

Caring leadership, coaching and organizational culture among private Catholic schools: Basis for program development

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Abstract

This study aims to investigate on the Caring Leadership, Coaching and Organizational Culture Among Private Catholic Schools as a basis for Program Development. This study utilized a descriptive design using an adapted instrument among the 300 Private Catholic School Non-academic staff and Faculty members and administrators of USAL which belong to the top 3 most populous Private Catholic Schools in the system. The results revealed that the respondents strongly agreed on the caring leadership in terms of Psychological Determinants, and Self-Leadership Skill, meanwhile least assessed were the caring leadership in terms of Lead the whole Person and Look for Greatness in Others. The respondents often experience coaching leadership especially in terms of Customer Focus, and Leadership, meanwhile least experience, even though assessed as often is on Learning and Change, and System Integration. It was found out that OLCA have greater assessment on caring, coaching and organizational leadership. Meanwhile sex, age, years and service and job classification are not considered as a factor influencing their assessment on caring, coaching and organizational leadership. There was significant relationship exists among Caring Leadership, Coaching and Organizational Culture which implies that the better is the caring leadership, the better is the coaching leadership practiced, the better is the organizational leadership employed. Recommendation was provided as well as the development plan for continuous improvement.

Keywords: caring leadership, coaching leadership, organizational culture, private Catholic schools

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1. Introduction

The global business climate requires organizations to operate increasingly within weak psychological situations that require more leadership, and specifically, the use of more transformational leadership. Organizations will want to develop transformational leaders and transformational leadership capacity. It is explored that coaching is a crucial aspect of transformational leadership and that it is a superior method of feedback and organizational development. Through their trust in their teams and their willingness to let go and let others take the lead, leaders who train their teams build confidence in them (Kouzes & Posner, 2002). As coaching techniques are successful, the subordinates start coaching their colleagues as well. A culture gradually emerges in this manner. Through their efforts in establishing an organization, leaders shape the culture of that company. When a culture develops, it plays a bigger and bigger part in shaping the situation and the extent of the demand for leadership. When a culture deviates from its intended purpose, leadership must act to restore it.

To compete effectively in this environment, some firms have focused on creating innovative cultures that promote leadership development, customer focus, and strategy (Dobni, 2008). Asset management firms are developing coaching cultures with the intention of improving leadership, customer focus, and strategic alignment (Brown, et al. 2021). Researchers have described coaching cultures, transformational leadership cultures, and high-performance cultures each as capable of creating long-term sustained performance improvements (Watkins, 2008). The purpose of this study is to determine if employees perceive a link between the coaching culture, the leadership culture, and the high-performance culture in their organization. Coaching cultures share common themes with other types of organizational cultures. Cultures with high levels of transformational leadership demonstrate empowerment, high performance, intellectual stimulation, creative flexibility, and esprit de corps (Palmer, 2016). High-performing organizations demonstrate strong cultural norms in managing change, achieving goals, coordinated teamwork, customer orientation, and cultural strength (Amann, 2003).

The researcher is motivated to conduct this study because it wants to prove that the leadership styles in catholic institutions are formidable in enhancing the values of their employees as to becoming competent leaders, values driven individuals and integrity driven professional. At the same time know how the types of leadership affect them in their daily lives. Thus, in this study, it will examine the coaching cultures determinants relate to determinants of leadership cultures and Organizational cultures. This would be benefit the teaching and non-teaching personal of Catholic Private schools and in time they may deliver and to the ideals of the community to be a god-centered and full of values community. Moreover, the output of the study is a development plan which will be a gateway for continuous improvement.

Objective of the study - This study aims to investigate on the Caring Leadership, Coaching and Organizational Culture Among Private Catholic Schools as a basis for Program Development. More specifically, this study seeks for the following: (1) to assess the caring leadership in terms of Psychological Determinants, Create Listening Culture, Self-Leadership Skill, Empowers others to make decisions, Building resilience, Involve Others, Lead the whole Person, Look for Greatness in Others, Making others feel important, and Provide others safe spaces (2) To assess the coaching leadership in terms of Leadership, Customer Focus, 360 Degree Coaching, Learning and Change, and System Integration (3) To determine the organizational leadership in terms of Organizational Leadership, Management of Employees, Organizational Glue, Strategic Emphases and Criteria of Success.

2. Method

Research Design - This study utilized a descriptive design to investigate on the Caring Leadership, Coaching and Organizational Culture Among Private Catholic Schools as a basis for Program Development. The descriptive method is used in the assessment and finds answers to questions through the analysis of variables' relationship. It is very important and preliminary to the study to utilize various school documents and records to serve as basis for the development and improvement.

Participant of the Study - The respondents of the study were participated by Private Catholic School Non-academic staff and Faculty members and administrators in the Member schools of USAL preferably those who belong to the top 3 most populous Private Catholic Schools in the system. The list will be taken from the office of the Director of the USAL (Unified School of the Archdiocese of Lipa) through the President of USAL Office to get the statistical population of the respondents. They will be gauged using the questionnaire that will be provided that will show the mediating effect of coaching cultures in the leadership culture and organizational culture respectively.

Instrument of the Study - A questionnaire will be distributed to selected participants of the various Private Catholic Schools in Batangas Province as member schools of USAL. The questionnaire is subjected to the criticism of the adviser for proper scrutiny of the instrument. The questionnaire was modified as suited to the needs of the researcher's study. The questionnaire is divided into 4 parts: the first part; answer the Profile variables of the respondents in terms of school, age, gender, year of service and job classification. The second part will include a Standardized Adapted questionnaire from Crane Consultancy regarding the Coaching Culture Assessment Crane, Thomas (2011). It shall Determine the following dimensions of leadership, customer focus, 360 degrees of coaching, learning and change and systems integration. The Third part will answer the Caring Leadership Culture Questionnaire by Vander Vyver (2014). It will determine the following dimensions: Psychological Determinants, Organizational Workplace Determinants and Management Workplace respectively. The Fourth Part will use the Organizational Culture Assessment instrument that will identify the following dimensions: Dominant Characteristics, Organizational Leadership, Management of employees, organizational Glue, Strategic Emphases and Criteria of success.

Procedure and Data Analysis - The researcher used the survey method and the questionnaire as a form of collecting data to respondents as to the needs of the research. Retrieval of the data collected will be done as the respondents will be guided in answering the questionnaire. The data will be tallied, coded and assessed, evaluated and will be given to the statistician for interpretation of the results after collection.

The data gathered was tabulated and will be analyzed according to the following statistical method or tools. Frequency and percentage distribution were used to present the demographic profile of the respondents Weighted mean and rank were used to assess the Caring Leadership, Coaching and Organizational Culture. The result of Shapiro-Wilk Test showed that p-values of all variables were less than 0.05 which means that the data set was not normally distributed. Therefore, Mann-Whitney U test for two groups and Kruskal Wallis test for more than two groups were used as part of the non-parametric tests to determine the significant differences on the responses to Caring Leadership, Coaching and Organizational Culture when grouped according to profile. Likewise, Pearson Correlation Coefficient was used to test the significant relationship among Caring Leadership, Coaching and Organizational Culture. All analyzes were performed using SPSS version 26.

Confidentiality of the research data with respect to anonymity of the participants in this study is ensured in keeping the identities of the teachers and the schools identified. This will just serve for purposes of presentation of the data for statistical analysis, coding or numerical computations that are important in the tabulation of data gathered from the questionnaire. This will also solidify the notions of the results of the questions in the questionnaire.

3. Results and Discussion

Table 1

Summary Table on Caring Leadership

Indicators	Weighted Mean	Verbal Interpretation	Rank
1. Psychological Determinants	3.53	Strongly Agree	2
2. Create Listening Culture	3.41	Agree	7
3. Self-Leadership Skill	3.54	Strongly Agree	1
4. Empowers others to make decisions	3.49	Agree	4
5. Building resilience	3.49	Agree	4
6. Involve Others	3.49	Agree	4
7. Lead the whole Person	3.30	Agree	9
8. Look for Greatness in Others	3.24	Agree	10
9. Making others feel important	3.34	Agree	8
10. Provide others safe spaces	3.45	Agree	6
Composite Mean	3.43	Agree	

Legend: 3.50 – 4.00 = Strongly Agree; 2.50 – 3.49 = Agree; 1.50 – 2.49 = Disagree; 1.00 - 1.49 = Strongly Disagree

Table 1 presents the summary table of caring leadership. The composite means of 3.43 indicates that the respondents agreed in general. Among the items cited, Self-leadership Skill ranked first with mean score of (3.54), followed by the Psychological determinants (3.53), Viewing in rank 3 with a weighted mean of (3.49) are: Empowers others make decision, building resilience and involve others followed by provide others safe spaces (3.45), create listening culture (3.41), making others feel important (3.34), Lead the whole person (3.34).

The data shows that self-leadership skills are the most important factor in the caring leadership. Self-care is not selfish; it is necessary in the practice of mental health of the employees. In the age of this times, and the pandemic combined – provides employees to recover from the crisis they are experiencing, the valuation makes it proactive and preventive. It sustains the energy and motivation to keep the employees resilient in the present time. The organization determines and realizes the needs of its' employees to stay in focus and at the same time is set to healthy boundaries. Optimizing leadership skill of care can also lead us to identify emotional intelligence, effectiveness, and productivity that the employees can add on to the organization.

The value of confidence and passion to service in the academe will lead us to meditate on things and check the attributes of quality we are sharing in the organization. The insignia in caring for others shows that employees can do better which will be visible in the peak of the performance that they render in the organization. Another thing necessary in Caring leadership is the importance of psychological determinants. Aside from the care for self, the significance of psychological factors is manifested in the ability of employees to acquire knowledge, gaining skills, perception of educational information, attitude to others, mutual understanding with people around (Kostromina & Dvornikova, 2016). Taking this into account, a position arises, according to which there is a close interconnection between the motivation for the implementation of educational and professional activities and a complex of psychological factors, influencing motivation (Kortukova et al., 2020).

Leadership care is the foundation of health-oriented leadership (Franke, et al. 2016). Two different mechanisms may link leader self-care to employee outcomes: first, leaders who value and protect their own health may also be motivated to do so for others (Grimm, 1985) which would be recognized by employees and, in turn, relate positively to their health. Leaders plays a big role in creating the type of environment that promotes both mental and emotional being in a workplace. The management needs to spend time to be able to know the needs of their employees. The organization and its' leaders need to be courage to open up about the ordeals of making a safer environment for the employees, at the same time give support at the most critical times of their lives. Giving assurance allows for great leadership and translates to exceptional work to happen. The leaders of the organization should be abreast with the workload of the employees and make them feel that they

are in an emotionally safe environment, and that everything is fine because they can secure the employees mental health and can support them all the way.

Meanwhile look for others greatness (3.24) rank least in the summary table for caring leadership. The importance of teacher agency and professional impact in the effort to reform schools and systems is becoming increasingly acknowledged on a global scale The potential and feasibility of teacher leadership continues to be a key topic in the global conversation about educational reform and transformation. A number of recent publications that vehemently contend that educators should have a considerably more central role in decision-making and policy creation indicate this possibility. But a lot of policymaking still tends to ignore the voice of the teacher, instead following the lead of foreign organizations or think tanks that frequently only have a passing familiarity with the environments in which teaching and learning are taking place. While there are some universals regarding effective teaching that apply regardless of environment, culture, or circumstance, it is also true that good teachers are attentive to individual needs, are sensitive to the situations in which they teach, and have a genuine concern for the children under their care. Teachers and their collective professional voice should be involved in any decision- and policy-making process since policies are not fine enough grained to account for such contextual diversity.

Caring is neither aimless nor agnostic in purpose. Caring can be a valuable end in itself, related to fulfillment of the human condition. It can be a means to promote the functioning, success, and general wellbeing of others, as individuals and as groups, in organizational and community contexts, and in broader society. Caring is intended to address the particular needs, interests, and projects of others. It aims to help others grow and develop in their own right. Caring is sometimes framed as a response to pain, suffering, and trouble. It also seeks to develop communal or congregational caring (Smylie et al., 2016).

Table 2

Summary of Coaching Leadership

Indicators	Weighted Mean	Verbal Interpretation	Rank
1. Leadership	4.33	Often	2
2. Customer Focus	4.48	Often	1
3. 360 Degree Coaching	4.31	Often	3
4. Learning and Change	4.29	Often	4
5. System Integration	4.15	Often	5
Composite Mean	4.31	Often	

Legend: 4.50 – 5.00 = Always; 3.50 – 4.49 = Often; 2.50 – 3.49 = Sometimes; 1.50 – 2.49 = Rarely; 1.00 - 1.49 = Never

Table 2 presents the summary of coaching leadership. The composite mean of 4.31 indicates that the respondents answered often in general. Among the items cited, customer focus, ranked first with mean score of (4.48), followed by leadership (4.33), 360 degree coaching (4.31), learning and change (4.29). Customer focus entails genuine commitment to engage employees in the customer relation. It is always customer first in everything that the organization aims to. It becomes the center to completing customer satisfaction experience and leads to customers’ loyalty to the organization. Encouragement makes them to stay engaged. Anticipation of changes in the needs of the customers’ and the desire to prepare to provide solutions. The value of service will find its’ way as it consistently demonstrates for customers, the commitment of serving the organizations interest. The leaders and managers of the organization demonstrates customer-focused mission statement so that the best service possible is given. Hiring problem solvers and empowering employees to solve problems of their own can create an atmosphere of a united organization. In the vent of leadership, leaders and managers must encourage and provide development and training programs that will enrich the capacities and capabilities of employees. Supporting the wide-ranging projects of the company in terms of knowledge access can also be done. The best way the leaders can understand and strengthen the organization is by talking to employees regarding they needs for self-improvement. The management should also be the model of patience and empathy to which will save as

a ground of good camaraderie and ties with one another.

Coaching leadership on managers incorporates mindset and behavior, synthesizing to create and perform the highest level of leadership. They unlock and enables potential of employees. It is best to say that a leader / manager can do the best he could if participation and engagement is made possible. Job satisfaction is likely to become effective at the level of working performance. Coaching is very important in leadership for it helps employees improve with their skills and professional growth as well. Peltier and Scovotti (2010) provides a clear and distinct contrast between managing and leading, with the distinction coming down to the concept of change. Leaders motivate team members to produce change, to innovate, to disrupt. Managers work to ensure goals are met and generally work within tighter constraints.

Meanwhile, system integration ranked the least with a weighted mean of (4.15) the place to begin (because it's the most effective method) is by setting a good example and being a good role model. This is the most important aspect of coaching. There's no question that the absolute best way to influence players is by setting a good example. For many organizations, instilling a coaching culture is the ultimate goal. Building a coaching culture involves more than simply providing lots of different types of coaching in the workplace; it focuses on shifting unwritten rules, values, norms, behaviors, and practices to spread a coaching mindset and coaching practices throughout the organization so that coaching becomes a key part of their company's identity. A coaching culture improves not only the way employees interact with each other, but also the interactions they have with customers and potential clients. Executive leadership coaching is one of the most common and widely understood types of coaching in the workplace. It's an effective way to strengthen the performance of your most important leaders, assist them in making key transitions, and enable them to alter behaviors that may be hindering their performance.

Virtual coaching is now the most common type of coaching in the workplace, according to Ghods, and Boyce, (2013). Even before the recent spike in working remotely, organizations were becoming more global, virtual meetings were becoming more prevalent, and virtual coaching was on the rise. Now, this type of coaching has become totally commonplace, and all of the previously mentioned types of coaching in the workplace — executive, integrated, and team coaching — can be delivered virtually. Virtual coaching is an ideal option for teams that span countries and time zones, as well as for those interested in a coaching arrangement they can easily integrate into their hectic schedules. Through the use of video, a virtual coach is able to engage and facilitate in the same manner they would in a face-to-face setting.

Table 3

Summary Table on Organizational Leadership

Indicators	Weighted Mean	Verbal Interpretation	Rank
1. Organizational Leadership	3.51	Strongly Agree	4
2. Management of Employees	3.50	Strongly Agree	5
3. Organizational Glue	3.55	Strongly Agree	2
4. Strategic Emphases	3.58	Strongly Agree	1
5. Criteria of Success	3.54	Strongly Agree	3
Composite Mean	3.54	Strongly Agree	

Legend; 3.50 – 4.00 = Strongly Agree; 2.50 – 3.49 = Agree; 1.50 – 2.49 = Disagree; 1.00 - 1.49 = Strongly Disagree

Table 3 presents the of organizational leadership. The composite mean of 3.54 indicates that the respondents answered strongly agree in general. Among the items cited, Strategic emphases, ranked first with mean score of (3.58), followed by Organizational glue (3.55), Criteria of success (3.54) and Organizational Leadership (3.51). The university has evolved into a place where people who are on the rise can aspire to fulfill their objectives and aspirations, as well as the main entryway to progress that opens up to the highest echelons of pride and dignity and the fertile ground of science and technology that rules today's world. It has evolved into a societal institution that influences and is influenced by the social, political, and economic situations of society and reflects the

changes this society has gone through. Through their capacity to exert influence and their exceptional flexibility, strategic leadership actively contributes to the advancement of universities by helping them realize their strategic objectives, ensure their survival, development, and growth, and adapt to current environmental events and changes. Leadership and organizational change concepts have long been linked and regularly discussed together. While we have a lot of knowledge about change and leadership, we know relatively little about how to combine the two. The impact of leadership on organizations during times of transition is extensively explored, and managers and change agents are regularly mentioned as change leaders in the literature on organizational transformation (Weber et al, 2022)).

Meanwhile, management of employees ranked least (3.38). The majority of documented outcomes are not consistently improved by people management abilities. The subjective performance scores, promotion rates, and pay raises for better people managers are greater as well. It is always believed that a company cannot succeed without the help and support of the employees especially in the field of the academe. Everyone needs to provide for the needs of the institution. The standards that are derived from the values, ethics and hard work of the employee becomes a viable example of how to conduct a good performance inside the workplace. The Human resource and the culture as incorporated with the mission and vision of every academic institution is set forth as to achieving the pedestal of success as it is implored in the spheres of how the institution wanted to project its goals and objectives. Adopt balanced organizational oversight refers to the actions that managers take to continue organizational operations or to alter their prevailing patterns. As a result, regulatory scrutiny aids in achieving environmental variable adaptation. Financial control and strategic control are the two sorts of regulatory control. In pursuing the strategic objective of the business, a successful strategic leader must strike a balance between these two types of oversight, according to Alayoubi, et al. (2020).

4. Conclusion and Recommendation

The respondents strongly agreed on the caring leadership in terms of Psychological Determinants, and Self-Leadership Skill, meanwhile least assessed were the caring leadership in terms of Lead the whole Person and Look for Greatness in Others. The respondents often experience coaching leadership especially in terms of Customer Focus, and Leadership, meanwhile least experience, even though assessed as often is on Learning and Change and System Integration. The respondents strongly agreed on organizational leadership especially in terms of Strategic emphases, meanwhile least experience, even though assessed as strongly agree is on Management of Employees. The researcher was able to propose a development plan for leaders based on the result of the study.

It is recommended for the school human resource management to consider having an effective evaluation system to provide feedback to others regularly and monitor on the deliverables of the employees. The school administration may be generous in giving recognition and appreciation for the employees who practiced effective coaching skills. The management style of the organization may be improved and enhanced to be hard-driving competitiveness, high demands, and achievement. The propose a development plan for leaders may further discuss by the management on how these can further be applied and utilized. Future studies may be conducted using a qualitative or mixed method to further confirm the result of the study.

Enveloped with the ideals of Concern, responsibility and service, integrity and God centeredness towards becoming upright individuals following the path of love for God and service to the community. The USAL schools exemplify the characters of imbibing the best for individual and the society.			
Key Result Area	Programs/ Strategies	Persons Responsible	Success Indicator
On Organizational Leadership Culture			
To Unite the employees of the organization (Organizational Glue)	“United for Growth and Development “ This aim to provide a teambuilding activity for the employees, administration. The Program can be an out of the town activity that can build camaraderie and good will for each employee. They are able to learn, share and cope up with the behavior and attitudes of every member. The program shall be done before the start of the year as to develop also their mental and physical capabilities to be productive in the team.	Administration Employees Faculty and Staff	80% of the total population of the community will join the activity and will create an impression of satisfaction and information capacity after the program.
To Serve the community and the members of the organization (Organizational)	“Give your best and God will do the Rest “ The community is an important part of growth and progress of an individual. It makes a man- human. The rendering of services will help in the capability of man to indulge himself in a selfless aim of giving.	Administration Employees Faculty and Staff	90% of the members of the organization would likely join the activity and ripple it after the

Leadership)			activity is done. Making others do their own ways of community service.
To Assess the needs and the wants of the employees for a better and dedicate service orientation to the organization (Management of Employees)	“Today is the day, that the Lord has made” A Catholic institution will always check on the welfare of their employees. True to their mission and vision, it will enable the members of the organization get what they deserve the most. The best way of making it possible is through assessment of their work and afterwards value all their hard work.	Administration	Members of the organization must be submitting through proper assessment in able to get the results needed for improvement.
To Lead until nobody is left behind. (Criteria for Success)	“Take me, I’ll Follow”. The leader always makes the right decision in the organization, with them are employees to which they must work hand in hand in order to achieve the goals and objectives of the organization. The following of rules and implementation of the regulations in the organization must be practiced by the leaders themselves and that their members will be very eager to set them as their role models in every endeavor and tasks they are bound to make.	Administration	Leaders must be allowing their members in the organization to exhibit proper decorum and be able to follow the rules and guidelines implemented by the organization. They are able to freely ask and criticize the organization for growth and innovation through suggestion box or any manner that their voices will be heard.
On Coaching Leadership Culture			
To Trust one of the most important resources in an organization. (Leadership)	“Believe the in your TRUE Beauty” Talent - Responsibility - Unity - Essence The value of every employee in an organization relates as the basis of cooperation and collaboration. It will bring in the best possible way of learning and committing to the ideals and the goals of the organization. The exemplifying of the TRUE meaning of people working in the organization will find it’s ways on how we fit in. The leadership style should also guide to becoming a better individual.	Administration Employees Faculty and Staff	The members of the organization shall fully implement the rules and regulations , conduct and instructions created by the managers and those in the organizational chart.
To Respect and encourage individuals to portray ideas and creates open and comfortable environment through value formation and inculcation. (System Integration)	“RE – inspect to Prospect” Respect as they say is earned not given. The objective of this is to: Re -inspect the values Re-inspect the way of living Re- inspect the growth Coaching will be directed to the concerns of employees and will be resolved through instructing them on necessary things they lack in their lives. Taking in consideration the mission and vision of the organization. In living a life that is cognizant to the needs of the times.	Administration Employees Faculty and Staff	With the coordination of the Human Resource Office , training and development shall be given with at least 95%-100% cooperation of the entire population of schools.
To Understand the best way to achieve goals is by following and knowing the directions and regulations of the organization. (Customer Focus)	“STAND to EXCEL “ Prioritizing the needs of the organization in the formation of a human person. It will include the development of individual towards the goals of the institution. The managers adhere to attain and achieve through the dissemination of information and at the same time following the regulations as mandated. Faculty members will create specific programs that shall enhance its members to do better, be better and realize better.	Administration Employees Faculty and Staff	Planning of “Awards of recognition and commendation to employees”. Citing the best things that they have rendered in the organization .
To Liberate the minds and be a productive member of the community and be a catalyst to change for self-improvement. (Learning and Change)	“LIVE the day, RATE the day” As a way of checking progress, there must be a gauge of how well a member of the organization manages to become productive of the tasks assigned or given. Creativity and productivity on work load assigned and how well the output turned out is one way of delivering results to the coaching style of the organization.	Administration Employees Faculty and Staff	The members of the organization hold to check their progress on a daily basis through project monitoring or individual monitoring skills through they are asked to submit to their superior and supervisors.
To Yield that “education is shared, learned and able to live with the mission of the organization”. (360 Degree Coaching)	“My VALUES my MISSION” The dignity to protect a healthy community that promotes healthy environment, embracing Catholic faith and keeping the Values incorporated by the institution with the core values it promotes: Faith integrity and service. The mission aims to uphold the potential of the employees as individuals who are ambassadors of the community. Managers are able to ask them help in the dissemination of Values through program goals and objectives as; “ Alay ko sa Kapwa ko sa mga kapatid na Preso “. “Tulong Espiritwal, renewal ng pagpapakatao” “lalay ang buhay sa makulay na pagllakbay”. Kay Kristo sigurado tayo.” Activities must reach out to common people of the society. To value life, to serve and teach them how to pray. More than the material possessions on eath , the aim of the mission is to serve God and help the community in building a humane individual empowered by the words of God.	Administration Employees Faculty and Staff	Enhancement of activities through participation and initiatives of the employees. They will be allowed to think of various activities and name it in various forms so as to incorporate values of the schools and the objectives that it wants to achieve. Participation of communities of teachers in different areas.
On Caring Leadership Culture			
To show Compassion when nurturing of feelings and acceptance and making sense of belongingness brightens up the mood of every employee and member of the organization.	“I CARE for you “Involve - Connect, Appreciate, Represent, Engage The welfare and security of members of the organization is the basis of staying factor in an institution. It is fitting to plan for the benefits of members for the longevity in the organization. Loyalty and dedication is a must. Mastery and tolerance is needed in the fulfillment of goals and objectives of member s of the organization. They must feel that the organization would want to keep them and make activities that will enhance their growth. Trainings and seminars, teambuilding and recreation	Administration Employees Faculty and Staff	Participation of the employees to various activities and events that will be set by the organization, Evaluation of the success of the event and Suggestion boxes. Employees are

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(Make others feel important/ Providing others safe spaces)	and other activities will help them be more productive in the organization they belong.		encouraged to put their suggestions to better understand them.
To Achieve / Accomplish particular standards that will set forth to values incorporation. (Self-leadership skills/ Psychological Determinants)	“We’re all in this Together” The involvement of the members of the organization in achieving their goals and then after giving awards for a job well done. This might be commonly done but on the different light the management must also ensure the mental health of the employees by at least adding a number of vacation leave. To include at least birthday leave. To let them enjoy family day entitlement. To foster advance self- care and development. To enhance growth through training and development program on mental health and career growth. The achievement of the goals of every organization is also based on the performance of the employees. This will cater and foster harmonious relationship among administration and employees.	Administration Employees Faculty and Staff	Participation in the team building activity at 95-100% success rate of enjoyment and involvement. Encourage employees for a training and development meeting to ask them the benefits they wanted to have or achieve. Peer counselling.
To be Resilient in times of challenges and as situation arises. It is taking a positive mindset to improve oneself as time changes and focus mainly to times of growth and development. (Building resiliency)	“What’s OP (portunity) - Madlang People” Create safe and supportive learning environments that will help the individual in achieving the level of progress and development, at the same time act with full confidence and comfort while in the service of the institution and community. In the most challenging times, support is the best action that can be shown to every employee. It shows the care, love and concern perceiving a good outcome with the setbacks as means of learning opportunities. OP portunities are benefits given to employees to self-development and progress.	Administration Employees Faculty and Staff	Employees set up’s portfolio for progress and development. Search and look for opportunities given by the Human Resource. Create a better vision on the activities and events that the institution is regarding for self-improvement.
To Empower employees to gain self-esteem in making decisions, and implement virtues and values as created by the organization out of their own life disposition. (Look for greatness in others/ Empower to make Decision)	“People POWER Revolution” Potential - Ownership – Willingness - Enrichment - Responsibility Relationships are always the building blocks to creating better societies. Communication is always at it’s prime to induce the best in every employee and individual in the organization; setting aside the roles they play, still they manage to be the best in what they do and that POWER rest from within. Potential employees will always to the best fit in the organization Ownership of the activities & events that will make the employees productive and creative Willingness to participate in all institutional endeavors Enrichment of the goals and objectives set forth by the institution Responsibility to carry all the necessary rules and regulations stipulated for the betterment of every individual in the organization	Administration Employees Faculty and Staff	Unleashing the possibility of the employees to render the best in them through the activity involvement and that they may suggest for the betterment of the organization. Sit and talk a while feels regarding possible implications of activities and brainstorm them as well. Participation of departments are mostly encouraged to get the desired effect.
To Strategize proper ground and define a roadmap in an educational practice to achieve success and school development (Involve others/ Lead the whole person)	“GOD will Make a WAY (Gods’ Plan is the best Plan) Guide the employees in serving the community and bringing the best capabilities for personal growth and development Optimize work load so that mental health is taken into consideration Devise a plan that will allow the employees better themselves (emotionally, physically, financially, spiritually) Widen goals and objectives that will incorporate justice and fairness to employees to better benefits Align program of specification/ specialization on the needs of the employees to better themselves Yearn to be the BEST in everything by making arrangements that will best serve the employees as humane individuals Strategy is an option most desired to plan and engage the members of the organization. It mobilizes resources to reach the goals of the organization at the same time makes the employees think with flexibility and also a tune to the various possibilities of shifting and making variations on approaches tasked by the organization. Strategies encourages independent learning which leads to improvement, innovation making it effective and efficient in time . It also aim to distinguish individuals growth through succession planning and make them a better individual.	Administration Employees Faculty and Staff	The management shall involve the employees in the committee so that they can further know and develop strategies to the achievement of goals. Eliminate the negative views and keep updated with the newest and the best solutions that can reach the entirety of the community especially of the employees welfare and development.

5. References

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