STRATEGIC PLANNING PROCESS AND TRANSFORMATIONAL LEADERSHIP OF HEADS OF GOVERNMENT SOCIAL WELFARE AGENCIES IN DAVAO CITY

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ABSTRACT

This was a descriptive-correlational study aimed at determining the strategic planning process alongside transformational leadership of heads of government welfare service agencies. The universal sampling used included all 100 office heads and employees of DSWD-XI and CSSDO Davao city. Statistical tools utilized were mean and standard deviation, pearson product moment correlation and multiple regression analysis. Salient findings indicated high levels of both strategic planning process and transformational leadership of heads of social welfare agencies. The correlation test revealed a strong relationship between variables. Regression analysis showed a combined influence of strategic planning process indicators over the transformational leadership of heads of social welfare agencies. It was also revealed that no specific indicator of strategic planning, in its singular capacity, can significantly influence transformational leadership. The study concluded that heads of offices of government social welfare agencies have the capacities to reform their organization into an excellent-performing agency. The study recommended that office heads at Department of Social Welfare and Development and City Social Service and Development Office should at all times manifest strategic planning processes as well as transformational leadership with all their indicators in order to reach very high level of capacities in those areas of competence.

Keywords: *strategic planning, transformational leadership, social service organizations, social welfare, Philippines*

INTRODUCTION

Effective strategic planning is essential for organizations to survive and make substantial contribution. However, while there have been great breakthroughs in other fields, there has not been any significant breakthrough in

the field of strategic planning to enable organizations in general to respond effectively to the challenges posed by the current and unfolding environment in which they exist (Malunga, 2007).

For one, DSWD have been plagued by negative feedbacks especially in the manner in which they deliver welfare services particularly during calamities. Example, COA reported that 7,527 Family Food Packs with an approximate cost of P2,784,900.00 meant for survivors of super typhoon "Yolanda" were lost to spoilage due to improper handling. This report was confirmed by none other than DSWD Secretary Corazon Soliman (Hegina, 2014). In another time, GMA News (2013) has reported ransacking and looting of relief goods from the DSWD compound in Davao City. These were the victims of Typhoon Pablo who came from Compostela Valley and other parts of Davao Oriental.

On the same vein, CSSDO's services are limited. People in the far-flung areas of Davao City, especially the Lumads, have not been served, pointing to an almost utter insufficient transportation or access to these areas for many years now (Ocampo, 2014). This may indicate lack of strategic planning by leaders.

The above statements put to question the leadership of the heads of government's social welfare agencies; the Department of Social Welfare and Development (DSWD) XI for the national level and City Social Service Development Office (CSSDO) of Davao City for the local level. These agencies envisioned to giving Filipino families an improved quality of life (DSWD, 2016; CSSDO, 2016).

DSWD has been bombarded by issues of inadequacy and insufficiency of the distribution of relief goods during typhoons Pablo and Yolanda (Calica, 2013). That may be an indication of poor strategic planning of the office. Not only that, no less than the Commission on Audit (COA) declared DSWD's epic failure of wasting food donations during the calamities, anomalous conditional cash transfer program, delays and shortcomings in the delivery of social services (Cabacungan, 2015).

With these accounts, a gap is clearly seen to have existed between what this agency envisioned to do from what it is actually doing. Strategic planning is somehow missing in the picture and so is transformational leadership. These depressing states of affairs in the leadership of welfare agencies of the government prompted the researcher to conduct this study in order to investigate the strategic planning processes and transformational leadership capacities of the heads of government welfare agencies.

The findings of this study may somehow confront the concerned personnel of government welfare agencies to take better actions in improving their leadership capabilities. Additionally, this study may, in one way or another, add to the very thin existing literature pertaining to strategic planning and transformational leadership in the welfare agencies of the government.

Research Objectives

This study aimed to determine the level of strategic planning process and transformational leadership of heads of government social welfare agencies. Specifically, this study pursued the following research objectives:

1. To determine the level of strategic planning process of heads of government social welfare agencies in terms of:
    1.1 institutionalizing the planning function;
    1.2 establishing the strategic foundation;
    1.3 conducting the strategic situational diagnosis;
    1.4 developing strategic plans;
    1.5 managing strategic plan implementation; and
    1.6 optimizing board development and utilization.
2. To determine the level of transformational leadership of heads of government social welfare agencies in terms of:
    2.1 individual consideration;
    2.2 intellectual stimulation;
    2.3 inspirational motivation; and
    2.4 idealized influence.
3. To determine the significant relationship between strategic planning process and transformational leadership of heads of government social welfare agencies.
4. To determine which indicator/s in the strategic planning process significantly influence transformational leadership.

Hypotheses

The null hypotheses in this study were tested at 0.05 levels of significance.

1. Strategic planning process is not significantly associated with the transformational leadership of heads of government social welfare service agencies.
2. No specific domain in strategic planning process can significantly influence transformational leadership.

Theoretical Framework

This study is anchored on three propositions. First, the proposition of Samad, Yusuf, Ahmed and Yakub (2015) that there is a significant, positive and reciprocal relationship between strategic planning and transformational leadership. This proposition suggests that the higher is the level of strategic planning, the higher is the level of trasformational leadership. The reciprocal

relationship also suggests that the increase in the level of transformational leadership will also result to the increase in the level of strategic planning.

Second, the proposition of Tipu, Ryan and Fantazy (2012) which claimed that strategic planning is one of the many expert traits of transformational leaders in that as strategic planners, they provide strategic foundation for their employees, encourages creativity and nurtures innovation. Third, the proposition of Geib and Swenson (2013) which asserted that strategic planning will effect positive transformations in those who follow transformational leaders.

In support of these propositions, the Strategic Futures Consulting Inc., (2009) averred that strategic planners have the capability of manifesting the following strategic planning processes: institutionalization of the planning function; establishment of the strategic foundation; performance of strategic situational diagnosis; development of strategic plans; management of strategic plan implementation; and optimization of the development and utilization of the strategic planning board. Similarly, Felfe, Tartler and Liepmann (2004) punctuated that transformational leaders exemplify the following leadership behaviors: individual consideration; intellectual stimualtion; inspirational motivation and idealized influence.

Applying these principles in government social welfare agencies, imply remarkable skills of heads of office in DSWD Field Office XI and the CSSDO in both strategic planning processes and transformational leadership.

Conceptual Framework

The conceptual framework of the study is shown in Figure 1. The independent variable is the strategic planning process Strategic Futures Consulting Inc., (2009) with the following indicators: *Institutionalizing the planning function,* which refers to taking formal responsibility in the planning process for their organization and establishing a set of defined planning procedures; *establishing the strategic foundation*, which refers to the established written mission statement of the organization, and that all heads and higher-level staff are aware of the mission and they understand it; *conducting the strategic situational diagnosis*, which refers to periodic gathering and analyzing of data about prospective clients and the internal and external factors that are affecting them, identifying both threats and opportunities of the program; *developing strategic plans*, which refers to the utilization of situational diagnosis in formulating strategic plan, based upon feasibility studies and risk/return criteria; *managing strategic plan implementation,* which refers to the implementation of action plans based upon the strategic plan decisions; and, *optimizing board development and utilization*, which refers to the provision of training for the aspiring board members/head, cultivating them to be effective leaders; and making an effective and efficient use of the board's individual and collective talent and time for an optimized strategic plan output.
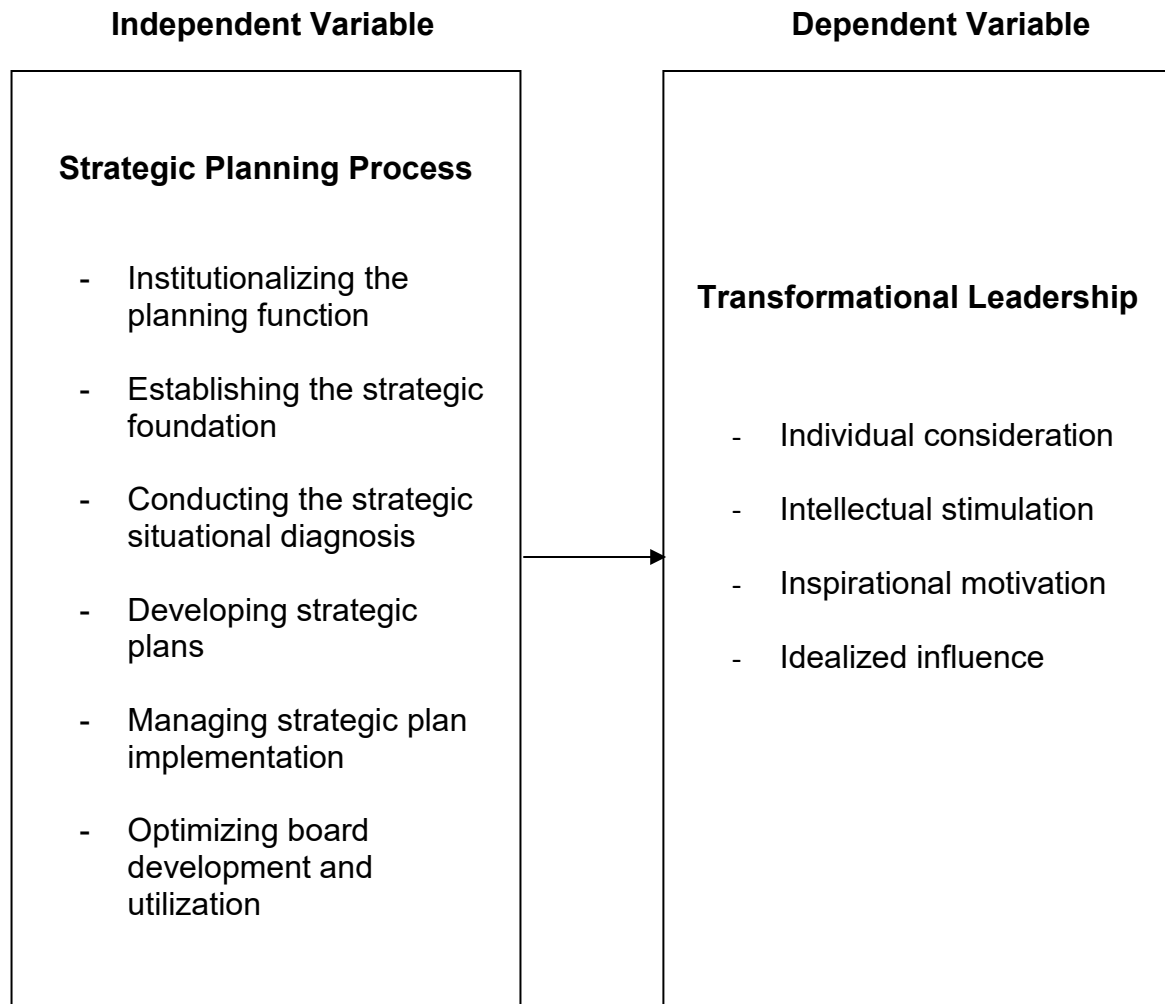
Independent Variable   **Dependent Variable**

Strategic Planning Process	Transformational Leadership

Strategic Planning Process

- Institutionalizing the planning function

- Establishing the strategic foundation

- Conducting the strategic situational diagnosis

- Developing strategic plans

- Managing strategic plan implementation

- Optimizing board development and utilization

Transformational Leadership

- Individual consideration

- Intellectual stimulation

- Inspirational motivation

- Idealized influence

Figure 1. The Conceptual Framework Showing the Variables of the Study

The dependent variable is the transformational leadership with the following indicators: *individualized consideration which* refers the time the leader spends for each colleague, promoting their individual development and treating every colleague with respect while coaching and directing them and showing them exemplary examples; *intellectual stimulation*, which refers to intelligent, rational and carefully thought of conflict/problem resolutions; critical thinking; innovative suggestions; and even simply hearing out and listening to ideas shared by subordinates; *inspirational motivation* refers to the leaders' optimism about the future, radiating enthusiasm with trust and confidence that goals can be achieved, and have attractive vision for the organization; and *idealized influence* which refers to the demand and promotion of high engagements based

on ethical and moral principles, mediating pride, respect and trust by placing the interest of those in background in the first place.

Significance of the Study

The outcome of the study would be beneficial to the administrators of DSWD and CSSDO in that this would inform them of their levels of strategic planning process and transformational leadership. Knowing this may help them maintain or improve in their leadership strategies, whichever the case.

NGOs and GOs may likewise benefit from this study because this would also trigger them to check their leadership styles and their level of practice of strategic planning in their offices. In addition, students of social work, whether in the baccalaureate of graduate studies may also benefit from this study because its findings may give them the idea to be adept in strategic planning as this is very useful in the field of social welfare, owing to the fact that planning is an essential part of every program that will be undertaken by DSWD and CSSDO where social workers are more likely to be employed.

To the University of Mindanao the findings of this study may somehow prompt the administrators and even the heads of the social work department to revisit and review the social work currilum both in the undergraduate and graduate programs to see if strategic planning and various leadership styles are incorporated. If not, necessary adjustments may be made to accommodate the offerings of these subjects.

METHOD

Research Design
The study utilized a quantitative non-experimental research design particularly a descriptive-correlation technique. This research design is seen fit for this study because the researcher would like to establish the relationships that might have existed between and among variables Lomax and Li (2013), and to draw conclusions of the study based on the interpretation of data using statistical means without controlling, manipulating or altering the predictor variables or subjects (Kowalczyk, 2014). Since this study is non-experimental, its findings may be generalizable of a larger population, to say the least. Also, a non-experimental study may have a high level of reliability and validity of results Green (2016).

Consequently, the researcher would also want to examine whether or not the relationship between the independent and dependent variables were reciprocal, or whether the strategic planning processes were significantly correlated with transformational leadership, specifically with the heads of government social welfare agencies.

Population and Sample

There were a total of 100 respondents in this study, fifty (50) from DSWD Field Office XI and fifty (50) from the CSSDO. Owing to their small number, respondents were universally selected to include heads and employees of DSWD under the Regional Operations Office XI, and all employees in the CSDDO. These respondents already spent at least 2 years in their respective offices.

The reason behind the selection of these respondents was their capability to logically answer the questionnaire. Most of these employees have by far been involved in the strategic planning activities of their departments, or the committees and programs where they were assigned. Therefore, they could rationally assess the strategic planning processes and transformational leadership of the heads of their departments, such as the operations managers and the supervisors.

Distribution of Respondents

Office	N	n	%
DSWD Field Operations Office XI	50	50	100
City Social Services Office, DC	50	50	100
Total	**100**	**100**	**100**

Research Instrument

A survey questionnaire was used in the gathering of the information that this study desired to achieve. Questions for strategic planning process were taken from the Strategic Planning Process Self-Assessment by Strategic Futures Consulting, Inc. (2009), while questions for transformational leadership were taken from the Scales of Transactional and Transformational Leadership by Felfe (2002). These questions were modified to fit in to the needs of this study.

The questionnaire in this study consisted of two parts. Part 1 dealt with *strategic planning process* that emphasized these indicators: institutionalizing the planning function; establishing the strategic foundation; conducting the strategic situational diagnosis; developing strategic plans; managing strategic plan implementation; and optimizing board development and utilization. Part 2 of the questionnaire dealt with *transformational leadership* that emphasized the following indicators: individual consideration, intellectual stimulation, inspirational motivation, and idealized influence.

Since the questionnaires were modified, they were submitted for validation and they earned a validity index of 3.57 with a verbal description of *good*, which meant that the valuators have approved the items in the questionnaires.

Additionally, one rating scale was provided for both questionnaires in order to guide the respondents in deciding for their choices. The rating of 5 for

Strongly Agree, 4 for *Agree*, 3 for *Somehow Agree*, 2, for *Disagree*, and 1 for *Strongly Disagree*. Similarly, to aid in the analysis and interpretation of the results a scale was also given which contained the range of means, descriptive levels, and interpretation. Only one basis of interpretation was used for both questionnaires.

Basis of Analysis and Interpretation for Supervision Styles Questionnaire

Range of Means	Descriptive Level	Interpretations
4.20-5.00	Very High	This means that the statement in the questionnaire regarding a strategic planning process is manifested at all times in the government welfare service office.
3.40-4.19	High	This means that the statement in the questionnaire regarding a strategic planning process is manifested most of the time in the government welfare service office.
2.60-3.39	Moderate	This means that the statement in the questionnaire regarding a strategic planning process is manifested sometimes in the government welfare service office.
1.80-2.59	Low	This means that the statement in the questionnaire regarding a strategic planning process is rarely manifested in the government welfare service office.
1.00-1.79	Very Low	This means that the statement in the questionnaire regarding a strategic planning process is never manifested in the government welfare service office.

Basis of Analysis and Interpretation of Transformational Leadership:

Range of Means	Descriptive Level	Interpretations
4.20-5.00	Very High	This means that the statement in the questionnaire regarding transformational leadership is manifested at all times in the government welfare service office.
3.40-4.19	High	This means that the statement in the questionnaire regarding transformational leadership is manifested most of the time in the government welfare service office.
2.60-3.39	Moderate	This means that the statement in the questionnaire regarding a transformational leadership is manifested ssometimes in the government welfare service office.
1.80-2.59	Low	This means that the statement in the questionnaire regarding transformational leadership is rarely manifested in the government welfare service office.
1.00-1.79	Very Low	This means that the statement in the questionnaire regarding transformational leadership is never manifested in the government welfare service office.

Data Collection

The study was started during the second semester of 2015-2016 and was finished in the same semester also. The researcher followed certain protocols in collecting data for the study. *First*, the researcher sought the approval of the directors of DSWD Region XI and CSSDO in Davao City through a letter of permission written by the researcher and duly noted by the dean of the graduate school**.** *Secondly*, the approved letter from the directors of both offices were relayed to the managers/supervisors of the identified respondents and a schedule for the administration of the questionnaire was then agreed. *Third*, the administration of the questionnaire took place as scheduled. Some respondents were able to immediately finish answering the questionnaire and so these were

retrieved at once. However, there were respondents who were unable to answer the questionnaire right away due to their busy schedules, and so the researcher waited for one week for the respondents to finish answering the questionnaire after which the same were retrieved. Tabulation, analysis and interpretation of data followed.

RESULTS AND DISCUSSION

This chapter shows the results of the study based on the data collated from the questionnaire. Topics are arranged accordingly based on subheadings: Level of strategic planning process of heads government social welfare agencies; Level of transformational leadership of heads of government social welfare agency; Significance of the relationship between strategic planning process and transformational leadership; and Predictors of transformational leadership. Data that are presented in tabular forms are also explained.

**Level of Strategic Planning Process of Heads of
    Government Social Welfare Agencies**

Data on the level of strategic planning process of heads of government social welfare agencies was presented in Table 1. The overall mean score was described as very *high* level at 4.42 with an overall standard deviation of .44. The overall standard deviation value described the almost uniform responses of the respondents on each item in the questionnaire.

The table also reveals that two indicators of strategic planning process got very high mean scores. These were: *Institutionalizing the planning function* with a mean score of 4.61 and a SD of .54; and *Establishing the Strategic Foundation* with a mean score of .54 and a SD of.45. However, four indicators for strategic planning got high mean scores. These were the following: *Conducting the strategic situational diagnosis* with a mean score of 4.41 and a SD of .53; *Managing Strategic Plan*

Table 1
Level of Strategic Planning Process of Social Welfare Agencies

Indicators	Std. Deviation	Mean	Descriptive Level
Institutionalizing the Planning Function	.54	4.61	Very High

Establishing the Strategic Foundation	.45	4.54	Very High
Conducting the strategic situational diagnosis	.53	4.41	Very High
Developing Strategic Plans	.56	4.33	Very High
Managing Strategic Plan Implementation	.52	4.42	Very High
Optimizing Board Development and Utilization	.56	4.35	Very High
Overall	**.44**	**4.42**	**Very High**

Implementation which got a mean score of 4.42 and a standard deviation of .52; *Developing Strategic Plans* that got a mean score of 4.33 and a standard deviation of .56; while *Optimizing Board Development and Utilization* got a means score of 4.35 and a standard deviation of .56.

**Level of Transformational Leadership of Heads
of Social Welfare Agencies**

It is interesting to note that all indicators of transformational leadership got high mean scores that likewise resulted to an overall very high mean score of 4.34 with a standard deviation of .60.

Looking at the scores per indicator in Table 2, it can be seen that *Inspirational motivation* got a mean score of 4.41 with a standard deviation of .64; followed by *Individual consideration* that got a mean score of 4.40 and a standard deviation of .68. The indicator *Intellectual stimulation* was next with a mean score of 4.31 and a standard deviation value of .71. Finally, *idealized influence* was an indicator that came last in the order with a 4.24 mean score and a standard deviation of .65.

All means scores indicated a very high level of transformational leadership of the heads of government social welfare agencies. Moreover, the standard deviation values indicated that respondents have more or less varied answers to each item in the questionnaire, which would also tell their varied assessments of the transformational leadership style of their managers or supervisors.

Table 2
Level of Transformational Leadership of Heads of Social Welfare Agencies

Indicators	Std. Deviation	Mean	Descriptive Level
Individual Consideration	.68	4.40	Very High
Intellectual Stimulation	.71	4.31	Very High
Inspirational Motivation	.64	4.41	Very High
Idealized Influence	.65	4.24	Very High
Overall	**.60**	**4.34**	**Very High**

Significance Relationship between Strategic Planning Processes and Transformational Leadership

The result of the test of correlation is presented in Table 3. The overall result showed a computed r-value of 0.587 and a *p*-value of 0.000. The *p*-value set for this study was 0.05. Since *p*-value 0.000 indicated strong evidence against the null hypothesis, thus, the null hypothesis was rejected. This means that a strong relationship existed between the independent and dependent variables, which in this study refers to the strategic planning processes as the independent variable, and transformational leadership of heads of government social welfare agencies as the dependent variable.

Table 3
*Significance Relationship between Strategic Planning Processes
and Transformational Leadership*

Strategic Planning Process *(Independent Variables)*		Transformational Leadership *(Dependent Variables)* Overall
Overall	Pearson Correlation	0.587
	Sig. (2-tailed)	0.000

Critical r = 0.126
*. Correlation is significant at the 0.05 level (2-tailed).

Regression Analysis on the Influence of the Strategic Planning Process on the Transformational Leadership of Heads of Social Welfare Agencies

Table 4 presented the result of the regression analysis on the influence of strategic planning process on the transformational leadership of heads of government social welfare agencies. The table revealed the beta coefficients of the independent variable, such as: Institutionalizing the Planning Function, 0.044; Establishing the Strategic Situational Diagnosis, .197; Conducting the Strategic Diagnosis, -0.096; Developing Strategic Plans, 0.204; Managing Strategic Plan Implementation, .164; and Optimizing Board Development and Utilization, .196.

The result revealed that the combined indicators of the independent variable, *strategic planning process*, had an influence on the dependent variable, *transformational leadership*, as evidenced by a *p*-value of 0.000 (p<0.05) of the model. However, no specific domain or indicator of strategic planning process can significantly influence transformational leadership in singular capacity as evidenced by individual p-values of more than 0.05 significance level.

Furthermore, the coefficient of determination or R-square was .369, which showed that the variation in the level of transformational leadership of heads of government social welfare agencies was influenced by strategic planning process by 36.9%. This indicates that 63.1% of the variation in the level of transformational leadership is due to other variables uncovered in this study.

Table 4
Regression Analysis on the Influence of the Strategic Planning Process

on the Transformational Leadership of Heads of Social Welfare Agencies

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	13.118	6	2.186	9.070	.000[b]
Residual	22.419	93	.241		
Total	35.537	99			

1	R = .608[a]	R-Square= .369	Adjusted R Square = .328	Std. Error of the estimate = .49098

a. Dependent variable: Transformational Leadership
b. Predictors: (Constant), Optimizing Board Development and Utilization, Institutionalizing the Planning Function, Managing Strategic Plan Implementation, Conducting the Strategic Situational Diagnosis, Establishing the Strategic Situational Diagnosis, Developing Strategic Plans
c. Coefficients[a]

Model	Standard Coefficients (Beta)	T	Sig.
Constant		1.398	.165
Institutionalizing the Planning Function	0.044	.351	.726
Establishing the Strategic Situational Diagnosis	.197	1.430	.156
Conducting the Strategic Diagnosis	-0.096	-0.702	.484
Developing Strategic Plans	0.204	1.446	.151
Managing Strategic Plan Implementation	.164	1.309	.194
Optimizing Board Development and Utilization	.196	1.644	.104

a. Dependent Variable: Transformational Leadership

Level of Strategic Planning Process of Social Welfare Agencies

The overall level of strategic planning process of social welfare agencies got an overall rating of very high. This means that the employees of DSWD Field Office XI and CSSDO were amenable that their heads of offices manifested at all time of the following strategies in their planning processes, such as: Institutionalizing the planning function; Establishing the strategic foundation; Conducting the strategic situational diagnosis; Developing strategic plans; Managing strategic plan implementation; and Optimizing board development and utilization.

Hassan (2010) explained that since a strategic plan is made in order to address a long-term goal, therefore top management officials should be the ones to undergo the whole planning process, to which Rothaermel (2012) resonated that planning for an organization entails careful formulation of courses of action in relation to the goals and objectives of the organization because the outcomes of the plans could impact the organization as well as the clienteles that it serves. The course of actions would either make or break them. Hence, care should be exercised.

Kukreja (2013) emphasized that the determination to institutionalize the planning function of the leaders essentially boils down to the issue of commitment, that, whether the leaders of the organization are truly committed to the effort, and whether they are able to devote the necessary attention to the big picture of the organization.

The first indicator of strategic planning is institutionalizing the planning function. It got an overall rating of very high. This means that all the leaders of DSWD and CSSDO are involved in the strategic planning process, particularly in assigning lead personnel or team in order to see to it that plans were satisfactorily implemented. They also devised standards for monitoring the implementation of the plan, and giving rewards to individuals who have successfully performed and implemented the plan. Moreover, the respondents noted that the heads of their department optimized the development and utilization of the board by training aspiring board members to become strategic planners and effective leaders.

The respondents agreed that their office heads institutionalized their planning function by taking formal responsibility in the planning process for their organization and establishing a set of defined planning procedures. They also agreed that their office heads established a strategic foundation in their planning processes by putting forth a written mission statement to this effect, and enjoining all concerned personnel to collaborate in defining the goals and

objectives of the department. And that, in developing strategic plans, their office heads considered situational diagnosis in formulating strategic plan options, taking into consideration the feasibility, risk and return criteria that may result in taking such options.

The heart of DSWD and CSSDO as social welfare agencies is institutionalizing the planning function and establishing the strategic foundation of the organization, and the very high level of rating given by the respondents in this area of competency means that respondents were amenable that strategic planning process as a whole was manifested all the time by their heads of offices.

An example of this would be the team-up between DSWD and the Agencia Española de Cooperacion Internacional para el Desarollo (AECID). The purpose of the partnership was for the implementation of a project dubbed as Local Empowerment and Development towards Good Governance (LEaDGov) aimed at granting capacity-building trainings to local government units (LGUs) for enhanced governance and development planning. The team-up did not just happen overnight, but it was conceived by a series of planning events by both parties considering the courses of actions that may be taken by both teams and the possible outcomes of those actions Official Gazette of the Republic of the Philippines (2013).

In other words, institutionalizing the planning process means that heads of these organizations have translated their organizations' code of conduct, mission, policies, visions, and strategic plans into courses of action germane to the daily activities of all employees in the organization so that fundamental values and objectives of the organization can become part of the employees' and the organization's culture.

Similarly, the second indicator of strategic planning which is establishing the strategic foundation was rated very high level by the respondents. This means that the respondents agreed that their organization has an established written mission statement, and that all heads and higher-level staff are aware of the mission and they understand it. Their overall rate of response also manifested their agreement that their organization has identified both short and long term goals which are contextually quantifiable, observable and doable. They agreed that the goals of their organization are research-based and are measurable by actual performance. Lastly, the respondents were one that their heads of offices effectively participated in setting the goals of their organization. The result further means that at all the time, actions of the heads of offices are geared towards the fulfillment of the vision, mission, and goals of the organization.

For example, the Department of Social Welfare and Development (DSWD) envisions an empowered society and an improved quality of life for the disadvantaged sector. Its mission is to develop, implement and coordinate social protection and poverty reduction solutions for and with the poor, vulnerable and disadvantaged, anchored on its values of respect for human dignity, integrity, and service excellence (DSWD, 2016).

Similarly, the vision and mission of the City Social Services and Development Office (CSSDO) is committed to improving the quality of life of the disadvantaged citizens by providing them a far-reaching, well-organized delivery, and gender-fair social services through a competent social service team and the valuable assistance of DSWD.

David (2009) stressed the importance of having the vision, mission, and goals in place; that with the mission and vision statements fully in place, the organization can take an important step towards creating a shared, coherent idea of what to strategically plan for.

The third indicator of strategic planning process is conducting strategic situational diagnosis. It has an overall rating of very high. This means that the respondents were one in claiming that their heads of office conduct the strategic planning regularly. In conducting situational diagnosis, both DSWD and CSSDO observe a common process. These are following; firstly, periodic gathering and analyzing of data about their prospective clients and the external factor that are affecting them; secondly, identifying both threats and opportunities of the program; third, detailed analysis of clients or other geographic and/or demographic and/or psychographic segments; fourth, compare performance and operational characteristics with other social service providers; fifth, demographic and behavioral trends of the prospective clients; sixth, assessment of the means of service deliveries, technologies, procurement and the like; and lastly, assessment of the cost, availability of funds, and the policies that go with it (PAHRODF, 2012).

As far as conducting situational analysis is concerned, CSSDO does it on an annual basis. Plans that will be implemented for the coming year are based from the strategic plans already formulated. The purpose of conducting new strategic planning activities, even if a previous plan was already in place the previous year, is to see to it that the plan is still good for the year that it will be implemented. And in order to make necessary changes if there are still things to be changed or added in order to fit in with the present demands (CSSDO, 2016).

This process is in congruence with what Johnson, et al. (2008) stressed that situational diagnosis means getting hold of current information about the organization's strengths, weaknesses, and performance, highlighting significant concern faced by the organization and the plan that it must strategically address,

like; funding issues, new program opportunities, changing regulations or changing needs in client population, etc.

In the same manner, other indicators of strategic planning process, namely; developing strategic plans; managing strategic plan implementation; and optimizing board development and utilization got an overall rating of very high. This means that respondents agreed that these strategic planning processes is done at all times by their office heads. This implies that the DSWD and CSSDO employees assessed their heads of offices possessed a very high competency in developing strategic plans and this well be maintained to provide quality service.

In developing strategic plans, the respondent-employees of both DSWD and CSSDO maintained that their heads of office utilized situational diagnosis to formulate strategic plan options considering such factors as performance options, cost reduction, alternative suppliers, production improvements, field penetration options, cost/promotion, market expansion, segmentation, restructuring, product/ service enhancement options. The heads of office all of the time, base their decisions on feasibility and risk/return criteria.

Lorenzen (2006) pointed out that further information/data will be required, or that a reassessment will be needed in order to arrive at a precise conclusion. In some instances, strategic plans may even change the thrust of the mission statement of the organization. Lorenzen encouraged planners to have the courage to always review earlier steps in the process in order to take advantage of any available information/data that would result to the best possible plan.

In managing strategic plan implementation, the respondents agreed that at all times, their heads of office would do the following actions in managing the implementation of the strategic plan: Implement action plans based upon the strategic plan decisions; Clear assignment/delegation of responsibility to a person or a team; Allocate sufficient resources for the implementation of the plane; Set a clearly defined and measurable performance standards for each plan element; Develop an organized system for monitoring performance; Review, monitor, and revise data regularly, or as appropriate; and Reward person/team for successful implementation and performance.

The ability of the DSWD personnel to manage the implementation of their plans of action has often been challenged. Considering the fact that DSWD serves both as the steering and the rowing division of the national government in its efforts to continuously look for stability of its projects and operations, its work is not as simple as one-two-three. The top management is always faced with issues of efficiency and effectiveness in applying the performance management system along with the expanding set of accountabilities and responsibilities PAHRODF (2012).

Recently, the mounting anticipation for DSWD to perform added to its pressure the current spreading-out of the KALAHI-CIDSS-NCDDP and the Modified Conditional Cash Transfer (MCCT or 4Ps). Owing to the increase in the budget of DSWD, the institution's accountability and responsibility entrusted to deliver its services is also increased.

Falshaw, et al. (2006) stressed the importance of reviewing and monitoring the plan once it is instigated in order to assess all elements and outcomes of the plan. Moreover, the DIY Committee Guide (2016) advised that the planning committee should agree firsthand on the schedule of monitoring and the manner by which to monitor. The planning committee should use reports against its annual operational plans to review progress towards meeting the strategic aims and objectives.

DIY Committee Guide (2016) enumerated the manner by which to review a strategic plan during its implementation: The committee should: Ensure that activities are kept within the parameters of the agreed strategic aims and objectives; Ensure that activities are consistent with organization's vision, mission and values; Use the information collected to show the public benefit the program is having; and keep under review internal and external changes which may require adjustments to the organization's strategy or affect their ability to achieve their objectives.

Likewise, optimizing board development and utilization was very high by the respondents. This means that the heads of office at DSWD and CSSDO have manifested at all times the following strategic planning actions most of the time: Providing training for the aspiring board members/head, cultivating them to be effective leaders; and making an effective and efficient use of the board's individual and collective talent and time for an optimized strategic plan output.

Poister (2010) declared that every person in the organization plays a vital role in strategic planning though differing in the magnitude of responsibilities. Top managers have the most decisive responsibilities; middle managers and other employees in the lower echelon also have other responsibilities crucial to the process. This made Henry (2008) to bring effective communication systems into the picture. He said that effective communication is necessary in coordinating all the persons involved in the strategic planning process to make sure that they share and understand the same vision, mission, goals and objective of the task they are in charge to do.

Baile (1998) conducted a study which explored the strategic planning processes in the federal agencies in order to find out the difficulties that federal agencies experience when undertaking strategic planning efforts. The results revealed that relationship between the degree of public-ness of the agency and

the difficulties encountered in the strategic planning process. Additionally, the results revealed that competency of key leaders in strategic planning were very high.

This is also true with the heads of welfare agencies being investigated in this study. Due to the intricacies of strategic planning processes of DSWD, the Human Resource and Organizational Development (HROD) of both Philippines and Australia have come up with a competency checklist for strategic planning. The list include a 10-point competency skill inventory for operational managers: Defining elements of an effective performance management system; Cascading organizational results into individual performance targets; Formulating results-based performance indicators; Monitoring and evaluating staff performance; Coaching and mentoring; Conducting performance discussions; Assessing performance gaps; Identifying appropriate interventions to address performance gaps; Providing effective feedback on performance; and Linking performance management with employee development and rewards (PAHRODF, 2012).

Level of Transformational Leadership of Heads of Government Social Welfare Agencies

The transformational leadership of heads of DSWD and CSSDO is very high. This was the consensus of the respondents of this study who are under the headship of either of the agencies under scrutiny. This means that at all time, heads of these agencies manifest the skills in transformational leadership in the following actions: individual consideration; intellectual stimulation; inspirational motivation; and idealized influence.

As an indicator of transformational leadership, individual consideration was rated very high by the respondents. This means that they were amenable that all of times their heads of office have manifested actions of being a transformational leader. These actions include: Taking time for each colleague; promoting individual development; treating every colleague with respect; coaching and directing; and showing exemplary examples.

That is exactly what Tipu, Ryan and Fantazy (2012) described a transformational leader; the ones who can provide vision and motivation to employees, and help to implant in organizational culture of creativity, innovation, and risk-taking.

Corollary to the above statement, Bass and Riggio (2006) added that transformational leaders pay special attention to each individual follower's needs for achievement and growth by acting as adviser, coach or mentor. These acts by the leaders can cause subordinates and members to develop higher level potentials. Individualized consideration is evident when new learning

opportunities are created alongside a supportive environment. Recognition of individual differences in terms of needs and desires are equally important. This gives room for individual differences and recognizes the uniqueness of every individual. The leader delegates tasks not only because it is the work of an employee but also because the leaders want the employee to grow in mastery of his field. Once tasks are delegated, leaders should also sincerely monitor whether the employee needs further support/reinforcement with the given task.

Moreover, intellectual stimulation as indicator was also valued very high by the respondents. This means that heads of social service organizations are assessed by their employees in matters pertaining to intelligent, rational and carefully thought of conflict/problem resolutions; Critical thinking; Innovative suggestions; and even simply hearing out and listening to ideas shared by subordinates.

This result in this study coincides with the concept of Bass and Riggio (2006) that transformational leaders are able to show their followers new ways of looking at problems. Bodla and Nawaz (2010) as well as Koontz and Weihrich (2008) who emphasized that such leaders encouraged their followers to use modern thinking/approach to deal with conventional problems and they give ear to differing ideas.

In the same manner, inspirational motivation was rated very high by the respondents. This means that the DSWD and CSSDO employees very highly assessed the inspirational motivation being displayed by the heads of social welfare agencies. The respondents were in consensus that their heads of office manifested inspirational motivation in their leadership at all time by being optimistic about the future, radiating enthusiasm with trust and confidence that goals can be achieved, and have attractive vision for the organization. These characteristics of inspirational leaders are just a few of those mentioned by James (2012) after he conducted interviews with thousands of executives.

James (2012) aptly described the traits of inspirational leaders with seven short themes: 1) Purpose – inspiring leaders help other people succeed in their aspirations. 2) Giving back – leaders who inspire members feel obliged to 'give back' to the world through charitable works. 3) Gratitude – inspiring leaders are deeply grateful for what they have and they achieved, not comparing themselves to others. 4) Beliefs and values – inspiring leaders treasure their beliefs that permeate everything they say and do. 5) Empathy – inspiring leaders care about people. They feel obliged to help the less fortunate. 6) Team focus – inspiring leaders acknowledge team effort and share the credit with everyone on the team. 7) Energy – inspiring leaders uplift all members on the team, giving them the enthusiasm to work with them.

Similarly, Bass and Riggio (2006) described inspirational leaders as individuals who are effective communicators and who attract other people towards the vision of the organization. They are able to smoothly communicate a vision with poise, with greater than ever cheerfulness and passion, and giving motivating discussions that invigorate others to work toward the vision.

Cheerfully, these traits of leaders pointed out by Bass and Riggio (2006), Bodla and Nawaz (2010), James (2012) and Koontz and Weihrich (2008) are existing in social welfare organizations like DSWD and CSSDO as evidenced by the very high rating given by the respondents in those leadership traits.

Corresponding to the ratings of other indicators of transformational leadership, idealized influence was also rated very high by the respondents. This means that the employees of the operations department of DSWD and CSSDO acknowledged that their heads of office that at all times manifested traits like: Demanding and promoting high engagements based on ethical and moral principles; and mediating pride, respect and trust by placing the interest of those in background in the first place.

In the words of Breaux (2014), idealized influence leadership can be translated to a supportive, mentoring, and empowering leadership and effective management skills and expertise that will ensure positive community service support. For example, the results of the study conducted by McGuire and Kennerly (2006) in a non-profit hospital revealed that nurse managers have higher idealized influence than staff nurses and identified the positive outcome and job satisfaction from this transformational leadership factor.

In another scene, Moe, Pappas and Murray (2007) interviewed the healthcare staff at the King Hussein Cancer Center (KHCC) and they concluded that idealized influence had a significant impact upon the positive attitudes and motivation of staff within KHCC. They highly recommended idealized influence as a leadership methodology to be applied in globalized healthcare environments.

To put these all together, individualized consideration, intellectual stimulation, inspirational motivation and idealized influence illustrate the transformational leadership model espoused by Bass and Avolio (1994). These advocates interposed that regardless of their organizational position, transformational leaders should always apply these four in order to influence and motivate others from a distance (Bass and Avolio, 1978; Breaux, 2014; Burns, 2009; Nayab and McDonough, 2010).

The results of the study reiterated the effective application of transformational leadership style of the heads of office in DSWD and CSSDO. To prove this, both agencies have been awarded for their achievements. As

evidences to that, Davao City, through the cooperation and coordination with the City Social Service and Development Office has been winning the Presidential Award for the Most Child Friendly City since 1988. The same title was won in 1999, 2013, and 2014. In 2015, the same award was won by Davao City under the highly urbanized city category making it the fifth time for Davao City to receive the same award. This award was the result of the joint efforts of the different local government units and non-government organizations in effectively implementing programs for the welfare of the children in the city (Labrador, 2015).

In the same way, the Department of Social Welfare and Development (DSWD) in Davao Region bagged three major awards during the agency's 65th Founding Anniversary on February 2016. Particularly, Davao City's Second District Action Team was cited as implementer of the Best Convergence Initiative Tejano (2016).

Significance Relationship between Strategic Planning Processes and Transformational Leadership

The test of correlation disclosed that strategic planning processes and transformation leadership, with all their indicators, are directly correlated. This finding led the null hypothesis to be rejected. The direct correlation between the two variables means that when the level of strategic planning processes is very high, the level of transformational leadership tends to be very high also.

The result implies that heads of office of DSWD Field Office XI and CSSDO are strategic planners and transformational leaders. They are leaders who stimulate and inspire their followers to achieve outcomes beyond the ordinary, while developing their own leadership capacities in the process. They are leaders who empower members to grow and develop leadership capacities so they would become effective leaders as well in the future. Moreover, the result implies that the heads of office of DWSD and CSSDO are strategic planners.

The result of the test of correlation affirmed the propositon of Samad, Yusuf, Ahmed and Yakub (2015) that there is a significant, positive and reciprocal relationship between strategic planning and transformational leadership. The positive and reciprocal relationship implies that the rise in the level of strategic planning process will also result to the rise in the level of transformational leadership ad vice versa.

Regression Analysis of Indicators that Significantly Influence Transformational leadership of Heads of Government Social Welfare Agencies

The result of the regression analysis revealed that no specific domain or indicator in the independent variable, *strategic planning process*, can significantly influence transformational leadership in their singular capacity, however, the test revealed that the combined indicators of strategic planning process had an influence on the dependent variable, transformational leadership.

This means that all indicators of strategic planning process, namely; Institutionalizing the planning function; Establishing the strategic foundation; Conducting the strategic situational diagnosis; Developing strategic plans; Managing strategic plan implementation; and Optimizing board development and utilization should be practiced at the same time by top managers/heads of offices in order to have an impact on their transformative leadership style, otherwise, no influence or impact would be felt if one or more indicators of strategic planning are left out.

On the whole, the result of regression analysis failed to reject the null hypothesis which claimed that no specific domain in strategic planning process significantly influences transformational leadership because only the combined indicators of strategic planning process had an influence on transformational leadership of heads of office of DSWD Field Office Region XI and CSSDO, as this study revealed.

Conclusion

The conclusions given herein are derived from the findings of the study. The study concludes that the overall level of both strategic planning processes and transformational leadership of heads of social welfare agencies are very high; and that a strong relationship or association exists between strategic planning process and transformational leadership; and the combined influence of all indicators of strategic planning process on transformational leadership is significant.

The researcher further concludes that heads of offices of DSWD Field Office XI and CSSDO are highly skilled in strategic planning and have equally high levels of transformational leadership traits. Based on the literatures reviewed, the study concludes that these leaders have the capacities to reform their organization into an excellent-performing service welfare agency. This affirm the proposition of Tipu, Ryan and Fantazy (2012) which claimed that strategic planning is one of the many expert traits of transformational leaders in that as strategic planners, they provide strategic foundation for their employees, encourages creativity and nurtures innovation. Moreover, the results also affirmed the proposition of Geib and Swenson (2013) that strategic planning will effect positive influence on those who follow transformational leaders.

Recommendations

The recommendations presented herein are based on the findings and conclusions of the study.

The findings of the study revealed that heads of office of DSWD and CSSDO were given very high ratings for both variables. Owing to that result, it is strongly recommended that the heads of office of DSWD and CSSDO manifest strategic planning as well as transformational leadership with all their indicators at all times in order to maintain very high level in those areas of competence.

Similarly, since the study revealed a strong relationship between strategic planning and transformational leadership and that strategic planning process is a predictor of transformational leadership. Therefore, it is highly recommended that heads of office of both service welfare agencies should maintain a very high level of strategic planning processes. It is important that heads of office should be able to maintain their level of strategic planning process in order to keep a safe distance from being complacent that would lead to the interface of strategic planning and transformational leadership. In other words, heads of office can afford to be complacent with their present level of strategic planning as this bring a positive impact on the whole organization.

Finally, it is also recommended that researchers conduct a study with the same nature as this, relating with variables other than strategic planning. The results of their study my also validate the finding of this study.

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