

## **Charismatic Leadership of School Heads and School Organizational Climate as Predictors of Well-Being of Teachers**

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### **Abstract**

Teachers face situations that can affect their well-being. Teacher's well-being is important as it influences their working conditions. The aim of the study was to identify if charismatic leadership and school organizational climate are predictors of well-being. Particularly, this study sought answers to the following objectives: to describe the level of charismatic leadership, to determine the level of school organizational climate, to ascertain the level of well-being, to find out the significant relationships between charismatic leadership and well-being, and school organizational climate and well-being, and to identify if charismatic leadership and school organizational climate are predictors of well-being. Utilizing non-experimental, quantitative design using the descriptive correlation technique data were obtained from 305 respondents who are public elementary school teachers from the 2 identified districts-Baganga North and Baganga South. The researcher utilized total enumeration sampling technique and statistical tools mean, Pearson r, and regression analysis. From the results of the study, it was found that there are very high levels of charismatic leadership of school heads, school organizational climate, and well-being. Moreover, there is a significant relationship between charismatic leadership of school heads and well-being. Also, there is a significant relationship between school organizational climate and well-being. Further, charismatic leadership of school heads and school organizational climate are significant predictors of well-being. The conclusions of the study clearly align with the notion that charismatic leadership and school organizational significantly predict well-being. The conclusions are consistent with the anchor theory, the Self-Determination Theory (SDT) by Deci and Ryan (1985) which posits that an open awareness may be valuable in facilitating the choice of behaviors that are consistent with one's needs, values, and interests. Lastly, the results of the study are supported by the Charismatic Leadership Theory by Weber (1947), and the Social Exchange Theory by Blau (1964).

*Keywords: education, charismatic leadership, school organizational climate, well-being, correlation, survey, Philippines*