.316**		

Table 4 presents the weighted mean and the corresponding interpretation on the organizational leadership skills theory and practice in terms of providing a positive work atmosphere among the respondents.

It shows that rank 1 is shared by the two indicators which are "Work atmosphere is conducive for collaboration and success for the employees' efforts in the organization and performance", with a weighted mean of 4.24 or Strongly Agree which means organizational leadership skills theory and practice in terms of providing a positive work atmosphere among the respondents is

highly observed. Rank 2 is "Provides a positive working environment and maintains ideal work conditions for employees to make the best for the work in the organization", with a weighted mean of 4.11 or Agree which means organizational leadership skills theory and practice in terms of providing a positive work atmosphere among the respondents is observed. Rank 3 is shared by the two indicators which are "A leader ensures to provide ideal conditions to thrive for the employees positive working atmosphere", and "Work atmosphere provides a positive work environment and application for employees in the organization", with a weighted mean of 4.02 or Agree which means organizational leadership skills theory and practice in terms of providing a positive work atmosphere among the respondents is observed. The least in rank is shared by the two indicators which are "It creates a better work atmosphere that helps for a healthy work environment to prevent toxic behaviors", and "It provides authentic and genuine action for a work atmosphere positive output of work progress among employees", with a weighted mean of 3.36 or Moderately Agree which means organizational leadership skills theory and practice in terms of providing a positive work atmosphere among the respondents is limited. The overall average weighted mean is 3.90 (SD=0.316) or Agree which means organizational leadership skills theory and practice in terms of providing a positive work atmosphere is observed among the respondents.

Table 5. Organizational Leadership Skills Theory and Practice in Terms of Fostering Employee Satisfaction Among the Respondents

Indicators	WM	I	R
Employee satisfaction includes interaction and experiences in the organization performance to the fullest with recognition.	4.00	A	6.5
It involves experiences of an employees' well-being, role, and work environment satisfaction in the organization.	3.79	A	9
Work satisfaction involves significant experiences on employee retention, employee engagement, and employee motivation.	4.23	SA	1.5
It provides positive experiences of employees in the organization that provides customer satisfaction, and greater innovation.	4.13	A	3.5
It generates a meaningful supportive work environment, inclusive autonomy, professional development, opportunities, job clarity, and work contribution of recognition.	3.89	A	8
It provides health feedback among employees and leaders for work balance and trust that contributes to positive employee experiences and exceptional performance.	3.34	MA	10
It focuses on high generated work performance for positive employee experiences in the organization.	4.23	SA	1.5
Employee satisfaction ensures the right thing to do even before the employee is being hired.	4.13	A	3.5
It implements the onboarding program to establish communication and clarity in the organization that improves the employees experiences.	4.07	A	5
Addresses the toxic situation in the workplace to better guide employees on the actions and behaviors in the organization.	4.00	A	6.5
Average Weighted Mean	**3.98**	**A**	
Standard Deviation	**0.265**		

Table 5 presents the weighted mean and the corresponding interpretation on the organizational leadership skills theory and practice in terms of fostering employee satisfaction among the respondents.

It shows that rank 1 is shared by the two indicators which are "Work satisfaction involves significant experiences on employee retention, employee engagement, and employee motivation", and "It focuses on high generated work performance for positive employee experiences in the organization', with a weighted mean of 4.23 or Strongly Agree which means organizational leadership skills theory and practice in terms of fostering employee satisfaction among the respondents is highly observed. Rank 2 is also shared by the two indicators which are "It provides positive experiences of employees in the organization that provides customer satisfaction, and greater innovation", and "Employee satisfaction ensures the right thing to do even before the employee is being hired", with a weighted mean of 4.13 or Agree which means organizational leadership skills theory and practice in terms of fostering employee satisfaction among the respondents is observed. Rank 3 is "It implements the onboarding program to establish communication and clarity in the organization that improves the employees experiences", with a weighted mean of 4.07 or Agree which means organizational leadership skills theory and practice in terms of fostering employee satisfaction among the respondents is observed. The least in rank is "It provides health feedback among employees and leaders for work balance and trust that contributes to positive employee experiences and exceptional performance", with a weighted mean of 3.34 or Moderately Agree which means organizational leadership skills theory and practice in terms of fostering employee satisfaction among the respondents is limited. The overall average weighted mean is 3.98 (SD=0.265) or Agree which means organizational leadership skills theory and practice in terms of fostering employee satisfaction is observed among the respondents.

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Table 6. Organizational Leadership Skills Theory and Practice in Terms of Encouraging Professional Growth and Development among the Respondents

Indicators	WM	I	R
Provides an opportunity for advancement to grow and develop as team members in the organization.	4.21	SA	1.5
Employees build skills and new knowledge and needs as well for clear path advancement for professional growth and development.	4.16	A	3
Invests in professional development and growth through seminars and workshops on trends and skills in the organization.	4.00	A	6
Engages in work for growth and development professionally on roles handled like most.	3.36	MA	9.5
Expect employees to be committed in the organization enough to demonstrate professional growth and development.	4.08	A	4.5
Offers opportunity for learning advancement to assist in the organization for employees to build strong leadership.	3.91	A	7
Creates a path for professional growth and development for employees advancement to succeed.	3.36	MA	9.5
Encourages growth for employees to care, to grow, and to engage for professional development and performance.	4.08	A	4.5
It provides a better career path for employees in boosting management positions leading to better retention.	3.79	A	8
It facilitates employee opportunity and development by providing employees professional growth in the organization.	4.21	SA	1.5
Average Weighted Mean	**3.916**	**A**	
Standard Deviation	**0.321**		

Table 6 presents the weighted mean and the corresponding interpretation on the organizational leadership skills theory and practice in terms of encouraging professional growth and development among the respondents.

It shows that rank 1 is shared by the two indicators which are "Provides an opportunity for advancement to grow and develop as team members in the organization", and "It facilitates employee opportunity and development by providing employees professional growth in the organization", with a weighted mean of 4.21 or Strongly Agree which means organizational leadership skills theory and practice in terms of encouraging professional growth and development among the respondents is highly observed. Rank 2 is "Employees build skills and new knowledge and needs as well for clear path advancement for professional growth and development", with a weighted mean of 4.16 or Agree which means organizational leadership skills theory and practice in terms of encouraging professional growth and development among the respondents is observed. Rank 3 is shared by the two indicators which are "Expect employees to be committed in the organization enough to demonstrate professional growth and development", and "Encourages growth for employees to care, to grow, and to engage for professional development and performance", with a weighted mean of 4.08 or Agree which means organizational leadership skills theory and practice in terms of encouraging professional growth and development among the respondents is observed. The least in rank is shared by the two indicators which are "Engages in work for growth and development professionally on roles handled like most", and "Creates a path for professional growth and development for employees advancement to succeed", with a weighted mean of 3.36 or Moderately Agree which means organizational leadership skills theory and practice in terms of encouraging professional growth and development among the respondents is limited. The overall average weighted mean is 3.916 (SD=0.321) or Agree which means organizational leadership skills theory and practice in terms of encouraging professional growth and development is observed among the respondents.

Table 7.Test of significant relationship on the organizational leadership skills theory and practice as a guide to management systems as observed by the respondents

Test of Variables	Computed z value	Interpretation	Decision
Motivation of group to improve task	53.7459	significant	rejected
Influence to build trust	59.1700	significant	rejected
Become effective communicator	60.9223	significant	rejected
Provide positive work atmosphere	53.7398	significant	rejected
Foster employee satisfaction	59.8874	significant	rejected
Encourage professional growth and development	53.5384	significant	rejected
Two-tailed test, 0.05 level of significant at z critical value of ±1.96			

Table 7 presents the test of significant relationship on the organizational leadership skills theory and practice as a guide to management systems as observed by the respondents.

It reveals that when the variables are tested, it shows that all computed z values are higher than the z critical value of ± 1.96, two-tailed test, at 0.05 level of significant which means significant and rejection of the hypothesis. Therefore, it is safe to say that there is a significant relationship on the organizational leadership skills theory and practice as a guide to management systems as observed by the respondents.

DISCUSSION

Organizational leadership skills theory and practice in terms of motivating groups to improve tasks among the respondents show that motivation drives the success of employees which is vital for the satisfaction of the workforce and role in the organization. It also shows flexibility and advanced professionalism for employees to be united in the sense of purpose that is in conformance to the standard of the core values, mission, and vision of the organization. It creates a change among employee skills in the organizational success and needs (Mallillin, 2022). It develops proactive skills on the perception of the employees. It engages motivation behavior among employees. It addresses the gaps and issues on the theory and practice for employee development in the organization. It explains the implication and motivation to improve the work output of the employees. It creates a skill to update the success of the workforce in a prospective manner (Ostmeier, & Strobel, 2022, pp. 718-730). On the other hand, it inspires the team members to invest in their responsibility and development for full potential. It also creates conditions for employees to keep motivation and remove hindrances for the great work to do. It utilizes the theory of organizational leadership skills to examine the benefits behavior of the leader paradox. Initiates complementary mechanisms of the legitimate power and perception of the leader. It encourages employees to exceed the standard and satisfy the performance of employees. It stimulates the motivation and creativity of an employee in the organization (Zhang, & Liu, 2022, pp. 127-136).

On the other hand, the organizational leadership skills theory and practice in terms of influencing to build trust among the respondents show to engage and to assist employees to perform better with their work to the fullest. It also shows that trust and respect must be developed in the organization to have a better smooth and rapport in the work atmosphere. It explores and navigates the relationship of the support and perceived employee organization mediation and creativity work engagement (Mallillin, 2023, pp. 12-28). It shows that the analysis mediates work engagement for employee creativity and support. It engages on the perceived experience of employees to promote the work process in the organization. It supports the theory in organizational leadership and practice as a guide to management systems. It proposes the knowledge and contribution of theory support and background (Mallillin, 2023, pp. 1-17). It incorporates the model of job demands and theory. It concentrates on the organizational support and perceived lead for creativity of employees. Hence, it shows the level of trust must be demonstrated properly because it has an effect on the leader and on how the employees perform as being productive and profitable in the organization (Aldabbas, Pinnington, & Lahrech, 2023, pp. 6501-6515).

Furthermore, the organizational leadership skills theory and in terms of becoming an effective communicator among the respondents show to communicate clearly with the objectives, goals, and expectation to provide clarity with self-confidence among employees who excel on the job well done. It determines how effective the leaders are in terms of communication (Mallillin, et al. 2023). It builds to improve the organizational performance and employee relationship. Organizational communication has an impact and prominent outcome in the organizational goals in the execution of the mission, vision, and core values. It identifies the gaps in the work environment that is related to the attitude of employees and organizational communication. It addresses the gaps in the organizational leadership skills theory and practice for the communication process. It focuses on effective communication inclusively for the appreciation of the employees, freedom and expression, open door policy on the leader approachability, improvement and performance transparency and communication (Nicholas, 2023). In addition, it also shows that leaders must be active listeners that are necessary for effective communication to understand the side of the employees for better success and unity. It describes and provides team members to motivate for the feedback and improve performance. It is based on the leader's style in understanding the high quality, team members, effective feedback, and psychological safety in the organization (London, et al. 2023).

Consequently, the organizational leadership skills theory and practice in terms of providing a positive work atmosphere among the respondents show that it is conducive for collaboration and success for the employees' efforts in the organization and performance. It provides an impact in the organizational performance and work diversity that emerges in the concept of work for employees (Mallillin, 2022). This includes the work diversity in the civil society as part of the social responsibility of the organization in the community. It confers the competitive advantage and valuable asset in a positive innovation, creativity, and impact. It contributes to efficiency and effectiveness in decision making and problem solving. It brings multiple diverse workforce in a greater change and perspective in the organization (Kumar, & Gupta, 2023, pp. 293-304). It shows how to create a better work atmosphere that helps for a healthy work environment to prevent toxic behaviors. It provides authentic and genuine action for a work atmosphere positive output of work progress among employees. It progresses the growth and achievement of the organization that is difficult to attain. It requires appropriate productivity to determine the standard process of the operation in the organization, communication, and work environment (Afriza, 2023, pp. 82-92).

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In addition, the organizational leadership skills theory and practice in terms of fostering employee satisfaction among the respondents involve significant experiences on employee retention, employee engagement, and employee motivation. It also focuses on high generated work performance for positive employee experiences in the organization. It identifies the aim and influences of transformational style of leadership and employee performance on job satisfaction. It analyzes the leadership skills and organizational theory among employees. It emphasizes the difference between the effect of job satisfaction to leadership skills in the organization (Lingga, Lumbanraja, & Sembiring, 2023, pp. 137-148). On the other hand, it also provides health feedback among employees and leaders for work balance and trust that contributes to positive employee experiences and exceptional performance. It investigates and inhibits employees' favorable leadership. It proposes employee behavior and gratitude toward their leader. It mediates on the quality of a leader and employees. It contributes to understanding of emotional mechanisms and gratitude for employee leadership (Jiang, & Qu, 2023, pp. 972-991).

Lastly, the organizational leadership skills theory and practice in terms of encouraging professional growth and development among the respondents show to provide an opportunity for advancement to grow and develop as team members in the organization. It also facilitates employee opportunity and development by providing employee professional growth in the organization. It provides a structure of leadership to represent the progress of employees through professional growth and development. It explores the impact and development of employment structure and skills through professional development of employees for enhancement of their work output. Professional development and growth provides skills and innovation for employees. It influences high skills of employees in the organization (Ma, et al. 2022, pp. 242-254). Also, it engages in the work for growth and development professionally on roles handled like most. It also creates a path for professional growth and development for employees' advancement to succeed. It identifies the aims of development training and access to influence the opportunity for employees professional growth and development in their work engagement (Hassett, 2022, pp. 380-404).

CONCLUSIONS

Organizational leadership skills theory and practice in terms of motivating groups to improve tasks among the respondents show that motivation drives the success of employees which are vital for the satisfaction of the workforce and role in the organization. It develops flexibility and advanced professionalism for employees to be united in the sense of purpose that is in conformance to the standard of the core values, mission, and vision of the organization.

Influences to build trust among the respondents show to engage and to assist employees to perform better with their work to the fullest where trust and respect must be developed to have a better smooth and rapport in the work atmosphere.

Becoming an effective communicator among the respondents shows to communicate clearly with the objectives, goals, and expectation to provide clarity with self-confidence among employees who excel on the job well done.

Provide a positive work atmosphere among the respondents shows that it is conducive for collaboration and success for the employees' efforts in the organization and performance where it creates a better work atmosphere that helps for a healthy work environment to prevent toxic behavior and provide authentic and genuine action for a work atmosphere positive output of work progress among employees.

Fostering employee satisfaction among the respondent shows to involve significant experiences on employee retention, employee engagement, and employee motivation where it focuses on high generated work performance for positive employee experiences in the organization.

Encouraging professional growth and development among the respondents shows an opportunity for advancement to grow and develop as team members in the organization where it facilitates employee opportunity and development by providing employee professional growth in the organization.

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