#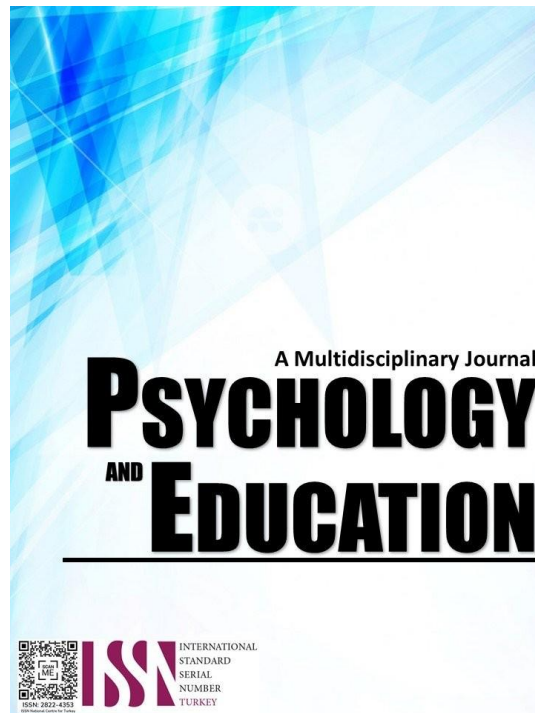 LEADERSHIP STYLES, COMMITMENT, AND COMMUNICATION STYLES AMONG THE TOP MANAGEMENT OF THE PHILIPPINE ARMY: IMPACT ON THE ENGAGEMENT OF SOLDIERS

Leadership Styles, Commitment, and Communication Styles among the top Management of the Philippine Army: Impact on the Engagement of Soldiers

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Abstract

This study aimed to develop a structural model describing the impact of leadership styles, commitment, and communication styles on soldiers' engagement across varied military operational environments. After scientific validation and reliability tests, questionnaires were used as data-gathering tools. Data for this descriptive-correlational and causal-comparative research design were gathered from the 307 active-duty soldiers from the Philippine Army infantry units in Mindanao and Visayas regions. Data were analyzed using descriptive and inferential statistics such as Pearson-product moment correlation, multiple regression, and structural equation modeling. Results revealed that higher subordinate participation in decision-making and improved task-welfare tradeoffs have increased leadership effectiveness. Leadership and communication styles and commitment have significant relationships with soldiers' engagement. The higher the levels of confidence and decisive leadership, clear and consistent communication, and a balanced approach toward leadership styles, the better the soldiers' engagement in the Philippine Army. This translates to increased operational efficiency and readiness. Confidence and decisiveness, general communication, and transformational and transactional leadership are the best predictors of soldiers' engagement. Moreover, structural model 3 is the best-fit model that is anchored on leadership styles, commitment levels, and communication styles. This model is called as Micarandayo's Model of Soldiers' Engagement in the Philippine Army.

Keywords: *leadership styles, commitment, communication, soldiers' engagement, structural model, Philippine Army*

Introduction

Effective leadership, unwavering commitment, and clear communication are critical elements within any organization, especially in the military. The success of military operations, whether in combat or non-combat missions, relies heavily on soldiers' engagement and morale. Top management's leadership approach, commitment level, and communication styles directly influence these factors. Soldiers led by competent and dedicated leaders are more likely to exhibit high levels of motivation, dedication, and willingness to go above and beyond their duties.

Soldiers' engagement is a multifaceted concept encompassing emotional, cognitive, and behavioral aspects. It is crucial in fostering a cohesive and motivated force (Rybakovaitė et al. (2021). When highly engaged, soldiers demonstrate increased commitment, enthusiasm, and resilience in the face of challenges. On the other hand, disengaged soldiers may experience decreased motivation, lower productivity, and potentially compromised mission success. Effective leadership in the military extends beyond mere authority and rank; it encompasses a wide range of traits and competencies that inspire trust, loyalty, and a shared sense of purpose among soldiers (Stanislavov & Ivanov, 2014). Military leaders with strong character, strategic vision, and emotional intelligence are better equipped to navigate the complexities of military operations and cultivate a culture of engagement.

The commitment level demonstrated by military top management acts as a powerful driving force that permeates the ranks. Leaders who display unwavering dedication to the mission, respect for their subordinates, and a willingness to lead by example instill a strong sense of purpose and motivation in their soldiers. When soldiers witness their superiors' steadfast commitment to the cause, they are more likely to reciprocate with heightened engagement and a resolute determination to succeed. Effective communication is another critical factor that shapes soldier engagement. Top military leaders must possess the ability to articulate a clear vision, provide concise directives, and foster an environment of open dialogue. Effective communication ensures operational clarity and promotes trust and understanding between leaders and their subordinates. By actively listening to concerns, addressing issues transparently, and maintaining open lines of communication, top management can create an inclusive environment where soldiers feel valued and empowered to contribute their perspectives. The communication styles employed by top leaders can significantly influence the overall organizational climate and, consequently, soldier engagement (Campbell et al., 2015). Leaders who adopt a participative and collaborative approach, encouraging input and feedback from their soldiers, are more likely to cultivate a sense of ownership and investment among their ranks.

The profound impact of leadership, commitment, and communication styles among top military management is not limited to theory; it manifests in tangible outcomes across diverse operational contexts and geographical regions, including the Philippines. The Philippine Army, with its long-standing tradition, has been shaped by the interplay of these critical factors.

Throughout its history, the Philippine Army has faced numerous challenges, ranging from natural disasters and territorial disputes to internal conflicts and external threats. In such dynamic and demanding environments, the engagement and morale of Filipino soldiers have often been tested, underscoring the crucial role of effective leadership, unwavering commitment, and clear communication from top brass. The Philippine Army's response to the devastating Typhoon Haiyan in 2013 and its involvement in multinational

peacekeeping operations are compelling examples of these factors' importance (Bollettino, 2016). The leadership exhibited by top commanders, their commitment to the cause, and their ability to communicate effectively with soldiers and civilian populations were instrumental in coordinating and executing successful missions.

In recent years, the Philippine Army has undergone significant modernization efforts aimed at enhancing its capabilities and operational readiness. Throughout this transformation process, the commitment of top leadership to driving positive change and their ability to effectively communicate the rationale and objectives of these initiatives have been critical in garnering buy-in and engagement from soldiers at all levels. By examining the impact of leadership styles, commitment, and communication styles among top Army leadership and management, this study aims to shed light on the critical determinants that foster soldier engagement. Through a comprehensive analysis of these dynamics, valuable insights can be gained to inform leadership development programs, enhance communication strategies, and cultivate an environment that nurtures soldier engagement. Ultimately, these findings can contribute to the overall effectiveness and readiness of Army operations, ensuring that soldiers are well-equipped, motivated, and prepared to serve their nation with distinction.

Research Questions

This study aimed to develop a structural model on the influence of leadership styles, commitment, and communication styles exhibited by top management (senior military officers) and their impact on soldier engagement. Specifically, it sought to address the following questions:

1. What is the level of predominant leadership styles habitually displayed by top management of the Philippine Army (senior military officers) across varied operational environments in terms of:
    1.1. general leadership styles;
    1.2. directive vs. participative leadership;
    1.3. task-oriented vs. people-oriented leadership; and
    1.4. transformational vs. transactional leadership?
2. What is the level of commitment demonstrated by top management of the Philippine Army (senior military officers) in accomplishing the assigned task or mission across varied operational environments in the aspects of:
    2.1. general commitment;
    2.2. resilience and adaptability;
    2.3. sense of duty and responsibility; and
    2.4. confidence and decisiveness?
3. What is the level of the communication styles habitually displayed by top management of the Philippine Army (senior military officers) across varied operational contexts regarding:
    3.1. general communication styles;
    3.2. openness and transparency;
    3.3. active listening and empathy; and
    3.4. clarity and consistency?
4. What is the level of soldier engagement, as reflected in:
    4.1. general engagement;
    4.2. attitudes;
    4.3. discretionary behaviors;
    4.4. performance; and
    4.5. wellness across junior officers and enlisted personnel?
5. Is there a significant relationship between soldiers' engagement and:
    5.1. leadership styles;
    5.2. commitment; and
    5.3. communication styles?
6. Which variables, singly or in combination, best predict or influence soldiers' engagement?
7. What structural model best fits a soldier's engagement in relation to leadership styles, commitment, and communication styles?

Methodology

Research Design

The investigator utilized descriptive correlational, and causal-comparative research designs, employing survey questionnaires with Likert scales that achieved the study's objectives. Descriptive correlational research design describes the relationships among variables without attempting to establish causal connections (Smith & Johnson, 2019). The design was suitable for the current study as it allows the examination of the levels and interrelationships among the key variables of interest, which include leadership styles, commitment, communication styles of top management in the military, and their influence on soldier engagement across various operational contexts within the Philippine Army.

The questionnaires included items measuring the independent variables (leadership styles, commitment, and communication styles) and the dependent variable (soldier engagement). The data collected were analyzed using appropriate statistical techniques, such as multiple regression analysis, to determine the causal relationships between the variables. The use of a causal research design in this study enabled the researcher to identify the specific leadership styles, commitment levels, and communication styles that have the most significant impact on soldier engagement, determined the direction and strength of the causal relationships between the independent and dependent variables, and provided evidence-based recommendations for improving soldier engagement through targeted interventions focusing on leadership development, commitment-building strategies, and effective communication practices.

Similarly, this study used a causal-comparative research design to look at relationships between variables to find possible cause-and-effect relationships without manipulating variables as usually necessary in experimental research. This design can offer insights to compare different leadership styles, levels of commitment, and communication styles, and their effects on soldier engagement levels in military situations when analyzed across a variety of operational environments.

Fraenkel and Wallen (2015) claimed that causal-comparative research (also known as ex post facto research) is a technique for determining the cause of a condition by comparing groups that differ on some independent variable. This design was appropriate for the current study as it enabled the investigator to examine how top military leadership styles, commitment, and communication styles directly impacted soldier engagement and performance.

On the other hand, a flexible statistical method frequently applied in the social sciences, particularly management and education research uses Structural Equation Modeling (SEM) (Ajayi et al., 2021). This tool incorporates several paths and enables the examination of intricate interactions between latent and observable variables (Jichuan Wang et al., 2017). SEM is very helpful for evaluating causal hypotheses in non-experimental data and includes a variety of multivariate approaches, including factor analysis and route analysis (P. et al., 1992; L. Ajayi et al., 2021). The process entails comparing sample averages, variances, and covariances to those predicted by a hypothetical model, after which the model's goodness-of-fit is statistically assessed (P. et al., 1992).

According to Karakaya-Ozyer and Aksu-Dunya (2018), the two main components of SEM are measurement and structural models. This is validated by the measurement model, which fits the data to the proposed model using confirmatory factor analysis. The measurement model connects latent variables and many observable variables. The latent variables in the model are connected, as demonstrated by the structural model. The same method was applied to determine which dependent variables, leadership styles, commitment, and communication styles, are the best indicators of a soldier's engagement to build a structural model.

Respondents

Active-duty soldiers serving in the Philippine Army, particularly those assigned to infantry units in Mindanao and Visayas areas who took basic and advanced infantry courses at Visayas Army Training Group (VATG) in Camp Chatto, Brgy Macaas, Tubigon, Bohol, and Mindanao Army Training Group (MATG) based in Camp Kibaritan, Brgy Malinao, Kalilangan, Bukidnon were the participants in this study. They were requested to participate in the survey, and their respective Group Commanders approved their participation.

The total enumeration, a purposive sampling technique, was used to get the sample size of the study to obtain 307 soldiers from infantry units in Mindanao and Visayas, who provided valuable insights into the relationships between leadership styles, commitment, communication styles, and soldier engagement in the Philippine Army context. The strata were based on rank (junior officers and enlisted personnel) and geographic location (Mindanao and Visayas).

Table 1. *Distribution of the Participants of the Study by Army Training Group*

Respondents	No. of Respondents		
	VATG	MATG	Total
Junior Officers	26	31	57
Enlisted Personnel	167	83	250
Total	193	114	307

Table 1 shows the distribution of samples obtained identified as participants in the study. A total of 307 active-duty soldiers undergoing basic and advanced infantry courses participated in the study. These participants were composed of 26 junior officers and 167 enlisted personnel from VATG, 31 junior officers, and 83 enlisted personnel in MATG, respectively.

These participants were coming from different Army infantry divisions based in the Visayas and Mindanao areas. The participants from VATG were junior officers who ranked from second lieutenant to captain, and the enlisted personnel who ranked from private first class to master sergeant assigned to infantry units under the operational control of the 3rd Infantry Division, based in Camp Peralta, Jamindan, Capiz, and infantry units under the operational control of the 8th Infantry Division based in Camp Lukban, Catbalogan, Samar.

Likewise, participants from MATG were also junior officers who ranked from second lieutenant to captain, and the enlisted personnel who ranked from private first class to master sergeant assigned to the infantry units operationally controlled by the 4th Infantry Division based in Camp Evangelista, Patag, Cagayan de Oro City, 10th Infantry Division in Mawab, Davao de Oro, 6th Infantry Division in

Datu Odin Sinsuat, Maguindanao, 1st Infantry Division in Labangan, Zamboanga del Sur, and 11th Infantry Division in Busbus, Jolo, Sulu.

Instrument

The research instrument for this study was a self-made survey questionnaire utilizing a 5-point Likert scale ranging from "Strongly Agree, Agree, Moderately Agree, Disagree, Strongly Disagree" with a score of 5 for "Strongly Agree" and "Strongly Disagree" with a score of 1 using a google form.

The questionnaire was designed to measure the variables of interest, including leadership styles, commitment, communication styles, and soldier engagement. The Likert scale allowed respondents to indicate their level of agreement or disagreement with each statement, providing a quantitative measure of their perceptions and experiences. The questionnaire consisted of five (5) sections.

Section 1 gathered data on the respondents' profiles, such as their category as junior officers or enlisted personnel, course, place of training, and the geographical location of the unit assignment, to allow for further analysis and comparison of responses across different subgroups. The second section assessed the predominant leadership styles exhibited by top management (senior military officers) in the Philippine Army. The statements were based on the sub-variables of directive vs. participative leadership, task-oriented vs. people-oriented leadership, and transformational vs. transactional leadership and have a 23-item indicator. The third section evaluated the commitment levels demonstrated by senior officers in the Philippine Army. The statements were based on the sub-variables of resilience and adaptability, a sense of duty and responsibility, and confidence and decisiveness with a total of 24-item indicators. The fourth section assessed the communication styles employed by top management (senior military officers) in the Philippine Army. The statements were based on the sub-variables of openness and transparency, active listening and empathy, and clarity and consistency with 25-item indicators.

Section 5 measured the levels of soldier engagement among junior officers and enlisted personnel in the Philippine Army. The statements were based on the sub-variables of attitudes, discretionary behaviors, performance, and wellness. Each of these sub-variables has 5-item indicators, while soldier engagement as the main variable has 10-item indicators. Respondents were asked to rate each statement using a 5-point Likert scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree.

Before administering the questionnaire, the investigator conducted a pilot test with a small group of soldiers to assess the instrument's clarity, relevance, and reliability. Based on the feedback received, the investigator made some revisions to the questionnaire to ensure its validity and effectiveness in measuring the intended variables. Using this Likert scale-based survey questionnaire, the investigator was able to collect quantitative data on the perceptions and experiences of soldiers regarding leadership styles, commitment, communication styles, and their levels of engagement in the Philippine Army context. These data were used to test the hypotheses and answer the research questions posed in the study.

The research survey questionnaire was tested for the validity and reliability of the items. For validity, the researcher conducted a literature review to identify the key concepts and theories related to leadership styles, commitment, communication patterns, and soldier engagement. The survey questionnaire developed was reviewed by three (3) experts in the field of military leadership and organizational behavior to assess the relevance, clarity, and comprehensiveness of the items and provide feedback for improvement. The researcher then revised the questionnaire based on the experts' recommendations to ensure that the instrument adequately covers the intended paradigm.

The investigator also assessed the validity of the questionnaire by having a group of soldiers, similar to the target respondents, review the items and provide feedback on the clarity and appropriateness of the language used to ensure that the questionnaire was understandable and relevant to the respondents. Further, the researcher conducted a pilot test with a sample size of 30 soldiers who were not included in the sample size to assess the reliability of the instruments.

Data collected from the pilot test were then analyzed using the Statistical Package for the Social Sciences (SPSS), a student version with Cronbach alpha to measure the internal consistency of the questionnaire. According to Cronbach (1951), a minimum Cronbach's alpha of 0.7 or higher is generally considered acceptable, indicating that the items measure the same underlying construct. The investigator calculated Cronbach's alpha for each construct (leadership styles, commitment, communication styles, and soldier engagement) and found reliability that indicates appropriateness for the study. Below is the tabular report of the internal consistency test conducted.

Table 2. *Reliability Statistics of the Instrument*

Indicator	Cronbach's Alpha	N of Items
General Leadership Styles	.885	9
Directive vs. Participative Leadership	.813	5
Task-Oriented vs. People-Oriented Leadership	.869	5
Transformational vs. Transactional Leadership	.821	4
General Commitment Styles	.846	9
Resilience and Adaptability	.846	5
Sense Of Duty and Responsibility	.827	5
Confidence and Decisiveness	.924	5

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General Communication Styles	.967	10
Openness and Transparency	.940	5
Active Listening and Empathy	.941	5
Clarity and Consistency	.902	5
Soldier's Engagement	.874	10
Attitudes	.860	5
Discretionary Behaviors	.813	5
Performance	.859	5
Wellness	.881	5

Procedure

After presenting the research proposal, the investigator sought approval from the adviser, with the consent of the Dean of the School of Business, Management, and Accountancy, to proceed with the survey. Likewise, an ethical clearance was also secured from the School Research Ethics Board (LREB) before the actual survey was conducted.

Regarding the actual survey, the investigator prepared a letter requesting permission to conduct the survey addressed to the Group Commanders of Visayas Army Training Group and Mindanao Army Training Group, respectively. Also, consent and informed letters were prepared for the soldiers taking basic and advanced infantry courses as respondents to support and cooperate by providing honest and accurate answers on the survey.

Upon approval, questionnaires were distributed online using Google Forms. The investigator personally administered the survey to the VATG participants. For the MATG participants, a prerecorded orientation was posted on Google Classroom to ensure the participants understood the instructions on how to complete the survey, emphasizing the importance of providing honest and accurate responses.

Likewise, the investigator also informed the participants of the study's purpose and how the questions would be answered. Participants were also informed that they had the right to withdraw or refuse to answer any or all of the questions in the survey questionnaire at any time, and their identity will be treated with utmost anonymity, and their answers remain confidential. Moreover, participants were also informed that the results of the data gathered during the survey were exclusively for the researcher, the statistician, the adviser, and the persons part of the data collection and encoding only. The published final output of the study will be accessible at the Liceo de Cagayan University Academic Library or authorized journal with the approval of the researcher and the university and may be shared with the students conducting similar research or study.

Subsequently, the collected data were encoded, tallied, and collated in tables for statistical treatment, thorough analysis, and interpretation. These steps were crucial in extracting meaningful insights from the gathered information, allowing for a robust understanding of the research findings.

By following these systematic and collaborative data-gathering procedures, the study achieved comprehensive and reliable results, shedding light on the impact of leadership, commitment, and communication styles on soldier engagement.

Data Analysis

The methods of data analysis in this study involved quantitative techniques to address the research questions comprehensively. To measure the research problems 1,2,3, and 4, mean and standard deviation were used. According to Gravetter and Wallnau (2017), descriptive statistics such as mean and standard deviation are useful for summarizing and describing the central tendency and variability of a set of data, making them appropriate for analyzing the levels of leadership styles, commitment, communication patterns, and soldier engagement in this study.

The Pearson Product Moment Correlation method was used to determine the significant association between the independent variables and the soldiers' engagement. Pearson's correlation coefficient is a widely used statistical measure for assessing the strength and direction of the linear relationship between two continuous variables (Schober et al., 2018). This technique helped in determining the extent to which leadership styles, commitment, and communication styles were associated with soldier engagement, providing crucial information on the interplay between these variables. Additionally, a Multiple Regression Analysis was used to determine which of the independent variables best predicts soldiers' engagement. Multiple regression is a powerful statistical technique that allows researchers to examine the relationship between a dependent variable and multiple independent variables simultaneously (Hair et al., 2019). This approach enabled the investigator to determine the relative importance of leadership styles, commitment, and communication styles in predicting soldier engagement while controlling for other relevant factors. By employing multiple regression analysis, the study provided a more comprehensive understanding of the complex relationships among the variables of interest, revealing the unique contributions of each predictor variable to the overall level of soldier engagement.

Lastly, Structural Equation Modeling (SEM) was utilized to develop a predictive or structural model that best fits soldiers' engagement. According to Ajayi et al. (2021), SEM is a flexible statistical tool used to examine the complex relationships among variables. It is also very helpful for evaluating causal hypotheses in non-experimental data and includes a variety of multivariate approaches, including factor analysis and route analysis, that contribute to soldiers' engagement and enable the development of a predictive model to enhance

soldiers' engagement.

The results of these analyses offered a solution to find the best model that fits soldier engagement and valuable insights into the most effective strategies for enhancing soldier engagement through targeted interventions focusing on leadership development, commitment-building, and effective communication practices within the Philippine Army.

Results and Discussion

This section presents the data gathered, the analysis, and the interpretations of these data, which are arranged according to the problem. It analyzes the study's provided results and examines its stated outcome. Descriptive and Correlation statistics, as well as Multiple Regression, were used to analyze and interpret the data. Structural Equation Modelling (SEM) was also used to determine a structural model that fits soldiers' engagement. The research findings are discussed in the concluding section of this chapter.

Problem 1. What is the level of predominant leadership styles habitually displayed by top management of the Philippine Army (senior military officers) across varied operational contexts in terms of: General Leadership Styles, Directive and Participative Leadership, Task-Oriented and People-Oriented Leadership, and Transactional Leadership?

Table 3. *Level of Predominant Leadership Styles Habitually Displayed by Top Management of the Philippine Army (Senior Military Officers) Across Varied Operational Contexts in Terms of General Leadership Style*

Item	Indicators	Mean	Standard Deviation	Qualitative Description	Interpretation
1.	Top management provides clear instructions and expects strict adherence to established procedures.	4.11	.906	Agree	Very High
2.	Top management encourages input and feedback from subordinates when making decisions.	4.14	.984	Agree	Very High
3.	Top management prioritizes the completion of tasks and meeting deadlines over the well-being of soldiers.	4.09	1.00	Agree	Very High
4.	Top management shows genuine concern for the personal and professional development of their subordinates.	4.11	.929	Agree	Very High
5.	Top management inspires and motivates soldiers to go beyond their self-interests for the good of the unit.	4.13	.942	Agree	Very High
6.	Top management emphasizes the importance of teamwork and collaboration in achieving the unit's goals.	4.16	.957	Agree	Very High
7.	Top management actively seeks out and values the opinions and perspectives of soldiers at all levels.	4.08	.940	Agree	Very High
8.	Top management leads by example, demonstrating the behaviors and values they expect from their subordinates.	4.15	.967	Agree	Very High
9.	Top management adapts their leadership style to fit the needs and capabilities of individual soldiers and teams.	4.12	.964	Agree	Very High
	Over-all Mean	4.12	.901	Agree	Very High

Legend: 4.51–5.00 – Strongly Agree, Very High; 3.51–4.50 – Agree, High; 2.51–3.50 – Neutral, Moderately High; 1.51–2.50 – Disagree, Low; 1.00–1.50 – Strongly Disagree, Very Low

Table 3 presents the level of soldiers' predominant leadership styles habitually displayed by top management of the Philippine Army (senior military officers) across varied operational contexts in terms of General Leadership Style. As shown in the table, item number 6, "Top management emphasizes the importance of teamwork and collaboration in achieving the unit's goals," obtained the highest mean score of 4.16 and standard deviation of .957, followed by item number 8, "Top management leads by example, demonstrating the behaviors and values they expect from their subordinates" with a mean score of M=4.15, SD=.967. On the other hand, respondents obtained the lowest mean score of M=4.08, SD=.940 for item number 7, "Top management actively seeks out and values the opinions and perspectives of soldiers at all levels," followed by item number 3, "Top management prioritizes the completion of tasks and meeting deadlines over the well-being of soldiers" with a mean score of M=4.09, SD=1.0. The overall mean score is 4.12, and the standard deviation is .901, which is described as agreeing and interpreting that top management of the Philippine Army (senior military officers) have excellent predominant leadership styles habitually displayed across varied operational contexts in terms of general leadership style. Meanwhile, the overall mean score of the standard deviation of .901 indicates that the data are more scattered around the mean.

These findings are supported by the study of Tamunomiebi and Ekpa (2020), which found that teamwork and collaboration outperform individuality in terms of production, performance, and competitive advantage in military organizations. Further, Tamunomiebi and Ekpa (2020) revealed that teamwork has many benefits to the organization rather than individualism in terms of productivity, organizational performance, and an increase in product quality and quantity. In military parlance, teamwork and collaboration among unit members result in the effective and efficient conduct of operations.

Patton (2023) also claimed that military training tactics, such as promoting shared purpose, effective communication, and adaptable leadership, can enhance team cohesiveness and performance in corporate environments and develop high-performing teams.

Further, results indicate that soldiers have a positive attitude towards the top management leadership styles concerning different operational environments. The results obtained in factors like teamwork, collaboration, and leading by example suggest a favorable

leadership climate in the Philippine Army. However, there is some deficiency in aspects like the search for different opinions and the relationship between the performance of tasks and the soldiers' welfare.

These findings are important for the further enhancement of the leadership in the military. They claim that, although the existing leadership practices are mostly positively perceived, there might be potential for improving leadership outcomes by promoting greater decision-making involvement and paying more attention to personnel well-being as well as mission completion. Certain areas could be further improved in the Philippine Army's leadership development initiatives that could result in even greater effectiveness of their military leadership while at the same time ensuring the soldiers' satisfaction and welfare.

Table 4. *Level of Predominant Leadership Styles Habitually Displayed by Top Management of the Philippine Army (Senior Military Officers) Across Varied Operational Contexts in Terms of Directive and Participative Leadership*

Item	Indicators	Mean	Standard Deviation	Qualitative Description	Interpretation
1.	Top management makes decisions independently without seeking input from subordinates.	3.81	1.10	Agree	High
2.	Top management encourages subordinates to participate in decision-making processes.	4.09	.942	Agree	High
3.	Top management closely monitors and controls the work of subordinates.	4.02	.965	Agree	High
4.	Top management values the opinions and perspectives of subordinates when making decisions.	4.04	.932	Agree	High
5.	Top management delegates authority and responsibility to subordinates.	4.04	.961	Agree	High
	Over-all Mean	4.00	.887	Agree	High

Legend: 4.51–5.00 – Strongly Agree, Very High; 3.51–4.50 – Agree, High; 2.51–3.50 – Neutral, Moderately High; 1.51–2.50 – Disagree, Low; 1.00–1.50 – Strongly Disagree, Very Low

Table 4 presents the predominant leadership styles habitually displayed by top management of the Philippine Army (senior military officers) across varied operational contexts in terms of Directive and Participative Leadership. As shown in the table, item number 2, "Top management encourages subordinates to participate in decision-making processes," obtained the highest mean score of M=4.09, SD=.942, and the lowest mean score of M=3.81, SD=1.01 for item number 1, "Top management makes decisions independently without seeking input from subordinates." The overall mean score is M=4.00, SD=.887, described as agree and interpreted that the soldiers have a high level of predominant leadership styles habitually displayed by top management of the Philippine Army (senior military officers) across varied operational contexts in terms of directive and participative leadership. Meanwhile, the overall mean score of SD=.887 indicates that the data are more scattered around the mean. The findings also show that the Philippine Army's top management positively embraces the participative leadership style over the directive style by encouraging subordinates to participate in decision-making processes.

According to Wong et al. (2015), subordinate involvement in decision-making was considered highly important by the soldiers. Indeed, there is an indication that leaders who engage their subordinates in the process are generally viewed more favorably. Wong et al. also found that although self-autonomy decision-making by top management without consulting others was least preferred, it was also observed in military leadership, similar to the current study. This means that directive leadership is still relevant in military settings, especially when there is a need to make decisions at short notice.

Comparing the findings of Wong et al.'s study and the current study, it can be concluded that these leadership dynamics are still characteristic of the military and are, therefore, likely to be universal across different countries and cultures.

Table 5. *Level of Predominant Leadership Styles Habitually Displayed by Top Management of the Philippine Army (Senior Military Officers) Across Varied Operational Contexts in Terms of Task-Oriented and People-Oriented Leadership*

Item	Indicators	Mean	Standard Deviation	Qualitative Description	Interpretation
1.	Top management prioritizes achieving goals and objectives over the well-being of subordinates.	3.98	1.001	Agree	High
2.	Top management takes a personal interest in the growth and development of subordinates.	3.96	1.052	Agree	High
3.	Top management emphasizes the importance of meeting deadlines and adhering to standards.	4.08	.920	Agree	High
4.	Top management promotes a supportive and collaborative work environment.	4.10	.925	Agree	High
5.	Top management focuses on optimizing processes and procedures to maximize efficiency.	4.07	.919	Agree	High
	Over-all Mean	4.03	.880	Agree	High

Legend: 4.51–5.00 – Strongly Agree, Very High; 3.51–4.50 – Agree, High; 2.51–3.50 – Neutral, Moderately High; 1.51–2.50 – Disagree, Low; 1.00–1.50 – Strongly Disagree, Very Low

Table 5 presents the predominant leadership styles habitually displayed by top management of the Philippine Army (senior military officers) across varied operational contexts in terms of Task-Oriented and People-Oriented Leadership. As shown in the table, item

number 4, "Top management promotes a supportive and collaborative work environment," obtained the highest mean score of M=4.10, SD=.925 and the lowest mean score of M=3.98, SD=1.00 for item number 1, "Top management prioritizes achieving goals and objectives over the well-being of subordinates." The overall mean score is M=4.03, SD=.880, described as agreeing and interpreted that the soldiers have a high level of predominant leadership styles habitually displayed by top management of the Philippine Army (senior military officers) across varied operational contexts in terms of task-oriented and people-oriented leadership. Meanwhile, the overall mean score of SD=.880 indicates that the data are more scattered around the mean.

The results show that task-oriented and people-oriented leadership are most frequently practiced by the top management of the Philippine Army. The study by Boe and Holth (2017) concluded that while exercising leadership communication, it is necessary to be both task and relationship-oriented. Their research showed that "In order to be effective, military leaders must pay attention to the work that is being done as well as the individuals involved in doing it.

In addition to these findings, Adler et al. (2017) pointed out that leaders achieved their missions collectively with attentiveness to soldiers, which follows the current study's findings. Also, the findings revealed that top management of the Philippine Army is inclined to a people-oriented leadership style, but it can however, be concluded that the need for a balance between task and people-orientation in military leadership remains relevant regardless of the context of the operation.

Table 6. *Level of Predominant Leadership Styles Habitually Displayed by Top Management of the Philippine Army (Senior Military Officers) Across Varied Operational Contexts in Terms of Transformational and Transactional Leadership*

Item	Indicators	Mean	Standard Deviation	Qualitative Description	Interpretation
1.	Top management inspires and motivates subordinates to achieve beyond expectations.	4.08	.963	Agree	High
2.	Top management encourages innovation and challenges subordinates to think creatively.	4.09	.966	Agree	High
3.	Top management focuses on maintaining stability and adherence to established norms.	4.05	.933	Agree	High
4.	Top management acts as a role model, leading by example and demonstrating high ethical standards.	4.11	.971	Agree	High
	Over-all Mean	4.08	.926	Agree	High

Legend: 4.51–5.00 – Strongly Agree, Very High; 3.51–4.50 – Agree, High; 2.51–3.50 – Neutral, Moderately High; 1.51–2.50 – Disagree, Low; 1.00–1.50 – Strongly Disagree, Very Low

Table 6 presents the soldiers' level of predominant leadership styles habitually displayed by top management of the Philippine Army (senior military officers) across varied operational contexts in terms of Transformational and Transactional Leadership. As shown in the table, item number 4, "Top management acts as a role model, leading by example and demonstrating high ethical standards," obtained the highest mean score of M=4.11, SD=.971, and the lowest mean score of M=4.05, SD=.933 for item number 3 "Top management focuses on maintaining stability and adherence to established norms." The overall mean score is M=4.08, SD=.926, described as agree and interpreted that the soldiers have a high level of predominant leadership styles habitually displayed by top management of the Philippine Army (senior military officers) across varied operational contexts in terms of transformational and transactional leadership. Meanwhile, the overall mean score of SD=.926 indicates that the data are more scattered around the mean. Results also indicate that transformational and transactional leadership are most frequently used by the top management of the Philippine Army and are consistent with the current literature on leadership in the military.

Further, Alvinius et al. (2017) provided a systematic review of indirect leadership in military settings with a focus on the transformational and transactional leadership approaches in multifaceted military settings. Their work showed that the military commander must split the responsibility of being visionary with the responsibility of managing details, which is in line with the current study's findings of mean scores for both transformational and transactional leadership styles.

Likewise, Muchiri et al. 's (2019) study offers practical implications of this balanced leadership approach, stating that the approach taken by Philippine Army leaders may improve unit cohesiveness, higher levels of job satisfaction among the troops, and increased organizational performance in general. Muchiri et al.'s conclusions are in line with the findings of the current study, stressing the cross-cultural and cross-national applicability of this balanced leadership approach as a best practice for the military.

However, the study's results also revealed that the Philippine Army leaders received the highest scores on the transformational aspects, such as being role models, leading by example, and demonstrating high ethical standards to subordinates over the transactional aspects, which involve encouraging innovation and challenging subordinates to think creatively. Although the study points to a stable mix of both forms of leadership, the top management of the Philippine Army is more inclined to adopt transformational leadership over a transactional style as indicated in the findings of the study.

Table 7 presents the summary of mean scores for the soldiers' level of predominant leadership styles habitually displayed by top management of the Philippine Army (senior military officers) across varied operational contexts. As shown in the table, general leadership style obtained the highest mean score of M=4.12, SD=.901 followed by a mean score of M=4.08, SD=.926 for transformational and transactional leadership, a mean score of M=4.05, SD=.933 for task-oriented and people-oriented leadership, and last is a mean score of M=4.03, SD=.880 for directive and participative leadership.

Table 7. *Summary of Mean Scores for the Level of predominant Leadership Styles Habitually Displayed by top management of the Philippine Army (senior military officers) across varied operational contexts*

Indicators	Mean	SD	Description	Interpretation
General Leadership Style	4.12	.901	Agree	High
Directive and Participative Leadership	4.03	.880	Agree	High
Task-Oriented and People-Oriented Leadership	4.05	.933	Agree	High
Transformational and Transactional Leadership	4.08	.926	Agree	High
Over-all Mean	4.07	0.91	Agree	High

Legend: 4.51–5.00 – Strongly Agree, Very High; 3.51–4.50 – Agree, High; 2.51–3.50 – Neutral, Moderately High; 1.51–2.50 – Disagree, Low; 1.00–1.50 – Strongly Disagree, Very Low

The overall mean score is M=4.07, SD=.91, described as agree and interpreted that the soldiers have a high level of predominant leadership styles habitually displayed by top management of the Philippine Army (senior military officers) across varied operational contexts. Meanwhile, the overall mean score of SD=.91 indicates that the data are more scattered around the mean. This finding was supported by Teodoro's (2024) claim that the morale of the soldiers is high despite the pressing situation of external issues. Teodoro further postulated that the Armed Forces of the Philippines (AFP), particularly the Army leadership, provided a clear vision among its members. The leadership provided in the Philippine Army was supported by the claim of Zaman et al. (2020), which states that the effect of transformational leadership on the performance of the organization is significant and positive, and knowledge management practices and organizational commitment fully mediate the effect. The results outlined that the most frequently used transformational and transactional leadership by the senior management of the Philippine Army is consistent with the current literature on leadership in the military. Hence, military leadership is considered the lifeblood of the Philippine Army. It provides direction, purpose, and motivation to improve the organization.

The importance of transformational and transactional leadership in a military context is further supported by Muchiri et al. (2019), who researched the effects of transformational and transactional leadership on organizational performance in the military. In their studies across different military groups, they identified that transformational and transactional leadership styles produced high levels of organizational effects such as unity, job satisfaction, and organizational performance. They mentioned that military leadership needs to involve both transformational motivation and transactional cues, which supports the argument that leadership in the military must be of both types.

Further, findings also show that transformational leadership is the most common leadership style adopted by the top management of the Philippine Army as the indicator that top management acts as a role model, leading by example and demonstrating high ethical standards received the highest mean score over the indicators describing people-oriented and participative leadership styles across varied operational contexts.

Problem 2. What is the level of commitment demonstrated by top management of the Philippine Army (senior military officers) in accomplishing the assigned task or mission across varied operational environments in the aspects of: Commitment, Resilience and Adaptability, Sense of Duty and Responsibility, and Confidence and Decisiveness?

Table 8. *Level of Commitment Demonstrated by Top Management of the Philippine Army (Senior Military Officers) in Accomplishing the Assigned Task or Mission Across Varied Operational Environments in the Aspects of General Commitment*

Item	Indicators	Mean	Standard Deviation	Qualitative Description	Interpretation
1.	Top management remains composed and focused in the face of adversity and challenges.	4.05	.954	Agree	High
2.	Top management prioritizes the mission and the well-being of their soldiers above personal interests.	4.04	.974	Agree	High
3.	Top management makes timely and firm decisions, even in complex and uncertain situations.	4.03	.916	Agree	High
4.	Top management demonstrates a strong sense of dedication and loyalty to the Philippine Army and its values.	4.13	.959	Agree	High
5.	Top management consistently follows through on their commitments and promises to soldiers and superiors.	4.05	.959	Agree	High
6.	Top management takes responsibility for their actions and decisions, even when faced with criticism or setbacks.	4.05	.948	Agree	High
7	Top management actively works to build and maintain trust and confidence among soldiers.	4.09	.938	Agree	High
8.	Top management shows a willingness to make personal sacrifices for the success of the mission and the unit.	4.07	.966	Agree	High
9.	Top management maintains a positive and optimistic outlook, even in challenging circumstances.	4.08	.957	Agree	High
	Over-all Mean	4.06	.903	Agree	High

Legend: 4.51–5.00 – Strongly Agree, Very High; 3.51–4.50 – Agree, High; 2.51–3.50 – Neutral, Moderately High; 1.51–2.50 – Disagree, Low; 1.00–1.50 – Strongly Disagree, Very Low

Table 8 presents the level of commitment demonstrated by top management of the Philippine Army (senior military officers) in accomplishing the assigned task or mission across varied operational environments in the aspects of general commitment.

As shown in the table, item number 4, "Top management demonstrates a strong sense of dedication and loyalty to the Philippine Army and its values," obtained the highest mean score of M=4.13, SD=.959, followed by item number 7, "Top management actively works to build and maintain trust and confidence among their soldiers" with a mean score of M=4.09, SD=.938.

On the other hand, respondents obtained the lowest mean score of M=4.03, SD=.916 for item number 3, "Top management makes timely and firm decisions, even in complex and uncertain situations," followed by item number 2, "Top management prioritizes the mission and the well-being of their soldiers above personal interests" with a mean score of M=4.04, SD=.974. The overall mean score is M=4.06, SD=.903, described as agreeing and interpreted that the soldiers have a high level of commitment demonstrated by top management of the Philippine Army (senior military officers) in accomplishing the assigned task or mission across varied operational environments in the aspects of general commitment.

This finding is supported by Mendieta's (2017) claim that commitment is a multifaceted concept in the military that encompasses psychological, behavioral, and moral aspects. This can be categorized as affective, continuance, and normative components that reflect emotional attachment, the feeling of obligation, and the perceived cost of leaving, respectively.

In addition, the participants felt valued and had a sense of belonging within their units, as manifested in item number 7, which states that top management actively works to build and maintain trust and confidence among soldiers. According to Sobrejana (2020), happy soldiers who respect their leaders are more likely to comply willingly with orders, leading to better performance outcomes.

The active efforts of the Philippine Army's top management to build trust and confidence among soldiers are crucial to achieving operational success, empowering soldiers, enhancing morale, addressing welfare concerns, and ensuring accountability. These strategies are essential for cultivating a robust military force capable of effectively facing a volatile, uncertain, complex, and ambiguous operational environment.

Table 9. *Level of Commitment Demonstrated by Top Management of the Philippine Army (Senior Military Officers) in Accomplishing the Assigned Task or Mission Across Varied Operational Environments in the aspects of Resilience and Adaptability*

Item	Indicators	Mean	Standard Deviation	Qualitative Description	Interpretation
1.	Top management remains calm and composed in high-pressure situations.	4.04	.940	Agree	High
2.	Top management effectively adapts their strategies and plans in response to changing circumstances.	4.07	.967	Agree	High
3.	Top management demonstrates the ability to bounce back from setbacks and failures.	4.02	.961	Agree	High
4.	Top management proactively seeks out new opportunities and innovative solutions.	4.08	.951	Agree	High
5.	Top management encourages subordinates to develop resilience and adaptability skills.	4.09	.971	Agree	High
	Over-all Mean	4.06	.910	Agree	High

Legend: 4.51–5.00 – Strongly Agree, Very High; 3.51–4.50 – Agree, High; 2.51–3.50 – Neutral, Moderately High; 1.51–2.50 – Disagree, Low; 1.00–1.50 – Strongly Disagree, Very Low

Table 9 presents the level of commitment demonstrated by top management of the Philippine Army (senior military officers) in accomplishing the assigned task or mission across varied operational environments in the aspects of Resilience and Adaptability. As shown in the table, item number 5 "Top management encourages subordinates to develop resilience and adaptability skills" obtained the highest mean score of M=4.09, SD=.971, and the lowest mean score of M=4.02, SD=.961 for item number 3, "Top management demonstrates the ability to bounce back from setbacks and failures."

The overall mean score is M=4.06, SD=.910, described as agreeing and interpreted that the soldiers have a high level of commitment demonstrated by top management of the Philippine Army (senior military officers) in accomplishing the assigned task or mission across varied operational environments in the aspects of resilience and adaptability.

This finding is supported by the claim of Polusny, M.A., & Erbes, C.R. (2023) that resilient soldiers are capable of handling setbacks, remaining calm and focused on a mission, and being able to support peers in every challenge or situation. Likewise, Alliger et al. (2015) they highlighted that soldiers with higher resilience and adaptability levels exhibited greater commitment to their organizations and reported better well-being, which is essential for maintaining operational effectiveness.

Thus, leadership in military organizations encourages subordinates to acquire resilience and adaptation skills since these qualities are essential for team cohesiveness, future readiness, operational success, and creating a favorable command atmosphere. By investing in these abilities, military leaders may increase their units' performance and preparedness for the variety of issues they confront in today's diverse, multi-faceted, and ever-changing operational environment.

Table 10. *Level of Commitment Demonstrated by Top Management of the Philippine Army (Senior Military Officers) in Accomplishing the Assigned Task or Mission Across Varied Operational Environments in the Aspects of Sense of Duty and Responsibility*

Item	Indicators	Mean	Standard Deviation	Qualitative Description	Interpretation
1.	Top management consistently demonstrates a strong sense of duty towards the military and its mission.	4.11	.928	Agree	High
2.	Top management takes responsibility for their actions and decisions, even in the face of adversity.	4.07	.962	Agree	High
3.	Top management prioritizes the well-being and safety of their subordinates above personal interests.	4.09	.969	Agree	High
4.	Top management instills a sense of duty and responsibility in their subordinates through their actions.	4.11	.945	Agree	High
5.	Top management upholds the values and ethical standards of the military in all their decisions and actions.	4.12	.954	Agree	High
	Over-all Mean	4.09	.920	Agree	High

Legend: 4.51–5.00 – Strongly Agree, Very High; 3.51–4.50 – Agree, High; 2.51–3.50 – Neutral, Moderately High; 1.51–2.50 – Disagree, Low; 1.00–1.50 – Strongly Disagree, Very Low

Table 10 presents the level of commitment demonstrated by top management of the Philippine Army (senior military officers) in accomplishing the assigned task or mission across varied operational environments in the aspects of Sense of Duty and Responsibility. As shown in the table, item number 5 "Top management upholds the values and ethical standards of the military in all their decisions and actions" obtained the highest mean score of M=4.12, SD=.954, and the lowest mean score of M=4.07, SD=.962 for item number 2 "Top management takes responsibility for their actions and decisions, even in the face of adversity." The overall mean score is M=4.09, SD=.920, described as agreeing and interpreted that the soldiers have a high level of commitment demonstrated by top management of the Philippine Army (senior military officers) in accomplishing the assigned task or mission across varied operational environments in the aspects of sense of duty and responsibility. Meanwhile, the overall mean score of SD=.920 indicates that the data are more scattered around the mean. The data revealed that soldiers agreed that top management in the military is highly committed in terms of a sense of duty and responsibility.

According to Bass (2015), he claimed that a leader's sense of duty is closely related to his sense of responsibility, which is defined as the feeling of being answerable for one's actions. In military parlance, a leader or the top management is responsible and accountable for the welfare and safety of their subordinates, as well as for ensuring mission accomplishment. This is also supported by Northouse (2015), who states that leaders are responsible for the decisions that affect the lives of their subordinates and must be willing to take ownership of those decisions. In the military context, it implies that leaders or top management are held accountable for their actions and accept the consequences of whatever the organization they lead does or fails to do.

Thus, the commitment of the top management or leaders in the military is significantly important in setting direction and making effective and responsive decisions to adapt to the operational demands in a diverse operational environment. Understanding the importance of a sense of duty and responsibility, top management or leaders can make a positive impact on their organizations and achieve success in even the most challenging situations.

Table 11. *Level of Commitment Demonstrated by Top Management of the Philippine Army (Senior Military Officers) in Accomplishing the Assigned Task or Mission Across Varied Operational Environments in the Aspects of Confidence and Decisiveness*

Item	Indicators	Mean	Standard Deviation	Qualitative Description	Interpretation
1.	Top management makes decisions confidently, even in the face of uncertainty or opposition.	4.10	.932	Agree	High
2.	Top management communicates their decisions and directives clearly and assertively.	4.12	.942	Agree	High
3.	Top management takes calculated risks when necessary to achieve objectives.	4.12	.918	Agree	High
4.	Top management stands by their decisions and takes responsibility for the outcomes.	4.14	.920	Agree	High
5.	Top management inspires confidence in their subordinates through their decisive actions and leadership.	4.15	.932	Agree	High
	Over-all Mean	4.12	.896	Agree	High

Legend: 4.51–5.00 – Strongly Agree, Very High; 3.51–4.50 – Agree, High; 2.51–3.50 – Neutral, Moderately High; 1.51–2.50 – Disagree, Low; 1.00–1.50 – Strongly Disagree, Very Low

Table 11 presents the level of commitment demonstrated by top management of the Philippine Army (senior military officers) in accomplishing the assigned task or mission across varied operational environments in the aspects of Confidence and Decisiveness. As shown in the table, item number 5, "Top management inspires confidence in their subordinates through their decisive actions and leadership," obtained the highest mean score of M=4.15, SD=.932, and the lowest mean score of M=4.10, SD=.932 for item number 1 "Top management makes decisions confidently, even in the face of uncertainty or opposition." The overall mean score is M=4.12,

SD=.896, described as agree and interpreted that the soldiers have a high level of commitment demonstrated by top management of the Philippine Army (senior military officers) in accomplishing the assigned task or mission across varied operational environments in the aspects of Confidence and Decisiveness. Meanwhile, the overall mean score of SD=.896 indicates that the data are more scattered around the mean. The data revealed that soldiers agreed that top management has a high level of commitment in terms of confidence and decisiveness.

This is in support of the recent studies done on military leadership and organizational commitment and in one of the most comprehensive pieces of research on the subject of leadership styles and organizational commitment in military organizations, Sharma and Kirkman (2015) noted that transformational leadership behaviors significantly predict higher levels of affective commitment among soldiers. Furthermore, Karazi-Presler et al. (2018) found that leaders who are decisive and confident in their decisions receive higher levels of subordinate commitment. This corresponds with the high mean score that the current study has recorded on confidence and decisiveness, with a mean score of 4. 12 and a standard deviation of 0. 896. Likewise, the study of Karazi-Presler et al. shows that confident and decisive leadership over time influences the soldiers' engagement and commitment and offers insights into how leadership behaviors can influence the organizational culture and performance in the military context in the long term. This is in line with the current study's high mean scores for

the items associated with leadership confidence and decisiveness. This is according to the item "Top management inspires confidence in their subordinates through their decisive leadership," with a mean of 4. 15 and a standard deviation of 0. 932. In the study conducted in the Philippine Army, Sharma, and Kirkman underscore the importance of assertiveness in leadership and its ability to create commitment and loyalty among the military, which is seen by the generally high scores obtained. Their research also explores the processes by which leadership behaviors impact commitment, including the role of modeling, consideration, and inspiration in creating a solid commitment for military forces.

Based on the similarities of the findings of the current study with those of the previous research, the Philippine Army's leadership practices are seen to be utilizing these key components of transformational leadership to increase the soldiers' commitment and interest in work. The Philippine Army's case is good for its leadership development practices and organizational culture since it has been able to develop high levels of confidence in leadership among its soldiers.

Table 12. *Summary of Mean Scores for the Level of Commitment Demonstrated by Top Management of the Philippine Army (Senior Military Officers) in Accomplishing the Assigned Task or Mission Across Varied Operational Environments*

Indicators	Mean	SD	Description	Interpretation
General Commitment	4.10	.932	Agree	High
Resilience and Adaptability	4.12	.942	Agree	High
Sense of Duty and Responsibility	4.12	.918	Agree	High
Confidence and Decisiveness	4.12	.896	Agree	High
Over-all Mean	4.12	0.92	Agree	High

Legend: 4.51–5.00 – Strongly Agree, Very High; 3.51–4.50 – Agree, High; 2.51–3.50 – Neutral, Moderately High; 1.51–2.50 – Disagree, Low; 1.00–1.50 – Strongly Disagree, Very Low

Table 12 presents the summary of mean scores for the level of commitment demonstrated by top management of the Philippine Army (senior military officers) in accomplishing the assigned task or mission across varied operational environments. As shown in the table, confidence and decisiveness obtained the mean score of M=4.12, SD=.896, sense of responsibility obtained a mean score of M=4.12, SD=.918, resilience, and adaptability also obtained a mean score of M=4.12, SD=.942.

In contrast, general commitment obtained the lowest mean score of M=4.10, SD=.932. The overall mean score is M=4.12, SD=.92, described as agreeing and interpreted that the soldiers have a high level of commitment demonstrated by top management of the Philippine Army (senior military officers) in accomplishing the assigned task or mission across varied operational environments. Meanwhile, the overall mean score of SD=.92 indicates that the data are more scattered around the mean. The data revealed that soldiers agreed that top management is highly committed.

This finding is in line with the current research on military leadership, organizational commitment, and performance results in the military environment conducted by Nindl et al. (2018). In their study, they established that leadership behaviors that enhance physical and psychological hardness are positively correlated with commitment, adaptability, and overall unit preparedness among soldiers.

Smith et al. (2015) posit that the commitment of the top management to provide clear direction and guidance is essential for effective decision-making and resource allocation in complex and dynamic operational environments to ensure the accomplishment of the mission.

In diverse, multifaceted, and ever-changing operational environments, such as counterinsurgency operations or humanitarian assistance and disaster relief missions, top management's commitment is significantly important. These operational environments require resiliency and adaptability, a sense of duty and responsibility, confidence and decisiveness, and creative problem-solving, which are challenging for even the most experienced military leaders. By demonstrating a strong commitment to their mission, top management can inspire their troops to overcome these challenges and achieve mission success.

Problem 3. What is the level of the communication styles habitually displayed by top management of the Philippine Army (senior military officers) across varied operational contexts in terms of: General Communication Styles, Openness and Transparency, Listening and Empathy, andClarity and Consistency?

Table 13. *Level of the Communication Styles Habitually Displayed by Top Management of the Philippine Army (Senior Military Officers) Across Varied Operational Contexts Regarding General Communication Styles*

Item	Indicators	Mean	Standard Deviation	Qualitative Description	Interpretation
1.	Top management shares relevant information and keeps soldiers informed about the unit's goals and objectives.	4.14	.913	Agree	High
2.	Top management actively listens to the concerns and ideas of their subordinates and shows genuine understanding.	4.16	.940	Agree	High
3.	Top management provides clear and consistent messages, ensuring that everyone is on the same page.	4.13	.891	Agree	High
4.	Top management encourages open and honest communication, creating an environment where soldiers feel heard and valued.	4.15	.897	Agree	High
5.	Top management effectively communicates the reasons behind decisions and changes, promoting transparency and trust.	4.13	.881	Agree	High
6.	Top management tailors their communication style to the needs and preferences of different individuals and groups.	4.09	.926	Agree	High
7.	Top management regularly seeks feedback from soldiers to gauge the effectiveness of their communication.	4.10	.916	Agree	High
8.	Top management uses various channels and methods to ensure that important information reaches all relevant parties.	4.11	.931	Agree	High
9.	Top management communicates with empathy and understanding, showing genuine concern for soldiers' well-being.	4.11	.929	Agree	High
10.	Top management leads by example in their communication, demonstrating the importance of clear and respectful dialogue.	4.13	.907	Agree	High
	Over-all Mean	4.12	.864	Agree	High

Legend: 4.51–5.00 – Strongly Agree, Very High; 3.51–4.50 – Agree, High; 2.51–3.50 – Neutral, Moderately High; 1.51–2.50 – Disagree, Low; 1.00–1.50 – Strongly Disagree, Very Low

Table 13 presents the level of communication styles habitually displayed by top management of the Philippine Army (senior military officers) across varied operational contexts regarding general communication styles. As shown in the table, item number 2, "Top management actively listens to the concerns and ideas of their subordinates and shows genuine understanding," obtained the highest mean score of M=4.16, SD=.940, followed by item number 4, "Top management encourages open and honest communication, creating an environment where soldiers feel heard and valued" with a mean score of M=4.15, SD=.897. On the other hand, respondents obtained the lowest mean score of M=4.09, SD=.926 for item number 6, "Top management tailors their communication style to the needs and preferences of different individuals and groups," followed by item number 7, "Top management regularly seeks feedback from soldiers to gauge the effectiveness of their communication" with a mean score of M=4.10, SD=.916. The overall mean score is M=4.12, SD=.864, described as agree and interpreting that the soldiers have a high level of the communication styles habitually displayed by top management of the Philippine Army (senior military officers) across varied operational contexts. The data revealed that soldiers agreed that top management is very good in terms of communication styles.

Waldman et al. (2015) claimed that modern military operations involve volatile, uncertain, complex, ambiguous, and diverse operational environments, such as urban warfare, counterinsurgency, or peacekeeping and humanitarian assistance and disaster relief operations. Thus, effective communication enables top management or leaders to navigate these complexities by gathering and sharing information swiftly and accurately. This is because effective communication is one of the critical factors for the success of any operation.

Hargie & Tourish (2014) also posed that military leaders must communicate effectively, especially with diverse audiences, including troops, civilians, both local and international partners, and other government officials. Top management or leaders who possess excellent communication skills can easily convey their message to different audiences.

In every echelon of the military, effective communication is vital, especially in decision-making, team coordination, cultural adaptation, risk management, and understanding the complex and dynamic operational environment.

Table 14 presents a level of the communication styles habitually displayed by top management of the Philippine Army (senior military officers) across varied operational contexts regarding Openness and Transparency. As shown in the table, item number 5, "Top management admits their mistakes and takes steps to address them transparently," obtained the highest mean score of M=4.07, SD=.998

and the lowest mean score of M=4.03, SD=.983 for item number 1 "Top management shares information openly and transparently with subordinates".

Table 14. *Level of the Communication Styles Habitually Displayed by Top Management of the Philippine Army (Senior Military Officers) Across Varied Operational Contexts Regarding Openness and Transparency*

Item	Indicators	Mean	Standard Deviation	Qualitative Description	Interpretation
1.	Top management shares information openly and transparently with subordinates.	4.03	.983	Agree	High
2.	Top management encourages open communication and dialogue at all levels of the organization.	4.06	.960	Agree	High
3.	Top management is receptive to feedback and ideas from subordinates.	4.06	1.000	Agree	High
4.	1Top management communicates the reasons behind their decisions and actions.	4.05	.997	Agree	High
5.	Top management admits their mistakes and takes steps to address them transparently.	4.07	.998	Agree	High
	Over-all Mean	4.05	.948	Agree	High

Legend: 4.51–5.00 – Strongly Agree, Very High; 3.51–4.50 – Agree, High; 2.51–3.50 – Neutral, Moderately High; 1.51–2.50 – Disagree, Low; 1.00–1.50 – Strongly Disagree, Very Low

The overall mean score is M=4.05, SD=.948, described as agree and interpreted that the soldiers have a high level of the communication styles habitually displayed by top management of the Philippine Army (senior military officers) across varied operational contexts regarding openness and transparency. Meanwhile, the overall mean score of SD=.948 indicates that the data are more scattered around the mean. The data revealed that soldiers agreed that top management in the Philippine Army has a very good communication style in the aspect of openness and transparency.

This finding was supported by Katz (2015), who said that clear and effective communication nurtures effective decision-making, thereby ensuring that all stakeholders will be aware of the situations, goals, objectives, and resources that support the accomplishment of the mission.

According to Petraeus (2015), good communication is essential for achieving success in military operations. It is also a critical factor in building trust, confidence, understanding, and cohesion among team members. Open communication also fosters trust among team members, which is critical for building cohesive teams and promoting a culture of collaboration and mutual respect.

Top management in the military needs to prioritize good communication in terms of openness and transparency to ensure successful decision-making, situational awareness, trust-building, effective problem-solving, and cultural configuration. As evident from the data revealed from the current study, this is a critical aspect of military operations that requires attention to ensure the effective execution of missions.

Table 15. *Level of the Communication Styles Habitually Displayed by Top Management of the Philippine Army (Senior Military Officers) Across Varied Operational Contexts Regarding Active Listening and Empathy*

Item	Indicators	Mean	Standard Deviation	Qualitative Description	Interpretation
1.	Top management listens attentively to the concerns and ideas of subordinates.	4.09	.928	Agree	High
2.	Top management demonstrates empathy and understanding towards the challenges faced by subordinates.	4.11	.933	Agree	High
3.	Top management asks clarifying questions and seeks to understand the perspectives of others.	4.10	.932	Agree	High
4.	Top management provides subordinates with their full attention during interactions and discussions.	4.08	.911	Agree	High
5.	Top management uses active listening skills to build trust and rapport with subordinates.	4.12	.930	Agree	High
	Over-all Mean	4.10	.896	Agree	High

Legend: 4.51–5.00 – Strongly Agree, Very High; 3.51–4.50 – Agree, High; 2.51–3.50 – Neutral, Moderately High; 1.51–2.50 – Disagree, Low; 1.00–1.50 – Strongly Disagree, Very Low

Table 15 presents the level of the communication styles habitually displayed by top management of the Philippine Army (senior military officers) across varied operational contexts regarding Active Listening and Empathy. As shown in the table, item number 5 "Top management uses active listening skills to build trust and rapport with subordinates," obtained the highest mean score of M=4.12, SD=.930 and the lowest mean score of M=4.08, SD=.911 for item number 4 "Top management provides subordinates with their full attention during interactions and discussions". The overall mean score is M=4.10, SD=.896, described as agree and interpreted that the soldiers have a high level of the communication styles habitually displayed by top management of the Philippine Army (senior military officers) across varied operational contexts regarding Active Listening and Empathy. Meanwhile, the overall mean score of SD=.948 indicates that the data are more scattered around the mean. Data revealed that soldiers agreed that top management is very good at communicating in the aspect of active listening and empathy.

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This finding is supported by Bartone et al. (2013) on leadership communication, psychological safety, and team performance in military contexts. Their meta-synthesis of data from more than 60 studies across multiple military settings and countries indicated that leaders who actively listen and show real concern have higher levels of psychological safety, cohesiveness, and overall productivity of military teams. Furthermore, Yammarino et al. (2010) also researched the developmental changes in communication patterns and their implications on leadership performance in risky military operational environments. Their study revealed that leaders who actively listen and are empathetic, especially during periods of stress, are more likely to have higher levels of trust, psychological safety, and performance.

Thus, active listening and empathy are significant in creating psychological safety, trust, confidence, and organizational efficiency in the military situation. The fact that the Philippine Army has been able to foster these communication practices among its leaders is a testimony to the success of the leadership development programs, organizational culture, and operational doctrine of the Army.

Table 16. *Level of the Communication Styles Habitually Displayed by Top Management of the Philippine Army (Senior Military Officers) Across Varied Operational Contexts Regarding Clarity and Consistency*

Item	Indicators	Mean	Standard Deviation	Qualitative Description	Interpretation
1.	Top management communicates their expectations and objectives clearly to subordinates.	4.15	.885	Agree	High
2.	Top management provides consistent and reliable information to subordinates.	4.12	.907	Agree	High
3.	Top management ensures that their actions align with their words and stated values.	4.13	.891	Agree	High
4.	Top management maintains a consistent approach in their leadership and decision-making.	4.17	.919	Agree	High
5	Top management regularly clarifies and reinforces key messages to ensure understanding among subordinates.	4.14	.924	Agree	High
	Over-all Mean	4.14	.875	Agree	High

Legend: 4.51–5.00 – Strongly Agree, Very High; 3.51–4.50 – Agree, High; 2.51–3.50 – Neutral, Moderately High; 1.51–2.50 – Disagree, Low; 1.00–1.50 – Strongly Disagree, Very Low

Table 16 presents a level of the communication styles habitually displayed by top management of the Philippine Army (senior military officers) across varied operational contexts regarding clarity and consistency. As shown in the table, item number 4, "Top management maintains a consistent approach in their leadership and decision-making," obtained the highest mean score of M=4.17, SD=.919, and the lowest mean score of M=4.12, SD=.907 for item number 2, "Top management provides consistent and reliable information to subordinates." The overall mean score is M=4.14, SD=.875, described as agree and interpreting that the soldiers have a high level of the communication styles habitually displayed by top management of the Philippine Army (senior military officers) across varied operational contexts regarding Clarity and Consistency. Meanwhile, the overall mean score of SD=.875 indicates that the data are more scattered around the mean. The data revealed that soldiers agreed that top management is very good at communication in terms of clarity and consistency. The need for clarity and consistency in military leadership communication is further evidenced by a more detailed qualitative synthesis of the leadership communication literature by Laurence (2018). According to Laurence, leaders who send and receive messages and whose behavioral actions match their spoken words lay the right foundation of trust and understanding that are vital for operations in complex military theatres. This is also supported by Kark et al. (2018), who state that military managers have to balance between two conflicting factors: providing clear and consistent direction on the one hand and recognizing the realities of operating in contemporary armed forces. He pointed out that the capacity to maintain clear and consistent communication while at the same time being aware of the operational realities is an important leadership factor in the military setting, thus providing a strong backing to the communication styles witnessed in Philippine Army leaders, as revealed in the current study. The overall high scores on the various dimensions of communication in the current study suggest that the Philippine Army leaders are effectively achieving this balance, which may lead to improvement in their effectiveness in managing complex military operations.

Table 17. *Summary of Mean Scores of Level of the Communication Styles Habitually Displayed by Top Management of the Philippine Army (Senior Military Officers) Across Varied Operational Contexts Across Varied Operational Contexts*

Sub-variables	Mean	SD	Description	Interpretation
General Communication Styles	4.12	.864	Agree	High
Openness and Transparency	4.05	.948	Agree	High
Active Listening and Empathy	4.10	.896	Agree	High
Clarity and Consistency	4.14	.875	Agree	High
Over-all Mean	4.10	0.89	Agree	High

Legend: 4.51–5.00 – Strongly Agree, Very High; 3.51–4.50 – Agree, High; 2.51–3.50 – Neutral, Moderately High; 1.51–2.50 – Disagree, Low; 1.00–1.50 – Strongly Disagree, Very Low

Table 17 presents the summary of mean scores for the level of communication styles habitually displayed by top management of the Philippine Army (senior military officers) across varied operational contexts. As shown in the table, clarity and consistency obtained the highest mean score of M=4.14, SD=.875 followed by a mean score of M=4.12, SD=864 for general communication styles, a mean score of M=4.10, SD=.896, and last is a mean score of M=4.05, SD=.948 for openness and transparency. The overall mean score is

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M=4.10, SD=.89, described as agree and interpreted that the soldiers have a high level of the communication styles habitually displayed by top management of the Philippine Army (senior military officers) across varied operational contexts. The data revealed that the top management of the Philippine Army exhibited very good communication across varied operational contexts.

This finding is supported by the claim of Lewińska (2015), who conducted the research focused on the analysis of the role of communication in military leadership. Lewińska asserts that 'communication should be regarded as one of the leadership prerequisites'; only by using appropriate communication tools obedience, trust, respect, and loyal cooperation of the 'own men' can be achieved. Furthermore, Sheng and Chen (2021) investigated the part of culture in the course of military leadership communication. It was discovered that effective Asian military leaders use both the classical vertical communication systems and the modern horizontal communication patterns to the best effect. The high scores in the current study in various communication domains indicate that the Philippine Army leaders are well prepared to engage in communication effectively in different cultural settings, a factor that is very vital in the modern-day military due to globalization.

Problem 4. What is the level of soldier engagement, as reflected in: General engagement, attitudes, discretionary behaviors, performance, and wellness across junior officers and enlisted personnel?

Table 18. *Level of Soldiers' Engagement in terms of General Engagement*

Item	Indicators	Mean	Standard Deviation	Qualitative Description	Interpretation
1.	I feel a strong sense of commitment and loyalty to my unit and the Philippine Army.	4.15	.953	Agree	High
2.	I have a positive attitude towards my role and duties in the military.	4.18	.954	Agree	High
3.	I believe in the mission and values of the Philippine Army.	4.19	.933	Agree	High
4.	I am willing to go above and beyond my regular duties to contribute to the success of my unit.	4.16	.933	Agree	High
5.	I consistently strive to perform at my best and meet the standards set by my senior officers.	4.15	.933	Agree	High
6.	I am committed to developing my skills and knowledge to enhance my performance in the military.	4.17	.967	Agree	High
7.	I take pride in my work and aim to achieve excellence in all my assigned tasks.	4.15	.940	Agree	High
8.	I feel supported by my senior officers in maintaining my physical, mental, and emotional well-being.	4.13	.907	Agree	High
9.	I actively engage in activities and practices that contribute to my well-being and resilience.	4.14	.905	Agree	High
10.	I feel a strong sense of camaraderie and teamwork with my fellow soldiers, working together to achieve our shared goals.	4.20	.936	Agree	High
	Over-all Mean	4.16	.902	Agree	High

Legend: 4.51–5.00 – Strongly Agree, Very High; 3.51–4.50 – Agree, High; 2.51–3.50 – Neutral, Moderately High; 1.51–2.50 – Disagree, Low; 1.00–1.50 – Strongly Disagree, Very Low

Table 18 presents the Level of Soldiers' Engagement in terms of General Engagement. As seen in the table, item number 10, "I feel a strong sense of camaraderie and teamwork with my fellow soldiers, working together to achieve our shared goals," obtained the highest mean score of M=4.20, SD=.936 followed by item number 3, "I believe in the mission and values of the Philippine Army" with a mean score of M=4.19, SD=.933. On the other hand, respondents obtained the lowest mean score of M=4.13, SD=.907 for item number 8, "I feel supported by my senior officers in maintaining my physical, mental, and emotional well-being, followed by item number 9, "I actively engage in activities and practices that contribute to my well-being and resilience" with a mean score of M=4.14, SD=.905. The overall mean score is M=4.16, SD=.902, described as agree and interpreted that the soldiers have a very good level of Soldiers' Engagement in terms of General Engagement. Meanwhile, the overall mean score of SD=.902 indicates that the data are more scattered around the mean. Data revealed that soldiers agree that top management is very good in soldiers' engagement in terms of general engagement.

This finding is supported by the claim of Hedlund et al. (2015) that leadership plays a significant role in engaging the troops and giving them a sense of purpose. He further noted that good leaders are not only those who give directions to subordinates but also make them feel appreciated and recognize the significance of their roles in the military. This approach to leadership seems to have been successfully adopted in the Philippine Army, as reflected by the relatively high engagement scores on different aspects. Hedlund et al. also point out the importance of tacit knowledge and practical intelligence in military leadership, and thus, it is possible to assume that the leadership of the Philippine Army is already using these factors to improve the soldiers' engagement.

Further, Chambel et al. (2015) revealed that job resources such as social support and decision-making, planning, and feedback were positively related to work engagement and negatively linked to burnout. They pointed out that soldiers who have good perceptions about the environment they work in and the roles assigned to them are more likely to be highly engaged. The high engagement scores in the various dimensions of the current study may point to the fact that the leaders of the Philippine Army may be culturally intelligent

enough to make the environment of the soldiers engaging to all.

Table 19. *Level of Soldiers' Engagement in Terms of Attitude*

Item	Indicators	Mean	Standard Deviation	Qualitative Description	Interpretation
1.	I have a positive attitude towards my role and responsibilities in the military.	4.17	.969	Agree	Very High
2.	I believe in the values and mission of the Philippine Army.	4.18	.960	Agree	Very High
3.	I feel a strong sense of pride and loyalty towards my unit and the military as a whole.	4.17	.964	Agree	Very High
4.	I maintain a positive outlook, even in the face of challenges or setbacks.	4.14	.948	Agree	Very High
5.	I approach my duties with enthusiasm and a willingness to learn and grow.	4.16	.959	Agree	Very High
	Over-all Mean	4.16	.934	Agree	Very High

Legend: 4.51–5.00 – Strongly Agree, Very High; 3.51–4.50 – Agree, High; 2.51–3.50 – Neutral, Moderately High; 1.51–2.50 – Disagree, Low; 1.00–1.50 – Strongly Disagree, Very Low

Table 19 presents the Level of Soldiers' Engagement in terms of attitude. As seen in the table, item number 2, "I believe in the values and mission of the Philippine Army," obtained the highest mean score of M=4.18, SD=.960 and the lowest mean score of M=4.14, SD=.948 for item number 4, "I maintain a positive outlook, even in the face of challenges or setbacks." The overall mean score is M=4.16, SD=.934, described as agree and interpreted that the soldiers have a very good level of Soldiers' Engagement in terms of attitude. Meanwhile, the overall mean score of SD=.934 indicates that the data are more scattered around the mean. The data revealed that soldiers agreed that the top management of the Philippine Army is very good in terms of attitude and soldiers' engagement.

This finding is further confirmed by the current theoretical framework on organizational attitudes and behavior in a military environment by Limaj and Bernroider (2019). They noted that cultural balance influences the ability of an organization to innovate and adapt, and this is evident by the high mean scores attained in the current study regarding the soldiers' attitudes in the different domains. For instance, the majority of the subjects had positive perceptions towards statements such as 'I have faith in the vision and the role of the Philippine Army' and 'I have a positive attitude towards my role and responsibilities in the Philippine military' with mean scores of 4. 18 and standard deviations of 0. 960 and 0. 969 respectively. These aspects are seen in the high attitude scores of the Philippine Army soldiers.

In support of these findings, Kuo (2015) provides an understanding of the factors that influence positive attitude and organizational commitment in law enforcement organizations similar to military organizations. He has suggested that affective commitment has a positive correlation with job satisfaction. In addition, Karabulut (2017) carried out a study on the relationship between military culture and training and the soldiers' perceptions and actions. Karabulut further stated that soldiers who develop positive attitudes through training and socialization in the military environment will perform well and optimally in different operational contexts.

The enhancement of a positive attitude among the soldiers of the Philippine Army highlights a favorable perception of the cultural development, training, and manpower management of the army. Besides confirming the Army's current practices, these findings provide insights that could be useful for other military organizations that may want to improve their personnel's attitude and, therefore, their readiness and efficiency.

Table 20. *Level of Soldiers' Engagement in Terms of Discretionary Behaviors*

Item	Indicators	Mean	Standard Deviation	Qualitative Description	Interpretation
1.	I voluntarily take on additional responsibilities to support my unit and the military's objectives.	4.13	.944	Agree	Very High
2.	I go above and beyond my assigned duties to contribute to the success of my unit.	4.13	.914	Agree	Very High
3.	I proactively seek out opportunities to learn new skills and improve my performance.	4.14	.957	Agree	Very High
4.	I offer my fellow soldiers when needed, even if it is outside my job scope.	4.10	.940	Agree	Very High
5.	I take the initiative to address problems or challenges without being prompted by superiors.	4.12	.979	Agree	Very High
	Over-all Mean	4.12	.918	Agree	Very High

Legend: 4.51–5.00 – Strongly Agree, Very High; 3.51–4.50 – Agree, High; 2.51–3.50 – Neutral, Moderately High; 1.51–2.50 – Disagree, Low; 1.00–1.50 – Strongly Disagree, Very Low

Table 20 presents the Level of Soldiers' Engagement in terms of discretionary behaviors. As seen in the table, item number 3, "I proactively seek out opportunities to learn new skills and improve my performance," obtained the highest mean score of M=4.14, SD=.957, and the lowest mean score of M=4.10, SD=.940 for item number 4 "I offer assistance to my fellow soldiers when needed, even if it is outside my formal job scope." The overall mean score is M=4.12, SD=.918, described as agree and interpreted that the soldiers have a very high level of soldiers' engagement in terms of discretionary behaviors. Meanwhile, the overall mean score of

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SD=.918 indicates that the data are more scattered around the mean. Data revealed that soldiers agree that top management has a very good soldier engagement in terms of discretionary behaviors.

This finding is confirmed by Limaj and Bernroider (2019) who presented a systematic literature review on antecedents of absorptive capacity and cultural balance in organizations. They discovered from their research that engaged 'extra-role behaviors' that are not officially prescribed are very important to organizational performance and are even more critical in high-risk organizations like the military organizations which they used as their sample (p. 145). Limaj and Bernroider's work supports the importance of these extra-role behaviors in enhancing the cohesiveness and performance of a military force as evidenced by the high average discretionary behavior in the Philippine Army as revealed in the current study.

According to Kuo (2015), officers who perform discretionary behaviors that are in support of a unit's goals and the other officers have better unit cohesiveness, productivity, and flexibility in times of difficulty in operation. From Kuo's work, a solid foundation for appreciating the impacts of discretionary activities on organizational performance is presented, especially concerning relations between personal actions, group cohesiveness, and organizational performance.

Further, Karabulut (2017) also explored how discretionary behaviors help in the development of innovation and adaptability in military organizations. They concluded that 'soldiers who frequently exhibit discretionary behaviors particularly those that are associated with problem-solving and skill enhancement are likely to positively influence organizational innovation and adaptability.

The similarity of these results with the study of Limaj and Bernroider (2019), Kuo (2015), and Karabulut (2017) supports the conclusion that discretionary behaviors are essential for enhancing organizational performance, unit cohesiveness, and adaptability in military settings. The Philippine Army's top management's positive experience in promoting strong discretionary behaviors among military personnel is good for its organizational culture, leadership, and personnel management approaches.

Table 21. *Level of Soldiers' Engagement in Terms of Performance*

Item	Statement Indicators	Mean	Standard Deviation	Qualitative Description	Interpretation
1.	I consistently meet or exceed the performance standards set for my role.	4.10	.958	Agree	High
2.	I demonstrate a high level of proficiency in my job-related skills and knowledge.	4.11	.987	Agree	High
3.	I can adapt and perform effectively in various operational contexts and situations.	4.12	.986	Agree	High
4.	I continuously strive to improve my performance and develop new capabilities.	4.11	.942	Agree	High
5.	I receive positive feedback and recognition from my superiors for my performance and contributions.	4.11	.964	Agree	High
	Over-all Mean	4.11	.938	Agree	High

Legend: 4.51–5.00 – Strongly Agree, Very High; 3.51–4.50 – Agree, High; 2.51–3.50 – Neutral, Moderately High; 1.51–2.50 – Disagree, Low; 1.00–1.50 – Strongly Disagree, Very Low

Table 21 presents the level of soldiers' engagement in terms of performance. As seen in the table, item number 3, "I can adapt and perform effectively in various operational contexts and situations," obtained the highest mean score of M=4.12, SD=.986 and the lowest mean score of M=4.10, SD=.958 for item number 1 "I consistently meet or exceed the performance standards set for my role." The overall mean score is M=4.11, SD=.938, described as agree and interpreted that the soldiers have a high level of soldiers' engagement in terms of performance. Meanwhile, the over-all mean score of SD=.938 indicates that the data are more scattered around the mean. The data revealed that soldiers agreed that top management is high in soldiers' engagement in terms of performance.

This is in line with the current studies of Zheng et al. (2016) focusing on performance and engagement in military settings that provided a systematic review of work engagement and job performance with a focus on military work environments. Their study confirmed that improving military leadership results in increased work engagement among the soldiers with other individual and organizational benefits. They further stressed that engagement is a key to performance in military organizations, which is evidenced by the overall high levels of performance in the current study.

Also, Chambel et al. (2015) posed that job resources which include social support and decision-making autonomy had a positive relationship with work engagement and a negative relationship with burnout. They discovered that the soldiers who had a high level of support for the work environment and perceived the importance of roles had a high level of engagement. Furthermore, Britt and Bliese (2017) focused on the use of engagement as a resilience resource in military settings. They pointed out that the engagement of soldiers is positively correlated with work performance, work adjustment, and soldiers' capacity to perform effectively in the context of growing operational pressures.

The convergence of these results with those of Zheng et al. (2016), Chambel et al. (2015) and Britt and Bliese (2017) reaffirms the importance of engagement, job resources, and resilience to enhance high performance in military environments. These findings do not only support the current practices and strategies of the Army but also provide useful information that may be of use to other military organizations that may wish to improve the performance of their personnel and subsequently, the readiness and efficiency of their

forces.

Table 22. *Level of Soldiers' Engagement in Terms of Wellness*

Item	Statement Indicators	Mean	Standard Deviation	Qualitative Description	Interpretation
1.	I prioritize my physical health and well-being through regular exercise and healthy lifestyle choices.	4.13	.942	Agree	High
2.	I actively engage in stress management techniques and self-care practices.	4.11	.911	Agree	High
3.	I maintain a positive work-life balance, ensuring adequate rest and personal time.	4.17	.916	Agree	High
4.	I feel supported by my unit and the military in maintaining my overall well-being.	4.10	.938	Agree	High
5.	I seek help and support when needed to address any physical, mental, or emotional health concerns.	4.13	.939	Agree	High
	Over-all Mean	4.13	.886	Agree	High

Legend: 4.51–5.00 – Strongly Agree, Very High; 3.51–4.50 – Agree, High; 2.51–3.50 – Neutral, Moderately High; 1.51–2.50 – Disagree, Low; 1.00–1.50 – Strongly Disagree, Very Low

Table 22 presents the Level of Soldiers' Engagement in terms of wellness. As seen in the table, item number 3, "I maintain a positive work-life balance, ensuring adequate rest and personal time," obtained the highest mean score of M=4.17, SD=.916, and the lowest mean score of M=4.10, SD=.938 for item number 4 "I feel supported by my unit and the military in maintaining my overall well-being". The overall mean score is M=4.13, SD=.886 described as agreeing and interpreting that the soldiers have a high level of soldiers' engagement in terms of wellness. Meanwhile, the overall mean score of SD=.886 indicates that the data are more scattered around the mean.

This finding is supported by the claim of Britt and Bliese (2017) which provided a systematic review of the literature regarding the connections between engagement and well-being with performance in military contexts. Their studies which involved tracking the soldiers for some time discovered that work engagement was a strong predictor of psychological well-being and performance under stress.

Additional evidence for these propositions can be found in the extensive study by Chambel et al. (2015) on job characteristics, work engagement, and burnout in military situations. According to their study, they discovered that job resources, including those that are related to well-being, are positively correlated with work engagement while they are negatively correlated with burnout. The results established that soldiers who reported high support for the work environment and perceived importance of roles showed high levels of engagement. Likewise, Harter et al. (2015) posit that wellness programs that prioritize employee satisfaction and engagement can lead to increased job satisfaction and retention rates among soldiers.

The high scores on the different wellness dimensions support the hypothesis that the Philippine Army has achieved its goal of developing a culture that fosters the wellness of the soldiers in terms of work-life balance, physical health, stress, and help-seeking. This comprehensive approach to soldier well-being seems to be paying off concerning soldier morale and readiness, which is important to the success of military missions.

Table 23. *Summary of Mean Scores for the Level of Soldiers' Engagement*

Indicators	Mean	SD	Description	Interpretation
General Engagement	4.16	.902	Agree	High
Attitudes	4.16	.934	Agree	High
Discretionary behaviors	4.12	.918	Agree	High
Performance	4.12	.906	Agree	High
Wellness	4.13	.886	Agree	High
Over-all Mean	4.14	0.909	Agree	High

Legend: 4.51–5.00 – Strongly Agree, Very High; 3.51–4.50 – Agree, High; 2.51–3.50 – Neutral, Moderately High; 1.51–2.50 – Disagree, Low; 1.00–1.50 – Strongly Disagree, Very Low

Table 23 presents a summary of mean scores for the level of soldiers' engagement. As seen in the table, general engagement obtained a mean score of M=4.16, SD=.902, a mean score of M=4.16, SD=.934 for attitudes, a mean score of M=4.13, SD=.886 for wellness, a mean score of M=4.12, SD=.906 for performance, and a mean score of M=4.12, SD=.918 for discretionary behavior. The overall mean score is M=4.14, SD=.909 described as agreeing and interpreting that the soldiers have a high level of soldiers' engagement across varied operational contexts. Meanwhile, the overall mean score of SD=.909 indicates that the data are more scattered around the mean.

The above finding is in agreement with previous studies on soldier engagement and its different facets in military settings. Hedlund et al. (2015) stressed that to increase the level of soldiers' engagement, military leaders need to build a positive organizational climate and offer inspirational motivation. From the present study of the Philippine Army, the overall high engagement scores are supported by Hedlund et al. 's work which brought out the importance of leadership in the engagement of troops and the sense of direction that needs to be given to them.

Additional support is derived from a systematic study that was conducted by Zheng et al. (2016) on work engagement and job resources

in military environments. They found out that transformational leadership and job resources as antecedents of work engagement in soldiers. From this, they found that improving military leadership increases work commitment among soldiers with positive individual and organizational effects.

From the results obtained in the different dimensions of engagement, it can be concluded that the Philippine Army has fostered an environment that fosters total engagement, positive affective, voluntary behaviors, optimal performance, and well-being among its soldiers.

Problem 5. Is there a significant relationship between soldiers' engagement and: Leadership Styles, Commitment, and Communication Styles?

Table 24. *Relationship Between Soldiers' Engagement and: Leadership Styles, Commitment, and Communication Styles*

Variables	N	R	Effect Size	P-value	Interpretation
Leadership Styles	307	.926**	Large	0.000**	Significant
General leadership styles	307	.909**	Large	0.000**	Significant
Directive and Participative Leadership	307	.859**	Large	0.000**	Significant
Task-Oriented and People-Oriented Leadership	307	.861**	Large	0.000**	Significant
Transformational and Transactional Leadership	307	.905**	Large	0.000**	Significant
Commitment	307	.943**	Large	0.000**	Significant
General Commitment	307	.904**	Large	0.000**	Significant
Resilience and Adaptability	307	.901**	Large	0.000**	Significant
Sense of Duty and Responsibility	307	.913**	Large	0.000**	Significant
Confidence and Decisiveness	307	.952**	Large	0.000**	Significant
Communication Styles	307	.949**	Large	0.000**	Significant
General Communication	307	.936**	Large	0.000**	Significant
Openness and Transparency	307	.885**	Large	0.000**	Significant
Active Listening and Empathy	307	.914**	Large	0.000**	Significant
Clarity and Consistency	307	.911**	Large	0.000**	Significant

Legend:
Correlation Coefficient Range — *Effect Size/Strength of Relationship (Cohen, 1988)*
.50 and Above — *Strong/Large Correlation*
.30 to .49 — *Moderate Correlation*
.10 to .29 — *Weak/Small Correlation*

Table 24 presents the results of correlation analysis for the relationship between soldiers' engagement and: leadership styles, commitment, and communication styles. As depicted in the table, the variables leadership styles ($p<.05$, $r=.926$), general leadership styles ($p<.05$, $r=.909$), directive and participative leadership ($p<.05$), $r=.859$, task-oriented and people-oriented leadership ($p<.05$, $r=.861$), transformational, and transactional leadership ($p<.05$, $r=.905$), commitment ($p<.05$, $r=.943$), general commitment ($p<.05$, $r=.904$), resilience and adaptability ($p<.05$, $r=.901$), sense of duty and responsibility ($p<.05$, $r=.913$), confidence and decisiveness ($p<.05$, $r=.952$), communication styles ($p<.05$, $r=.949$), general communication ($p<.05$, $r=.936$), openness and transparency ($p<.05$, $r=.885$), active listening and empathy ($p<.05$, $r=.914$), and clarity and consistency ($p<.05$, $r=.911$) have a large positive significant relationship on soldiers' engagement. This can be further interpreted that if the said variables increase or improve, soldiers' engagement also largely increases.

This finding conforms with the existing literature on leadership styles, commitment, communication styles, and soldier engagement in military settings. Wong et al. (2015) also undertook a comprehensive literature review to determine the effects of diverse leadership behaviors on soldier work commitment and performance. In their study which included a large sample of military personnel from different ranks and units, they concluded that both transformational and transactional leadership styles have a significant relationship with the level of soldier motivation and performance.

This corresponds with the current study's positive correlations between leadership styles and soldier engagement, where the coefficients were found to be very high; $r=.926$, $p<.05$ for all the leadership styles, $r=.905$, $p<.05$ for both transformational and transactional leadership. Wong et al. also stress that the use of the transformational and transactional leadership components by military leaders is more likely to influence the high level of commitment by the subordinates. They posit that this creates a balance between inspiring the soldiers and setting realistic expectations; something that is highly appreciated by soldiers and which boosts their morale to the job as well as the organization.

More supporting evidence can be derived from the extensive work of Alamir, Almutairi, and Alkandari (2019) on the impact of transformational leadership and perceived organizational justice on organizational outcomes. They discovered that transformational leadership increases the organizational commitment of military personnel which has a positive correlation with the performance results. Alamir et al. expand more on how transformational leadership increases commitment pointing out that it fosters identification by linking personal and organizational goals. They also explicate the part played by organizational justice in this process, asserting that the

soldiers' perceptions of their leaders and the organization as being fair and just will elicit a matching level of commitment and engagement.

Also, Mayfield and Mayfield (2017) explored leadership communication concerning the level of engagement and performance of the employees. Their study which integrated research literature from different work environments including military organizations demonstrated that leadership communication in particular positively influences employee engagement, job satisfaction, and performance. Mayfield and Mayfield (2017) also stressed the fact that communication from leaders should be clear, consistent, and motivating to ensure that subordinates are engaged at the highest level. They suggested that leaders not only need to communicate the content but also to engage the hearts of the followers, hence, effective communication can improve trust, increase understanding of expectations, and advance the level of soldiers' engagement.

The positive and significant correlations between soldier engagement and leadership styles, commitment, and communication styles established in the study among the Philippine Army are supported by current literature on military organizational behavior. These correlations highlight the importance of leadership, organizational commitment, and communication in enhancing soldiers' engagement and motivation in various military settings.

Problem 6. Which variables, singly or in combination, best predict or influence soldiers' engagement?

Table 25. *Results of Multiple Regression Analysis for the Variables that Singly or in Combination Best Predicts Soldiers' Engagement*

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Interpretation
	B	Std. Error	Beta			
(Constant)	.007	.065		.113	.910	Significant
Confidence and Decisiveness	.365	.053	.366	6.865	.000	Significant
Resilience and Adaptability	.098	.038	.100	2.542	.012	Significant
General Communication	.157	.056	.152	2.815	.005	Significant
Clarity and Consistency	.167	.042	.164	3.991	.000	Significant
Openness and Transparency	.077	.033	.081	2.305	.022	Significant
Transformational and Transactional Leadership	.142	.037	.148	3.840	.000	Significant

R = 0.967   R2 = 0.935   F = 722.60   P-Value (Sig)= 0.000   Significant

Table 25 presents the results of multiple regression analysis for the variables that singly or in combination best predict soldiers' engagement. As depicted in the table, the R-value is .967 signifying a strong positive relationship between soldiers' engagement and the independent variables used. The R2 value of 0.935 implies that the significant predictor variables namely, confidence and decisiveness ($p<.05$), resilience and adaptability ($p<.05$), general communication ($p<.05$), clarity and consistency ($p<.05$), openness and transparency ($p<.05$), and transformational and transactional leadership ($p<.05$) explained 93.5% of the variability of soldiers' engagement. The probability value of 0.000 of F =722.60 indicates a statistically significant relationship between soldiers' engagement and the said six (6) predictor variables.

Meanwhile, the variable that significantly best predicted or influenced soldiers' engagement is confidence and decisiveness (Beta=.366) followed by clarity and consistency (Beta=.164), general communication (Beta=.152), transformational and transactional leadership (Beta=.148), resilience and adaptability (Beta=.100), and openness and transparency (Beta=.081).

The regression equation model of this study is Y'=.007+ .365X1 +.098X2 +.157X3 +.167X4 +.077X5 + .142X6

Where :

Y'=Soldiers' Engagement
.007= is the B constant
X1= Confidence and Decisiveness
X2= Resilience and Adaptability
X3= General Communication
X4= Clarity and Consistency
X5= Openness and Transparency
X6= Transformational and Transactional Leadership

The regression equation implies that the soldiers' engagement was statistically significantly predicted or influenced by six variables, namely, confidence and decisiveness, resilience and adaptability, general communication, clarity and consistency, openness and transparency, and transformational and transactional leadership. As to the significant effect size of the said predictor variables on soldiers' engagement, for every one-point increase in confidence and decisiveness, soldiers' engagement increases by .365; one-point increase in resilience and adaptability, soldiers' engagement increases by .098; one-point increase in general communication, soldiers'

engagement increases by .157, one-point increase of clarity and consistency, soldiers' engagement increases by .167, one-point increase of openness and transparency, soldiers' engagement increases by .077, and one-point increase of transformational and transactional leadership, soldiers' engagement increases by .142.

The results indicate that confidence and decisiveness in determining soldiers' engagement are the most important predictors among the variables used. On the other hand, the factors that work best in identifying soldiers' engagement are resilience and adaptability, general communication, clarity and consistency, openness and transparency, and transformational and transactional leadership styles.

Confidence and Decisiveness as the Primary Predictors of Soldiers' Engagement

The best predictors of soldier's engagement across varied operational contexts are confidence and decisiveness, as they significantly influence individual performance, team dynamics, morale, stakeholder management, and overall mission success. According to Klein et al. (2015), he highlighted that confidence significantly correlates with soldiers' ability to make quick, effective, and sound judgments or decisions during high-stakes situations. Higher confidence levels enhanced task performance and superior resilience in the face of adversity and diversity.

Also, Vogt et al. (2015) described that confident soldiers contribute positively to team dynamics and mission success. It also creates a supportive environment where team members feel empowered to participate and communicate openly. This consistency is essential during complex operations where collaboration is necessary.

In the study of Kirkpatrick et al. (2015), he emphasized that decisive leaders can easily adapt and anticipate needed strategies in a real-time, which contributes to overall mission success and soldier engagement. Further, when leaders demonstrate decisiveness, it inspires confidence among subordinates, as noted in the study conducted by Smith and Smith (2015). This clarity of path enhances soldiers' commitment and engagement, as they feel involved and committed to supporting the leadership's vision and decisions.

Thus, confidence and decisiveness are paramount predictors of soldiers' engagement across various operational contexts. These do not only enhance individual and team performance but also contribute to a positive military practice toward mission success. As military operations increasingly become multifaceted, nurturing these traits is crucial in maintaining high levels of engagement among soldiers.

Resilience and Adaptability as Crucial Factors in Influencing Soldiers' Engagement

Resilience and adaptability are found to be crucial factors influencing soldiers' engagement across various operational contexts. These attributes suggest that military personnel can easily cope effectively with the inherent stresses due to the operational demands in the military environment, including combat and deployment challenges.

Resilient soldiers are better equipped to manage psychological and physical stresses associated with military operations as claimed by Britt et al. (2015). They tend to maintain higher levels of engagement even during challenging circumstances, which is essential for mission success. In military parlance, resilience can manifest as the capacity to remain composed despite pressing situations such as embarking on a dangerous mission, combat exposure, operational tempo, and personal circumstances that challenge personal and organizational success. Polusny et al. (2023) claimed that adaptability is necessary to adjust to new conditions or environments. In the military, adaptability is essential for responding effectively to rapidly changing operational scenarios. Soldiers must often switch between different roles and tasks, requiring a flexible mindset.

Resilience and adaptability are crucial factors for soldiers' engagement as they enable individuals to successfully cope with stressors and changing conditions in diverse operational environments. Resilience fosters the mental toughness of soldiers helping them recover from setbacks and remain focused, while adaptability permits them to be responsive to any unforeseen challenges to ensure mission success.

Role of Communication in Soldier's Engagement

Communication has been identified as a pivotal influencer of soldiers' engagement across varied operational environments by facilitating trust, clarity, and consistency within teams. Effective communication enhances situational awareness and fosters a shared understanding of goals and objectives, which are crucial in achieving mission success in high-stress scenarios. According to the study by Burkhart et al. (2015), he claimed that clear communication networks are directly linked to higher levels of soldier engagement, as they allow for a faster and more efficient exchange of information with timely feedback, which is crucial in all aspects of military operations.

Additionally, studies by Lindsay and Smith (2015), suggested that enhanced communication systems are critically important to improve soldiers' ability to maintain situational awareness, especially in diverse operational environments. Galvin et al. (2015) posit that regular communication between team members not only aids in operational effectiveness but also serves as a psychological anchor, reducing anxiety and improving team performance. Thus, communication poses a multifaceted and crucial role in soldier engagement across varied operational environments especially in high-pressure situations. Moreover, communication is vital in every echelon of military organizations where leadership hinges on the communication systems and strategies to achieve operational success and ensure the well-being of soldiers in the field.

Clarity and Consistency as Predictors of Soldiers' Engagement

Clarity and consistency in communication are revealed to be critical predictors of soldiers' engagement, influencing how effectively they perform their duties and respond to the challenges of diverse operational environments. In military operations, where uncertainty, stress, and high-risk decision-making are constant, clear and consistent communication ensures that soldiers remain focused, aligned with mission objectives, and able to adapt to evolving circumstances. When soldiers receive specific and explicit instructions, they remain focused on executing their tasks without misperception. This is particularly important in diverse operational environments where mission parameters can change hastily, such as in counterinsurgency, counterterrorism, or urban warfare operations (Freeman & Larson, 2015).

Additionally, Wilson et al. (2015) revealed that soldiers are more likely to trust their leaders and stay focused and motivated when they observe communication is reliable and consistent. On the other hand, inconsistencies in communication may lead to confusion, doubt, frustration, and disengagement among soldiers. In essence, clarity and consistency in communication, especially from leadership, fosters trust and cohesion among soldiers. When commanders effectively communicate mission objectives, rules of engagement, and expectations, soldiers are more likely motivated and committed to performing their tasks beyond expectation. Indeed, clarity and consistency in communication are critically important to ensuring soldiers remain engaged, particularly in complex and varied operational environments.

Impact of Openness and Transparency in Communication on Soldiers' Engagement

Openness and transparency in military communication in all echelons are critically important as they will foster trust, confidence, and morale among soldiers. In challenging and high-pressure military operations, transparency and openness from the leadership significantly enhanced soldiers' engagement, leading to better performance, cooperation, and resilience in the field ensuring mission accomplishment.

According to the studies by Anderson and Timmons (2015), they observed that openness and transparency are essential in building and sustaining trust. Further, they espoused that when leaders communicate openly about the mission objectives, risks, and challenges, soldiers are more likely to feel valued, respected, empowered, and confident in their role. This trust nurtures a greater commitment to the mission and develops a stronger sense of ownership and accountability in every endeavor.

Conversely, even with a commitment to transparency and openness, leaders must maintain operational and communication security. O'Brien and Scott (2015) emphasize that leaders should convey information clearly and effectively, making sure that soldiers are well-informed and involved yet still uphold the necessary secrecy to prevent jeopardizing operations.

Transformational and Transactional Leadership's Influence on Soldiers' Engagement

Leadership is the lifeblood of the military and it plays a crucial role in shaping soldiers' engagement, by providing purpose, motivation, and direction to accomplish the mission and improve the organization (FC 8-071). Transformational and transactional leadership styles are two (2) prominent leadership styles exercised by the military in carrying out their tasks. While transactional leadership stresses structure, incentives, and discipline to guarantee job fulfillment, transformational leadership concentrates on inspiring and motivating soldiers toward greater goals. Different leadership philosophies are more or less successful in different military operational environments, such as counterinsurgency operations, counterterrorism, and peacekeeping operations. This investigation looks at how these different leadership styles affect soldiers' engagement across various operational environments.

Bass and Riggio (2015) suggest that transformational leaders engage soldiers by appealing to higher-order values and establishing a feeling of purpose beyond the immediate duties. They also communicate an appealing vision that encourages soldiers to develop a sense of ownership of goals and objectives. This vision develops motivation, and empowerment and enhances engagement, especially in high-pressure or in a volatile, uncertain, complex, and ambiguous operational environment. On the other hand, transactional leadership is described as the most effective in controlled, foreseeable operational environments that require discipline, and mission accomplishment while adhering to standards. It is short-term and task-oriented engagement through rewards and punishments. However, Harisson (2015) claimed that though soldiers execute their duties, it may not foster deeper emotional and psychological engagements as transformational leadership provides. Furthermore, military leaders who can combine both of these leadership philosophies—focusing on structure and incentives while motivating soldiers toward a greater goal—are more likely to sustain high levels of engagement in a variety of operational environments.

Combination of Predictors

Combining these predictors, the analysis revealed that confidence and decisiveness, resilience and adaptability, general communication, clarity and consistency, openness and transparency, and transformational and transactional leadership styles best fit soldiers' engagement across a varied operational environment. The integration of these factors into leadership practice among leaders in the military will probably result in a highly engaged, empowered, motivated, and effective soldier across varied military operational contexts.

The interplay of various factors, including confidence and decisiveness, resilience and adaptability, communication, clarity and

consistency, openness and transparency, and leadership styles, greatly influences the way soldiers engage in various operational contexts. Moreover, incorporating these elements into leadership practices facilitates the maintenance of both short-term task focus and long-term emotional commitment. Bass et al. (2015) describe that military leaders can improve soldier performance, motivation, and mission success by attending to the psychological, operational, and emotional aspects of engagement.

Additionally, Bass & Avolio (2015) claimed that leaders who combine decisiveness and confidence with vibrant, reliable communication foster a trusting and stable operational environment, reducing uncertainty and enhancing soldiers' engagement. Also, when leaders display resilience and adaptability, soldiers are better prepared to manage diverse operational changes without losing attention to details. Likewise, openness and transparency further build trust, while the use of both transformational and transactional leadership styles ensures that soldiers are highly engaged both emotionally and operationally. When these factors are integrated into leadership practices, it provides a solid foundation for maintaining both short-term task focus and long-term emotional commitment. Also, by addressing the psychological, operational, and emotional dimensions of soldier engagement, military leaders can enhance soldiers' performance, motivation, and overall mission success across varied operational environments.

Problem 7. What structural model best fits soldiers' engagement in relation to leadership styles, commitment, and communication styles?

Table 26. *Regression Weights of Structural Model 1 on Soldiers' Engagement*

	Path		B	S.E.	C.R.	Beta	P	Interpretation
SENGA	<---	LESTYL	.263			.218		Not Significant
SENGA	<---	COMMIT	-1.098			-.926		Not Significant
SENGA	<---	COSTYL	2.009			1.704		Not Significant
SOLD_SE	<---	SENGA	.850			.993		Not Significant
ATTI_SE	<---	SENGA	.859			.999		Not Significant
DISC_SE	<---	SENGA	.854			.995		Not Significant
DIPA_LS	<---	LESTYL	1.000			.975		Not Significant
LEAD_LS	<---	LESTYL	1.032	.012	84.415	.986	***	Significant
SENS_CM	<---	COMMIT	1.000			.985		Not Significant
RESI_CM	<---	COMMIT	.985	.005	189.260	.990	***	Significant
COMM_CM	<---	COMMIT	.995	.004	226.944	.977	***	Significant
OPEN_CS	<---	COSTYL	1.000			.923		Not Significant
COMS_CS	<---	COSTYL	.994	.008	131.113	.998	***	Significant
ACTI_CS	<---	COSTYL	.996	.008	122.902	.989	***	Significant
PERF_SE	<---	SENGA	.843			.981		Not Significant
TAPE_LS	<---	LESTYL	.998	.008	125.702	.987	***	Significant
TRAN_LS	<---	LESTYL	1.017	.012	86.126	.990	***	Significant
CODE_CM	<---	COMMIT	1.010	.003	311.770	.997	***	Significant
CLAR_CS	<---	COSTYL	1.008	.008	133.935	1.001	***	Significant
WELL_SE	<---	SENGA	.845			.996		Not Significant

Legend:
LESTYL-Leadership Styles
LEAD_LS-General Lifestyles
DIPA_LS- Directive and Participative Leadership
TAPE_LS- Task-Oriented and People-Oriented Leadership
TRANS_LS- Transformational and Transactional Leadership
COMMIT-Commitment
COMM_CM-General Commitment
RESI_CM- Resilience and Adaptability
SENS_CM- Confidence and Decisiveness
COSTYL-Communication Styles

ACTI_CS- Active Listening and Empathy
OPEN_CS- Openness and Transparency
CLAR_CS- Clarity and Consistency
SENGA-Soldiers' Engagement
SOLD_SE-General Soldiers' Engagement
ATTI_SE-Attitude
DISC_SE-Discretionary Behavior
PERF_SE-Performance
WELL_SE-Wellness
COMS_CS- General Communication

Table 26 presents the Regression Weights of Structural Model 1 on Soldiers' Engagement. As shown in the table, COMMIT exerts the highest influence/impact on CODE_CM (Beta=.997), followed by RESI_CM (B=.990) and COMM_CM (Beta=.977). Meanwhile, COSTYL exerts the highest influence/impact on CLAR_CS (B=1.00), followed by COMS_CS (B=.998), and ACTI_CS (Beta=.996). On the other hand, LESTYL exerts the highest influence/impact on TRAN_LS (Beta=.99), followed by TAPE_LS (Beta=.987), and LEAD_LS (Beta=.986).

This is in line with previous studies on the structural connection between leadership, commitment, communication, and soldier motivation in the military environment. Ramthun and Matkin's (2014) studies revealed that the overall concept of mutual influence and leadership emergence was deemed as an important factor for successful shared leadership in military teams operating in high-risk environments. This is in line with the structural model of the current study where leadership styles (LESTYL) affect soldiers' engagement (SENGA) significantly, and the standardized regression weights for most of the leadership dimensions are high.

Additionally, Zheng et al. (2016) claimed that work engagement among soldiers is determined by transformational leadership and job resources. They discovered that military leadership can be enhanced to improve the work engagement of soldiers, which yields

individual and organizational benefits. This finding is in line with the current study's structural model results, particularly the high standardized regression weights between leadership styles (LESTYL) and several engagement outcomes (SOLD_SE, ATTI_SE, DISC_SE). The current study's structural model has been well explained by Zheng et al. 's work, which offers a multi-faceted approach to consider the contextual relationships between engagement, institutional support, and motivation in military settings.

Table 27. *Standard of Fit Indices in Structural Model 1 of Soldiers' Engagement*

Standard Indices	Standard Value Per Criterion	Model Fit Value
CMIN/DF	<2	2.01
P-Value	>.05	.000
NFI	>.95	.528
TAG	>.95	.601
CFI	>.95	.669
GFI	>.95	.747
RMSEA	<.05	.058

Legend:
CMIN/DF- Chi-Square Minimum/ Degrees of Freedom
CFI - Comparative Fit Index
RMSEA - Root Mean Square Error of Approximation
NFI - Normed Fit Index
TLI - Tucker-Lewis Index
GFI - Goodness of Fit Index

Table 27 presents the Standard of Fit Indices in Structural Model 1 of Soldiers' Engagement. As shown in the table, the model fit value of CMIN/DF is 2.01, which is greater than 2, p-value is .000, which is less than .05, Normed Fit Index-NFI is .528, which is less than .95, Tucker-Lewis Index-TLI is .601 which is less than .95, Comparative Fit Index-CFI is .669 which is less than .95, Goodness of Fit Index-GFI is .747 which is less than .95, and Root Mean Square Error of Approximation-RMSEA is .058 which is greater than .05.

The data revealed that the structural model 1 fit value of the seven standard indices failed to comply with the standard value of the seven indices thus it can be regarded that this structural model 1 is not the best fit structural model of soldiers' engagement.

Table 28. *Regression Weights of Structural Model 2 on Soldiers' Engagement*

Path			B	S.E.	C.R.	Beta	P	Interpretation
SENGA	–	LESTYL	.498			.267		Not Significant
SENGA	<---	COSTYL	1.256			.710		Not Significant
SOLD_SE	<---	SENGA	.573			.981		Not Significant
ATTI_SE	<---	SENGA	.589			.973		Not Significant
DISC_SE	<---	SENGA	.582			.979		Not Significant
DIPA_LS	<---	LESTYL	1.000			.932		Not Significant
LEAD_LS	<---	LESTYL	1.041	.030	34.610	.956	***	Significant
OPEN_CS	<---	COSTYL	1.000			.920		Not Significant
COMS_CS	<---	COSTYL	.968	.027	36.278	.978	***	Significant
ACTI_CS	<---	COSTYL	.974	.030	32.015	.948	***	Significant
PERF_SE	<---	SENGA	.580			.954		Not Significant
TAPE_LS	<---	LESTYL	1.001	.031	32.425	.941	***	Significant
TRAN_LS	<---	LESTYL	1.042	.033	31.176	.931	***	Significant
CLAR_CS	<---	COSTYL	.952	.030	32.025	.948	***	Significant
WELL_SE	<---	SENGA	.552			.961		Not Significant

Legend:
LESTYL-Leadership Styles
LEAD_LS-General Lifestyles
DIPA_LS- Directive and Participative Leadership
TAPE_LS- Task-Oriented and People-Oriented Leadership
TRANS_LS- Transformational and Transactional Leadership
COMMIT-Commitment
COMM_CM-General Commitment
RESI_CM- Resilience and Adaptability
SENS_CM- Confidence and Decisiveness
COSTYL-Communication Styles

ACTI_CS- Active Listening and Empathy
OPEN_CS- Openness and Transparency
CLAR_CS- Clarity and Consistency
SENGA-Soldiers' Engagement
SOLD_SE-General Soldiers' Engagement
ATTI_SE-Attitude
DISC_SE-Discretionary Behavior
PERF_SE-Performance
WELL_SE-Wellness
COMS_CS- General Communication

Table 28 presents the Regression Weights of Structural Model 2 on Soldiers' Engagement. As shown in the table, LESTYL exerts the highest influence/impact on LEAD_LS (Beta=.956), followed by TAPE_LS (Beta=.941) and TRAN_LS (Beta=.931). Meanwhile, COSTYL exerts the highest influence/impact on COMS_CS (Beta=.978), followed by ACTI_CS (Beta=.948) and CLAR_CS (Beta=.948).

This finding is in line with the current literature on structural models of leadership styles, communication styles, and soldier engagement in military settings. Wong et al. (2015) performed a broad analysis of the impact of leadership behavior on soldiers' motivation and productivity. In their study, they observed that both transformational and transactional leadership styles enhance soldier motivation and performance.

Additional support comes from a systematic review carried out by Mayfield & and Mayfield (2017) on the effects of leadership communication on employees' engagement. They discovered that the leaders who can strike the right balance between the four communication behaviors of transparency, active listening, and directive communication that involve issuing instructions are likely to record higher subordinate trust, subordinate commitment, and subordinate performance levels.

In the same year, Britt and Bliese (2017) found out that work engagement is related to psychological well-being and performance under pressure. They also pointed out that there is a positive correlation between the engagement of soldiers and work performance, work adjustment, and soldiers' capacity to maintain high levels of performance as operations are stepped up. They further stressed that motivated soldiers are in a better position to manage the challenges that come with the military thereby producing high performance even under pressure. Finally, this finding is especially significant to the current study because the remarkably high engagement scores across different facets indicate that the Philippine Army soldiers may have a high level of engagement which enables them to perform well even in stressful military settings.

Table 29. *Standard of Fit Indices in Structural Model 2 of Soldiers' Engagement*

Standard Indices	Standard Value Per Criterion	Model Fit Value
CMIN/DF	<2	3.52
P-Value	>.05	.000
NFI	>.95	.973
TLI	>.95	.975
CFI	>.95	.980
GFI	>.95	.906
RMSEA	<.05	.091

Legend:
CMIN/DF- Chi-Square Minimum/ Degrees of Freedom
CFI - Comparative Fit Index
RMSEA - Root Mean Square Error of Approximation
NFI - Normed Fit Index
TLI - Tucker-Lewis Index
GFI - Goodness of Fit Index

Table 29 presents the Standard of Fit Indices in Structural Model 2 of Soldiers' Engagement. As shown in the table, the model fit value of CMIN/DF is 3.52 which is greater than 2, the p-value is .000 which is less than .05, the Normed Fit Index-NFI is .973 which is greater than .95, Tucker-Lewis Index-TLI is .975 which is greater than .95, Comparative Fit Index-CFI is .980 which is greater than .95, Goodness of Fit Index-GFI is .906 which is less than .95, and Root Mean Square Error of Approximation-RMSEA is .091 which is greater than .05. The data revealed that the structural model 2 fit value of the seven standard indices failed to comply with the standard value of the four indices, thus it can be regarded that this structural model 2 is not yet the best fit structural model of soldiers' engagement.

The CMIN/DF value of 3. 52 while it is an improvement over Model 1 is still above the recommended level of <2 which means that the complexity of the model may not be fully warranted by the data. The p-value is at. 000 and this is below the desirable >. 05 which shows that there are still significant differences between the observed and expected covariance matrices. This continued misfit suggests that there are deep-rooted problems with the way the model conceptualizes the 973, Tucker-Lewis Index (TLI) of. 975, and Comparative Fit Index (CFI) of. 980 all surpass the cutoff of > as recommended by the researchers. 95 shows a good fit in the areas of working life. This improvement indicates that the refined model provides a nearer fit to the observed data than the null model and has a better fit incrementally. However, the measure of Goodness of Fit Index (GFI) was. 906, although, is still less than the. 95 level, which means that the model explains less of the proportional variance in the sample covariance matrix than the best case of one for the entire sample. The Root Mean Square Error of Approximation (RMSEA) was found to be .091 which has deteriorated as compared to Model 1 and goes beyond the acceptable level. 05-.08, which is not ungenerous, and may also hint at overfitting. Such a set of fit indices indicates the difficulties of achieving an optimal model complexity in explaining the phenomena of military organizational behavior.

Table 30. *Regression Weights of Structural Model 3 on Soldiers' Engagement*

	Path		B	S.E.	C.R.	Beta	P	Interpretation
SENGA	<---	LESTYL	.514			.178		Not Significant
SENGA	<---	COMMIT	1.262			.455		Not Significant
SENGA	<---	COSTYL	1.003			.360		Not Significant
ATTI_SE	<---	SENGA	.377			.983		Not Significant
DISC_SE	<---	SENGA	.369			.988		Not Significant
DIPA_LS	<---	LESTYL	1.000			.930		Not Significant
SENS_CM	<---	COMMIT	1.000			.976		Not Significant
RESI_CM	<---	COMMIT	.989	.010	98.025	.981	***	Significant
OPEN_CS	<---	COSTYL	1.000			.951		Not Significant
ACTI_CS	<---	COSTYL	.978	.033	29.316	.976	***	Significant
PERF_SE	<---	SENGA	.366			.970		Not Significant

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	Path		B	S.E.	C.R.	Beta	P	Interpretation
TAPE_LS	<---	LESTYL	.998	.011	88.319	.955	***	Significant
TRAN_LS	<---	LESTYL	1.035	.019	53.661	.953	***	Significant
CODE_CM	<---	COMMIT	1.008	.007	152.344	.995	***	Significant
CLAR_CS	<---	COSTYL	.957	.033	29.421	.963	***	Significant

Legend:
LESTYL-Leadership Styles
LEAD_LS-General Lifestyles
DIPA_LS- Directive and Participative Leadership
TAPE_LS- Task-Oriented and People-Oriented Leadership
TRANS_LS- Transformational and Transactional Leadership
COMMIT-Commitment
COMM_CM-General Commitment
RESI_CM- Resilience and Adaptability
SENS_CM- Confidence and Decisiveness
COSTYL-Communication Styles

ACTI_CS- Active Listening and Empathy
OPEN_CS- Openness and Transparency
CLAR_CS- Clarity and Consistency
SENGA-Soldiers' Engagement
SOLD_SE-General Soldiers' Engagement
ATTI_SE-Attitude
DISC_SE-Discretionary Behavior
PERF_SE-Performance
WELL_SE-Wellness
COMS_CS- General Communication

Table 30 presents the Regression Weights of Structural Model 3 on Soldiers' Engagement. As shown in the table, COMMIT exerts the highest influence/impact on CODE_CM (Beta=.995) followed by RESI_CM (Beta=.981). Meanwhile, COSTYL exerts the highest influence/impact on ACTI_CS (Beta=.976) followed by CLAR_CS (Beta=.963). On the other hand, LESTYL exerts the highest influence/impact on TAPE_LS (Beta=.955) followed by TRAN_LS (Beta=.953).

The regression weights presented in Table 30 describe the effect of commitment on confidence and decisiveness is the largest at Beta =. 995 and the effect of commitment on resilience and adaptability is also the largest at Beta =. 981 among soldiers. This is in line with Britt and Bliese (2017) who argued that organizational commitment has a positive relationship with psychological resilience and decision-making among military personnel. They also discovered that the degree of commitment was positively related to situational flexibility and decision-making self-efficacy during difficult operations. Also, Nindl et al. (2018) also pointed out that psychological resilience is critical to military readiness and preparedness. Additionally, Mayfield and Mayfield (2017) established that leader communication which included active listening, empathy, clarity, and consistency was positively associated with subordinate engagement and performance, particularly in military organizations. Also, Bartone et al. (2019) concluded that the leaders who practiced active listening and empathy, are more successful in improving unit integration and soldier's welfare. They stressed that effective and timely communication was critical especially during combat encounters because confusion was fatal.

For leadership styles, both task and people-oriented leadership (Beta=. 955) and, transformational and transactional leadership (Beta=. 953) were found to be the most significant predictors of soldier engagement. This is in line with the study conducted by Wong et al. (2015) showing that there is a positive relationship between task and relationship-oriented leadership behaviors and transformational and transactional leadership with cohesion, motivation, and performance of military units in different operational environments.

This notion is also affirmed by Zheng et al. (2016) who, in their study of military employees, established that leaders who applied transformational and transactional leadership styles were most effective in motivating subordinate employees to high levels of motivation and performance.

Finally, the model shows leadership styles, commitment, and communication styles all exerting significant influence on overall soldier engagement, supporting an integrated approach. This multi-factor model is consistent with Yukl and Gardner's (2020) comprehensive framework of leadership in organizations, emphasizing the combined effects of leadership, organizational commitment, and communication on soldier motivation and performance.

Table 31. *Standard of Fit Indices in Structural Model 3 of Soldiers' Performance*

Standard Indices	Standard Value Per Criterion	Model Fit Value
CMIN/DF	<2	.743
P-Value	>.05	.886
NFI	>.95	.989
TLI	>.95	1.15
CFI	>.95	1.0
GFI	>.95	.997
RMSEA	<.05	.000

Legend:
CMIN/DF- Chi-Square Minimum/ Degrees of Freedom
CFI - Comparative Fit Index
RMSEA - Root Mean Square Error of Approximation
NFI - Normed Fit Index
TLI - Tucker-Lewis Index
GFI - Goodness of Fit Index

Table 31 presents the Standard of Fit Indices in Structural Model 3 of Soldiers' Engagement. As shown in the table, the model fit value of CMIN/DF is .743, which is lower than 2; the p-value is .886, which is higher than .05; the Normed Fit Index-NFI is .989, which is greater than .95. Tucker-Lewis Index-TLI is 1.15 which is greater than .95, Comparative Fit Index-CFI is 1.0 which is greater than .95, Goodness of Fit Index-GFI is .997 which is higher than .95, and Root Mean Square Error of Approximation-RMSEA is .000 which is less than .05.

According to Orongan (2012), as cited by Bartoces (2013), by convention, there is a good model fit if RMSEA is less than or equal to 0.05, and the model is adequate if RMSEA is less than or equal to 0.08. Thus, the data revealed that this structural model 3 fit the value of the seven standard indices that conformed with the standard value of the seven indices, hence, it can be deduced that this structural model 3 is the best fit structural model of soldiers' engagement.

Table 32. Summary of Goodness-of-Fit Measures of the Three Structural Models

Model	CMIN/DF	P-value	NFI	TLI	CFI	GFI	RMSEA
1	2.01	.000	.528	.601	.669	.747	.058
2	3.52	.000	.973	.975	.980	.906	.091
3	.743	.886	.989	1.15	1.00	.997	.000
Standard	<2	>.05	>.95	>.95	>.95	>.95	<.05

Legend:
   CMIN/DF- Chi-Square Minimum/ Degrees of Freedom
   CFI - Comparative Fit Index
   RMSEA - Root Mean Square Error of Approximation
   NFI - Normed Fit Index
   TLI - Tucker-Lewis Index
   GFI - Goodness of Fit Index

Table 32 provides the Goodness-of-Fit Measures for all three Structural Models and gives a clear picture of the model development process and the enhancements made in Structural Model 3. As depicted in the table, models 1 and 2 failed to obtain the standard value of the seven (7) indices. On the other hand, structural model 3 is the best-fit model of the study since its model fit values for CMIN/DF (.743 <.2), P-value (.886 >.05), NFI(.989>.95), TLI (1.15>.95), CFI(1.00>.95), GFI(.997>.95), and RMSEA(.00<.05) were within the normal standard values of the said model fit indices.

The transition from Model 1 to Model 3 shows that there is always a need to fine-tune the model and the use of theory and context in the process of model fitting. This process corresponds with the methodologically proper approach to the model development which has been described by Wong et al. (2015) and Alamir et al. (2019) in the studies of military leadership. The table clearly shows the difficulties and issues regarding the attempt to capture the dynamics between leadership and commitment and the communication and engagement of soldiers in the Philippine Army. Model 1 suggests that the nature of the military organizations and the dynamics of the relationships are too intricate to be captured by a single structural model. The RMSEA had a value of 0. 058 which was just about acceptable while the other indices were below their respective cut-off values and hence it was evident that Model 1 required a lot of improvement. The poor fit of Model 1 may be due to the improper specification of the relationships between the variables or the inability to consider the context that is unique to the Philippine Army. This first misfortune, however, was a gain for the subsequent model improvements, which proves the efficiency of the iterative process in structural equation modeling.

On the other hand, Model 2 is a better fit than Model 1, however, it is not an ideal fit based on all the indices. The changes in NFI (0. 973), TLI (0. 975), and CFI (0. 980) to values higher than 0. 95 thresholds suggest that the changes that were made to the model managed to capture some of the complexities of the variable interactions. However, CMIN/DF = 3. 52, p-value = 0. 000, GFI = 0. 906 and RMSEA = 0. 091 show that there are still significant misspecifications. This mixed result is suggestive of the overall complicated nature of military organizational behavior whereby leadership, communication, and engagement are probably intertwined and may interrelate in ways that are not necessarily linear. The partial improvement that was observed in Model 2 is in line with other scholars such as Zheng et al. (2016) and Britt and Bliese (2017) who acknowledge that leadership and engagement in military organizations are complex. The issues that have been raised in Model 2 probably arise from the trade-off between model sophistication and fit, a factor that is not uncommon in organizational research, especially in military contexts where contextual factors are especially influential.

The notable enhancement observed in Model 3, as highlighted by the outstanding fit of all the indices, is a major advancement in the military's modeling of organizational behavior. With CMIN/DF at 0. 743, p-value at 0. 886, and all other indices having greater or equal to the cut-off values for an excellent fit. Model 3 portrays a complex and interrelated web of leadership components, communication modes, and engagement factors relevant to the Philippine Army. Such success is consistent with the emphasis of Mayfield and Mayfield (2017) regarding the significance of communication in military leadership as well as the importance of considering organizational justice and cultural context in military organizations, as highlighted by Alamir et al. (2019).

This means Model 3 is likely to be a very good fit with the Philippine Army's organizational culture and leadership dynamics, including such aspects as non-linearity and feedback loops. This study not only contributes a solid base for the subsequent research in military leadership but also offers the potential applications of leadership training programs in the Philippine Army and possibly other military forces outside the country. This model can be called Micarandayo's Model of Soldier's Engagement in the Philippine Army.

Conclusions

In light of the results of this study, it can be concluded that the leadership styles, commitment, and communication styles of the Philippine Army's top management have a high level of soldier engagement.

Further, soldiers have also high leadership styles displayed by the top management of the Philippine Army across varied operational environments despite some notable observations mentioned. Soldiers also acknowledged that top management of the Philippine Army is embracing transformational leadership as the most dominant style, and is efficient in creating a good working environment and

encouraging teamwork among the soldiers that positively impacts soldiers' engagement.

The top management of the Philippine Army displays a noticeably high level of commitment in all aspects of operations across varied operational environments as perceived by the respondents. The top management of the Philippine Army is very committed and well-prepared to face the demands of military operations that positively impact soldiers' engagement.

Soldiers have a high level of communication style across varied operational environments. It also displays that the senior military officers in the Philippine Army are well-prepared to engage in communication effectively in different cultural settings, a factor that is very vital in the modern-day military due to globalization that impacts soldiers' engagement.

Soldiers have a high level of engagement across varied operational contexts. The high level of leadership effectiveness, commitment, and communication quality has something to do with soldiers' engagement in every aspect and provides strong evidence that the current leadership practices in the Philippine Army are relatively effective.

There is a significant relationship between soldiers' engagement and leadership styles. commitment, and communication styles. The positive relations of soldier engagement with leadership, commitment, and communication also support the proposition that top management has a significant responsibility of creating a high soldier engagement military force.

Furthermore, the group of predictors that collectively work best in identifying soldiers' engagement, are confidence and decisiveness identified as the best predictors, followed by resilience and adaptability, general communication, clarity and consistency, openness and transparency, and transformational and transactional leadership styles which reject the null hypothesis of the study. The Philippine Army can also potentially increase its operational effectiveness and readiness by building on these identified key predictors of soldier engagement.

The Structural Model 3 is the best-fit model that provides a clear and comprehensive way of modeling the relationship between leadership styles, commitment, communication styles, and soldier engagement in the military environments. This model is a very good fit for each index and demonstrates how various elements of leadership, commitment, and communication jointly affect soldier engagement. Thus, Structural Model 3 is called Micarandayo's Model of Soldier's Engagement in the Philippine Army.

The following recommendations are suggested based on the relevant findings, conclusions, and implications mentioned. These recommendations may provide insights into the Philippine Army, Army Leadership and Development Center of the Training and Doctrine Command, Philippine Air Force (PAF), Philippine Navy (PN), and other Law Enforcement Agencies (LEA) in the Philippines like the Philippine National Police (PNP), members of the Philippine Army, academe and future researchers conducting similar studies.

The Philippine Army. Micarandayo's Model of Soldiers' Engagement may be adopted by the Philippine Army and other branches of the Armed Forces of the Philippines in leading, managing, and running the affairs of their unit, either in tactical, operational, or strategic level as applicable.

This model can be utilized to design adaptive leadership development training programs by emphasizing the importance of communication and fostering commitment that leaders can be trained to engage soldiers effectively. This can be done by integrating this model in crafting the leadership modules in all pre-entry schools in the country, such as the Philippine Military Academy and the Officer Candidate Schools of the Philippine Army, Philippine Navy, and Philippine Air Force, and School for Candidate Soldiers respectively.

Army leaders especially the senior military officers may also give importance to the involvement of subordinates in decision-making activities. As much as leaders welcome input and involvement to some degree, expanding the likelihood of subordinates engaging in the decision-making process could improve the organizational culture by making subordinates feel appreciated and empowered. This could be done by conducting more team meetings such as regular conduct of troop information, education, and dissemination, developing other avenues for collective decision-making, and creating feedback channels or institutionalizing feedback mechanisms where any soldier can give feedback in a structured manner without fear of reprisal.

Also, top management may give importance to equal emphasis on getting the job done and taking care of the soldiers. Although the accomplishment of tasks is vital in military operations, it may not be achieved at the expense of a soldier's morale and welfare. This is because the formulation of policies that address the achievement of organizational goals and objectives on the one hand and the welfare of personnel, on the other hand, will help leaders achieve high performance without compromising on the morale and welfare of soldiers.

Additionally, top management may enhance communication strategy, especially the level of openness and keeping the consistency of the communication process. A soldier must not only know what is being done but that it has to be done that way. By doing such, it may help in developing better trust and focus on the goals of the unit. Additionally, leaders should pay special attention to the justification of certain decisions and shifts, particularly in dynamic and volatile situations since clarity often has a massive impact. Thus, establishing routine feedback sessions and the utilization of different forms of communication channels in which the subordinates can freely express their opinions or concerns without fear of retaliation in a structured manner will guarantee that any information is well communicated to all levels of the organization efficiently and effectively.

The Army Leadership Development and Education Center (ALDEC), Training and Doctrine Command of the Phillippine Army. As the premier leadership development center of the Philippine Army, may use this study as one of the inputs on enhancing the leadership and followership models of the Philippine Army. Specifically considering the integration of factors influencing soldier engagement, such as confidence and decisiveness, clarity and consistency, general communication, transformational and transactional leadership styles, resilience and adaptability, and openness and transparency in crafting leader development programs. These factors may also be thoroughly discussed during the conduct of the Battalion Pre-Command Course and Key Leadership Enhancement Program (KLEP) for Company Commanders and Platoon Leaders, and even during Battalion Commander's Forum.

Philippine Air Force (PAF), Philippine Navy (PN), and other Law Enforcement Agencies (LEA) in the Philippines like the Philippine National Police (PNP). These branches of the Armed Forces of the Philippines and law enforcement agencies may consider creating inter-agency leadership development training and programs that enhance interoperability in conducting joint operations, especially in enhancing communications strategy affecting the decision-making process. Further, the model can be used to promote collaborative leadership approaches and lines of communication that enhance engagement levels.

Members of the Philippine Army. Soldiers both the officers and enlisted personnel are encouraged to actively participate in the decision-making process, always work as a team, act as role models, work within the standards, and don't compromise the welfare of soldiers in the accomplishment of the mission across varied operational environments. Moreover, results may also provide avenues for examining personal and organizational effectiveness in running the affairs of military units in all echelons. This can be done by using the developed model to conduct regular surveys and feedback mechanisms to assess soldiers' perceptions of leadership styles, levels of commitment, communication effectiveness, and engagement to identify areas for improvement. This can be also applied to mentoring, counseling, and coaching initiatives wherein, mentors can help mentees develop their communication skills, foster commitment, and eventually lead to higher engagement levels.

Academe. Professors and instructors teaching and students conducting similar studies may utilize this study as a local educational tool in analyzing the significant relationships or the interplay of leadership, commitment, communication, and engagement in public sector organizations, and various industries. This can be done by tailoring leadership approaches to suit various cultures and perspectives that can enhance personal and organizational developments.

For future researchers, further in-depth studies and research on enhancing soldiers' engagement as the military organization is dynamic and the operational environment is volatile, uncertain, complex, and ambiguous, especially addressing the limitations of this study.

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