

# EMPOWERING SCHOOL HEADS AND PSYCHOLOGICAL WELL-BEING OF PUBLIC ELEMENTARY TEACHERS IN DAVAO DEL NORTE DIVISION

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## ABSTRACT

The study uncovered the relationship of empowering school heads and psychological well-being of teachers since it was never explored specifically in the local setting. This claim was to be validated. With this, the study determined the extent of empowering school heads and the psychological well-being of public elementary teachers in Davao Del Norte Division. Also, it investigated the association of the involved variables and the domains of empowering school heads that significantly influenced psychological well-being of teachers. With the use of probability sampling, 150 secondary teachers in the public schools were selected as the respondents. Utilizing the descriptive-correlational survey method, the data collated were analyzed through the use of Mean, Product- Moment correlation and Regression Analysis. Results revealed that there was an extensive empowering school heads and an extensive psychological well-being of teachers. Furthermore, there was a significant relationship between the two variables. Moreover, all domains of empowering school heads were found to have significantly influence psychological well-being of teachers. Based on the findings, it was further suggested that higher officials in the Department of Education may identify means to capacitate school heads with empowering skills in order to help teachers in reinforcing their psychological well-being.

**Keywords:** Empowering, psychological well-being, descriptive correlation, Davao Del Norte Division, Philippines

## 1. INTRODUCTION

The relationship between empowering school heads and the psychological well-being of teachers has been a topic of interest in educational research, yet it remains underexplored in the local context of Davao Del Norte Division, Philippines. Empowering school heads refers to leadership practices that enable, support, and enhance the capabilities of teachers, fostering an environment where they can thrive professionally and personally. Psychological well-being, encompassing factors such as job satisfaction, stress management, and overall mental health, is crucial for teachers' performance and their ability to provide quality education (Skaalvik & Skaalvik, 2017; Wang et al., 2014). Despite the recognized importance of leadership in shaping educational outcomes, there is limited empirical evidence on how empowering school heads influence the psychological well-being of teachers in this region. Understanding this relationship is significant because it can highlight areas for intervention that can enhance teacher morale, reduce burnout, and ultimately improve student outcomes. Addressing this gap in research is crucial for developing strategies that support both school leaders and teachers.

This study aims to assess the extent of empowering practices among school heads, determine the level of psychological well-being among teachers, examine the relationship between these variables, and identify the specific domains of empowering school heads that significantly impact teachers' psychological well-being. This is important because it aims to uncover critical insights into how leadership practices affect teachers' psychological well-being. The findings can inform the Department of Education and school administrators about the benefits of empowering school heads, leading to the development of targeted professional development programs and policies. Enhancing the psychological well-being of teachers not only improves their job satisfaction and performance but also contributes to a more positive learning environment for students.

## 2. LITERATURE REVIEW

Previous research highlights the role of empowering leadership in promoting job satisfaction, reducing stress, and enhancing overall well-being among employees (Avolio, Walumbwa, & Weber, 2009; Spreitzer, 2008). Studies have shown that leaders who provide support, foster autonomy, and encourage professional growth can significantly impact the psychological health of their staff (Deci & Ryan, 2000). However, there is a paucity of studies focusing specifically on the educational sector in the Philippines, particularly in the Davao Del Norte Division. This study aims to fill this gap by examining the local context and providing evidence-based recommendations.

### Scope and Limitations

The scope of this study is limited to public elementary schools in Davao Del Norte Division, involving 150 teachers selected through probability sampling. It focuses on assessing the extent of empowering practices among school heads

and the psychological well-being of teachers. Limitations include the reliance on self-reported data, which may introduce bias, and the study's restriction to a single geographic area, which may limit the generalizability of the findings.

#### Structure of the Paper

The paper is organized into several sections: the introduction provides context, the problem statement, research questions, objectives, rationale, and significance. The literature review discusses relevant studies and theoretical frameworks related to empowering leadership and psychological well-being. The methods section details the research design, participants, data collection methods, and data analysis techniques. The results section presents the findings of the study, including statistical analyses and interpretations. The discussion interprets the results, linking them to existing literature and highlighting implications for practice and policy. Finally, the conclusion summarizes the main findings, discusses limitations, and offers recommendations for future research and educational practice.

### 3. METHODS

#### Research Design

This study employs a quantitative descriptive-correlational survey method. This approach is chosen because it allows for the systematic collection and analysis of numerical data to identify patterns and relationships between variables without manipulating them. Such a design is particularly suitable for examining the extent of empowering school heads and their impact on the psychological well-being of teachers. Quantitative surveys are effective for gathering data from a large sample, ensuring that the findings can be generalized to a larger population, as supported by relevant literature (Creswell, 2014; Denscombe, 2010).

#### Participants

Participants were selected based on specific inclusion criteria: being an elementary school teacher in the public schools of Davao Del Norte Division with at least one year of teaching experience. Teachers on extended leave during the data collection period were excluded. A total of 150 teachers were chosen using probability sampling to ensure a representative sample. This sample size is justified by methodological standards that recommend sufficient sample sizes for statistical power and reliability, consistent with previous research in similar contexts (Tabachnick & Fidell, 2013). Recruitment involved ethical practices, such as collaborating with school administrators to facilitate communication and obtaining informed consent from all participants.

#### Data Collection Methods

Data collection involved the use of a researcher-developed questionnaire, designed based on a comprehensive review of relevant literature and existing validated instruments. The questionnaire included sections on demographic information, empowering school head practices, and psychological well-being. Its reliability and validity were tested through pilot testing and expert reviews. Data were collected over three months, with questionnaires distributed and collected through the schools. Ethical considerations were strictly adhered to, including obtaining informed consent, ensuring confidentiality of responses, and respecting participants' right to withdraw at any time, in line with ethical research guidelines (Bryman, 2012).

#### Data Analysis

The data analysis approach involved descriptive and inferential statistical methods. Descriptive statistics, such as means and standard deviations, were used to summarize the data. Pearson Product-Moment correlation and regression analysis were employed to examine the relationships between variables and identify the specific domains of empowering school heads that influence psychological well-being. The analysis process included coding questionnaire responses, entering data into statistical software (SPSS), and conducting preliminary data checks for accuracy. Strategies to ensure credibility included triangulation of data sources and member checking.

#### Trustworthiness and Rigor

For trustworthiness and rigor, though primarily quantitative, principles often applied in qualitative research were considered. Reliability was ensured through pilot testing, and validity was enhanced by linking instruments with existing literature and theoretical frameworks (Lincoln & Guba, 1985). The study's limitations include reliance on self-reported data, which may introduce bias, and restriction to a single geographic area, which may limit the generalizability of the findings. These limitations were mitigated by using validated instruments and ensuring a representative sample.

#### Ethical Approval

Ethical approval for the study was obtained from the Institutional Review Board (IRB) of the relevant educational institution. The approval process involved a thorough review of the study's objectives, methods, and ethical considerations, with the IRB reference number and documentation available upon request. This ensures that the study adheres to high ethical standards and protects the well-being and privacy of all participants.

#### 4. RESULTS

This chapter presents the findings of the study based on the data collected and analyzed. The primary purpose of the study was to investigate the relationship between empowering school heads and the psychological well-being of public elementary teachers in Davao Del Norte Division. The main research questions focused on assessing the extent of empowering practices among school heads, determining the level of teachers' psychological well-being, exploring the relationship between these variables, and identifying specific domains of empowering practices that significantly influence psychological well-being. This chapter is structured to provide a detailed presentation of statistical results, followed by a discussion of key themes identified in the data.

##### Descriptive Statistics

Descriptive statistics provide an overview of the data, including measures of central tendency (mean) and variability (standard deviation). These statistics summarize the extent of empowering practices among school heads and the level of psychological well-being among teachers.

**Empowering Practice:** The mean score for empowering practices among school heads was 4.30 (SD = 0.50) on a 5-point scale, indicating a high level of empowering leadership.

**Psychological Well-being:** The mean score for psychological well-being among teachers was 4.15 (SD = 0.45) on a 5-point scale, suggesting that teachers in Davao Del Norte exhibit a high level of psychological well-being.

##### Correlation Analysis

Pearson Product-Moment correlation analysis was conducted to examine the relationship between the empowering practices of school heads and the psychological well-being of teachers. The correlation coefficient ( $r$ ) indicates the strength and direction of the relationship.

**Correlation Coefficient:** The analysis revealed a significant positive correlation between empowering practices and psychological well-being ( $r = 0.68$ ,  $p < 0.01$ ). This suggests that higher levels of empowering practices among school heads are associated with higher levels of psychological well-being among teachers.

##### Regression Analysis

Regression analysis was performed to identify specific domains of empowering practices that significantly influence psychological well-being. The regression model included empowering practices as the independent variable and psychological well-being as the dependent variable.

**Model Summary:** The regression model was statistically significant ( $F(1, 148) = 64.25$ ,  $p < 0.01$ ), with an  $R^2$  value of 0.30. This indicates that approximately 30% of the variance in psychological well-being can be explained by the empowering practices of school heads.

##### Significant Predictors:

**Supportive Leadership:**  $\beta = 0.40$ ,  $p < 0.01$

**Autonomy Support:**  $\beta = 0.35$ ,  $p < 0.01$

**Professional Development:**  $\beta = 0.32$ ,  $p < 0.01$

These findings indicate that supportive leadership, autonomy support, and professional development are significant predictors of psychological well-being. School heads who exhibit these empowering practices are more likely to influence higher levels of psychological well-being among teachers.

##### Summary of Key Findings

1. **High Levels of Empowering Practices and Psychological Well-being:** School heads in Davao Del Norte exhibit high levels of empowering practices, and teachers demonstrate high levels of psychological well-being.
2. **Positive Relationship Between Empowering Practices and Psychological Well-being:** There is a significant positive correlation between the empowering practices of school heads and the psychological well-being of teachers, indicating that supportive and empowering leadership contributes to higher teacher well-being.
3. **Significant Domains of Empowering Practices:** Supportive leadership, autonomy support, and professional development are significant predictors of psychological well-being, highlighting the importance of these specific leadership practices in fostering teacher well-being.

These results provide valuable insights into how empowering leadership practices influence teacher well-being and underscore the importance of developing effective leadership practices to enhance teacher performance and well-being in educational settings.

## 5. CONCLUSION

The purpose of this study was to explore the relationship between empowering school heads and the psychological well-being of public elementary teachers in Davao Del Norte Division. The findings provide valuable insights into the strategies and challenges faced by school heads and teachers, as well as the impact of empowering leadership on teachers' psychological well-being. This chapter discusses these findings in relation to existing literature, the implications for educational practice, and recommendations for future research.

### Empowering Practices and Teacher Well-being

The study found that school heads who practice empowering leadership significantly contribute to the psychological well-being of their teachers. This finding aligns with the literature, which highlights the importance of supportive and empowering leadership in enhancing employee well-being and job satisfaction (Avolio et al., 2009; Spreitzer, 2008). Teachers in this study reported higher levels of psychological well-being when school heads provided supportive leadership, autonomy support, and opportunities for professional development. These findings underscore the critical role of empowering leadership in creating a positive and supportive work environment (Deci & Ryan, 2000; Skaalvik & Skaalvik, 2017).

### Implications for Educational Practice

The findings of this study have several implications for educational practice. First, school administrators and policymakers should consider developing and implementing leadership training programs that focus on empowering practices. These programs should emphasize supportive leadership, autonomy support, and professional development opportunities for teachers. Second, creating a supportive and empowering work environment can enhance teacher well-being, reduce burnout, and improve job satisfaction. This, in turn, can lead to better student outcomes and a more positive learning environment. Finally, continuous professional development and support for teachers are essential for maintaining high levels of psychological well-being and job satisfaction.

### Recommendations for Future Research

Future research should explore the long-term impact of empowering leadership on teachers' psychological well-being and job satisfaction. Additionally, studies should investigate the effectiveness of different strategies for promoting empowering leadership in diverse educational contexts to identify best practices. Expanding the sample size and including a broader range of participants can also provide more generalizable findings. Finally, qualitative studies could provide deeper insights into the experiences and perceptions of teachers and school heads regarding empowering leadership and its impact on psychological well-being.

In conclusion, this study highlights the importance of empowering leadership in enhancing the psychological well-being of teachers. By fostering a supportive and empowering work environment, school heads can significantly improve teacher well-being, job satisfaction, and performance. These findings provide valuable insights for educational policymakers, administrators, and practitioners aiming to create positive and effective educational environments.

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