Inspire to Perspire: Practices of Inspirational Leadership among Select Head of the Unit

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ABSTRACT: The study aims to describe the leadership practices of select administrators of Region III Philippines. Specifically, it aims to know the inspirational leadership practices of the selected head of the unit in terms of a. Implementing change; b. Achieving organizational goals and targets; c. Inculcating values towards work; d. rooting culture of excellence; e. Having a good communication; and f. Practicing collaborations and team work and identify the challenges in inspiring people in the organization experienced by the selected head of the unit. The 14 participants of the study were chosen through the set criteria: 1) Recognition was given to the office/school where the administrator is the head; (2) Recognition was given to the participant; and (3) the office/school was identified as performing or outstanding by a competent agency. An open-ended questionnaire was utilized. Results were transcribed, analyzed, coded, and put into themes. Inspirational leadership practices of leaders varied depending to the motive, need, goals, situation, and challenges. Recognizing people's worthwhile continuous guidance and monitoring is present allow people to work beyond. Inspirational leadership involves continuous mechanism of how to lead with influence and heart to the employees. Challenges are inevitable to the organization. Thus, requiring leaders to have a heart, to set dreams, and to conduct mentoring to their employees. It is recommended to further equip leaders on how to be source of inspiration. They must know how to deal with unpredictable situations and be proactive. They must also continuously extend a helping hand for the growth and welfare not only of the organization but also the people behind it.

KEYWORDS: Leadership, inspiration, employees, leaders, head of unit

INTRODUCTION

To be a leader is both a fulfilling and a complicated role to play. Taking care of an organization, working with a group of people, and achieving a common goal seem to be easy but in reality it is a tough work. To lead is like taking charge in a vessel wherein a leader has to dream, has to concretize that dream, makes everyone to be part of the dream, and encourages them to work together to make that dream a reality.

In doing so, leaders are using various leadership styles and adopt different leadership theories that can further help in making their people achieve the goals of the organization. Leadership theories vary from becoming great leaders (Great Man Theory) to be a leader who focuses on the connections and relations between the leaders and followers. The development of leadership theories are not only focused on dealing with one man's work to working as a team. But also, there are theories that are concerned with being great in traits. Others concern deals with the type of situations. And, some are focused on work in a series of management transactions that can be driven by rewards and behavioral reinforcements (Burst, cited by Sandell, 2012).

With these leadership theories, no theory can be said to be greatest of them all. Leaders continue to mix and match these theories to be effective and to make everyone be involved. At present times, leaders are not only tasked to be effective but also to face the uncertainties of life and of the market. Focusing on situations alone is not an assurance that leaders can cater with the rapid changes as well as various changes.

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According to Seidman (2011), leadership nowadays is power with people and not over them. It is not about forcing, punishing, or rewarding people to be able to perform. Instead, it is about inspiring to develop, to achieve, and to commit. Inspiring people happens within by shaping within the people of the organization their purpose, worth, values built on relationship and transparency. By doing so, people will do the right things because they want to, not because they have to.

Inspirational leadership can be defined as "an influence relationship among leaders and followers who intend real changes that reflect their mutual purposes" (Rost,1993). To inspire is not to have people work out of power, because they are forced and are waiting something in return. In doing inspirational leadership, people in the organization find themselves as part of the team. Moreover, they perform and they push themselves because of their purpose. Purpose relates to stronger social, environmental, cultural, and personal outcomes for work and human endeavors. Such purpose is not for the people of the organization but it is a two way process wherein both parties (leader and people) are actively involved to be part of the real changes and to achieve purpose beyond the salary and financial returns.

However, to inspire can be viewed as a complicated thing as well as a vague method. The word inspiration was literally defined as "putting life into something that had been lifeless" (LRN, 2010). But moving the people within the organization have greater effects than rewarding them for doing a good job. Rewards are good but their effect to someone is temporal. But if someone is inspired to be part of the organization as well to perform, it is intrinsic and meaningful.

Doing inspirational leadership can inspire people to act in the aspects of transitions, organization's vision and mission, organization's goals, culture, trust, transparency, coordination, and collaboration For those who are inspired, the motivation to act is deeply personal. Those who are able to inspire will create a following of people—supporters, voters, customers, workers—who act for the good of the whole not because they have to, but because they want to.

Being faced by the COVID-19, education needs a leadership theory that is beyond the situation as well as the monetary aspects. They are faced with big challenges of policies, curriculum, and requirements in this educative reform. Inspirational leadership is a critical component to guide 21st century enterprises so that the frailties, failures, and short-comings of the past do not have to determine the future.

With such, the researchers aim to describe the inspirational leadership practices of the selected administrators during the COVID-19 pandemic.

I. STATEMENT OF THE PROBLEM
The study aims to describe the leadership practices of select administrators of Region III Philippines.

1. What are the inspirational leadership practices of the selected head of the unit in terms of:
   a. Implementing change;
   b. Achieving organizational goals and targets;
   c. Inculcating values towards work;
   d. Rooting culture of excellence;
   e. Having a good communication; and
   f. Practicing collaborations and teamwork?

2. What are the challenges in inspiring people in the organization experienced by the selected head of the unit?

METHODOLOGY
The study is a descriptive qualitative research. Purposive sampling was utilized. In choosing the participants, the following criteria was set: (1) Recognition was given to the office/school where the administrator is the head; (2) Recognition was given to the participant; and (3) the office/school was identified as performing or outstanding by a competent agency. From the set criteria, 14 were the participants involved in the study. They were principals, deans, directors, and supervisors of a certain school, college, school division, or office. Results from the instruments were coded, transcribed, and put into themes.

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RESULTS AND DISCUSSION

1. Practices of Inspirational Leadership of the Select Head of the Unit

According to Secretan (1999) inspirational leadership is a leadership from the heart and soul. An inspirational leader is a person who is an influencer of real change to create transformation for the benefit of all (Block, 2003). Thus, inspirational leadership is exemplified through best practices to embrace change, root excellence, to open the lines of communication, and to build teamwork and collaboration. Awad (2018) emphasized that inspirational leadership opens avenue for optimism and teamwork that followers do not do the work out of responsibility and force but out deeper understanding and intrinsic motivation which everyone will benefit. The participants of the study discussed their practices of inspiring the people of the organization in the areas of implementing change, achieving organizational targets and goals, inculcating values to work, rooting culture of excellence, having good communication, and practicing collaboration and teamwork.

1.1 Implementing change

Change is inevitable. Continuous reforms have to be embraced and dealt with as a manifestation of development. People in the organization tend to resist change due to individual and organizational factors. Implementing change will require members of the organization to move from what they commonly do. Further, doubts may occur, since the members of organization may have second thoughts on what will happen to the organization and hoping that it will still be the same organization (Thomas and Hardy, 2016). Various approaches can be done so that positive attitude towards change can be achieved (Avey, Wernsing, and Luthans, 2008). Implementing change is really a challenge to any leaders. Such, a leader must really plan how to create change that will provide an opportunity for the organization and its people to develop and go out of their routines.

From the gathered data, two themes emerged:

a. Information Dissemination. To influence people to embrace change, information is vital. People will appreciate the need for reform if they have a comprehensive knowledge about it. In the study of Rao (2015), implementing change can be done better if it was clearly communicated. It is given that resistance to change happens but having a comprehensive discussion of it may give chance to the members of the organization to understand it and even appreciate it. This is supported by Choi (2011) that emphasized that by giving necessary and comprehensive information, by having everyone in the organization to participate actively and by supporting their needs, they will embrace what it is being introduced.

"One way to inspire them is to provide them with clear information and provide open communication for their queries; moreso, if there exist any hesitations, and/or misconceptions."- L1

"Cascading the new policy to co-workers and act and behave as stipulated in the policy."- L2

"One way to inspire them is to provide them with clear information and provide open communication for their queries; moreso, if there exist any hesitations, and/or misconceptions. Also in leading them to a positive perspective, I start   from understanding what they know about it and what they expect from such reform/policy and guide them upon its implementation by being always present and ready to lend a hand when they need assistance."- L3

"By telling them that the new policies and reform are needed in order for a certain organization to improve or become more successful."-L4

"I explained to them the significance of the policy/reform and the outcomes that this may bring about and I walk the talk... the best way to lead is to show them the way."- L7

"I make sure that the new policy is properly discussed /disseminated and see to it that such adoption is essential to the realization of our goal."- L8

b. Setting an example. Modelling and simulation are important identified practice by the participants of the study. The model and having sample will serve as a guide to transit from what is being done to the reform that wanted to be adapted. According to Hussain, Lei, Akram, Haider, Hussair, and Ali (2018), organizational change should be a planned changed. Implementing a change without a concrete plan and crafted guides will create chaos and negative impression in the organization. Having a definite plan and being a model to change will create inspiration to the others to also follow.

"Walk the talk"- L5

"Set a positive example."- L6

1.2 Achieving organizational goals and targets

Organizational goals and targets are vital as it gives direction to everything and everyone in the organization. As stated by Matthews (2015), setting goals is linked to self-esteem, confidence and autonomy. Thus, there is a strong relation between the goals set and success. The participants of the study identified inspirational practices to achieve success in the set goals.

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From the gathered data, three themes emerged:

a. Implementing proper managerial functions. Doing the managerial functions such as planning, monitoring, delegating, coaching, and evaluating generates influence to the members of the organization. Inspirational leaders delegate the tasks to the employees based on their expertise or specialization. Monitoring and feed backing of the planned activities are also ensured thus enables the organization to properly identify the problems and apply the appropriate solution. An organization that implements proper managerial functions works and serves smoothly. Kapur (2022) emphasized that implementing managerial functions is vital in leading to upgraded on the structure and processes of the organizations. In doing so, smooth transactions and achievement of organizational goals will be ensured.

"Delegation of work base on their specialization."- L1

"I always believe in team work, when the team member knows that their share of the praxis is a huge contribution in achieving our set targets and shared goals, every objective is attained. Strategically, a consistent open dialogue from the planning, to implementation until monitoring, and feed backing help clarify expectations and consistency in hitting the target……".- L3

"Through a designed plan intended for my goals."-L4

"Identify the problems. Prioritized what is urgent to be addressed. Empower potential teachers and involved everyone."- L5

"Focus on what you can control and have a plan for the rest."- L6

"I include the staff in goal setting, I consider their contributions such that when these are finalized, they already knew the commitment they had and together, we will work hand in hand on the accomplishment of the set goals."- L7

. "Proper planning, strict implementation, identifying potential barriers, and tapping the right people to do the job."- L8

b. Teamwork and Collaboration. Realizing the set targets will not happen without the involvement, participation and support of the people in the organization. The people of the organizations are the main instruments to achieve the goals of the organization. Influencing and inspiring them will make them move and have initiative towards work and to the organization. According to Assbeihat (2018) , teamwork is more important than individual work for it lead to efficiency and effectiveness. Xiao, Parker, and Manser (2013) stated that to introduce teamwork in the organization considerations on knowledge, attitude, and skills of the employees must be taken into account.

"Involving each employee to be accountable to the performance of the team. Always listen and involve everyone in the decision and teach them to be proactive- "L2

c. Empowering co-workers. Empowering the people of the organization is influencing to do more than better beyond any reasons. If the employees are empowered, they moved not because they were asked to but because they believe it has to be done. Dinn (2013) stated that empowerment of every employee at the individual level and at the organizational should be done. Through inspirational leadership, empowering can be exemplified by creating and supporting individual by influencing them positively. In doing so, it may lead to organization's efficiency and the capability to handle complicated situations.

"…..Inspiring people, however, is not just mere talk and words, I make sure that all are properly guided by being there, providing supervision and assistance whenever needed and I also work together with them, getting their ideas and even work for their ideas. Since most people in my workforce are knowledge - makers and creative thinkers."-L3

"….. Empower potential teachers and involved everyone."- L5

1.3 Inculcating values towards work

Values are important and affect one's attitude and performance towards Work. Having the proper values will not only create good performance in doing one' job but also creates a good organizational relationship as well as culture. According to Lorreto (2019), employee's values are good indicators of success. It denotes good work ethics as well as having a sense of dependability and responsibility. It is a must that values will be planted to the employees to achieve quality and success in the organization.

From the gathered data, three themes emerged:

a. Walk the Talk. A leader must be a model of values and work. Employees do look after their leaders. Leaders are their form of mentors as well as inspiration. Based on Boitnott (2018), the core of the walking the talk is becoming the change the leader wants to the organization. To pull the subordinates to work they must see it first and constant to their leader.

"Setting by example" – L1

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"…..Moreover, I am reiterating to them that we are here for the work and that we should give our utmost service to our clientele."-L7

b. Being Motivated. Employees work at their best if they are motivated. Motivations are drives that pushes people to go out of their comfort zones and even excel. It is a given factor to make employees be successful as well as the organization or the department. This is supported by Ellis (2022) that highlighted the importance of motivation. The role of motivation has very critical impact of the productivity and relationships within the organization. Further, the use of proper motivating practices can lead to a healthy organization.

"Aside from merits, employee were motivated because the policy that exist in the workplace was within their consent. Fairness during promotion and equality in all aspects."- L2

"Showing empathy for your coworkers and taking a positive approach to motivating them can go a long way toward bringing your team closer together."- L6

"And I make sure that everybody will be aware of such accomplishments so that they will be inspired /motivated to follow suit."-L8

c. Being Recognized. Acknowledging one's worth and contribution is identified as a good practice in inspiring people. A simple phrase such as "good work", "great job", job well done", can boost one's morale and enthusiasm towards work. Wickham (2022) noted that employees' recognition aims to exemplify goal achievement, motivate efforts, and reinforce values. Thus, it allows the employees to feel valued leading to positive performance and outputs contributory to the success of the organization.

"Recognition and awards were also given quarterly to be emulated and create a culture of excellence."- L2

"Rewards and recognition is an effective motivation in any organizational culture that is why, a praise and a tap on the shoulder, even a "treat" once in a while and an award of best work or a posting of most outstanding employee for the month, can automatically boost their morale. Also, a familial atmosphere in the office would provide sense of belonging towards one another which makes the shared goals not only professional in nature but personal as well. That is, success of one is success of all."-L3

"Give recognition for those who performed well."- L5

"I let them know about their performance, when there is a need to call their attention or maybe a reprimand, I do it. On the other hand, if the work is commendable, I give due credit and recognition."-.L7

"I recognize their achievement."-L8

1.4 Rooting culture of excellence

Excellence is one of the targets of any organization. Through excellence, quality is achieved. However, it is a consensus effort to achieve excellence. Everyone has a vital role to achieve an outstanding status. Excellence must be inculcated to the employees to be able to comprehend that their roles and functions are not only focused on what is required but must be beyond. As Aristotle (n.d) said, a person is what he or she repeatedly do. Excellence is not an act but a habit. Thus, to achieve excellence it is an effortless repeated acts that satisfy the set standards and objectives.

From the gathered data, two themes emerged:

a. Going beyond the standards. Excellence is not only satisfying what is required but going beyond involving quality and efficiency. It doing more what is required without asking for any additional compensations or rewards. In doing so, Perry and Schrefeils (2018) stated that a person must be true on his abilities. Knowing one's strengths and weaknesses will allow him to be vulnerable and be able to learn further. In this way, he will be capacitated by skills to be able to perform better as before.

"We always aim for the best not for compliance only."-L1

"By going beyond standards and acting efficiently which one is a source of inspiration. Open communication allows to share ideas and thoughts for the organization."-L2

"By giving my subordinates the necessary instructions, examples and standards needed to achieve excellence." –L4

"Work not for compliance sake because you need to, do not settle for less, instead work harder and show the best you can give, not for recognition but for the satisfaction you get at the end of the day and you can proudly tell yourself...mission accomplished!"- L7

"I make sure that in everything we do, our end goal is towards the realization of our vision."-L8

b. Practice the Values of Integrity, Honesty, Responsibility, and Transparency. The values of integrity, honesty, responsibility, and transparency are vital to ensure the organizations's procedures. Instilling these in workflace may

lead to a great effect. Based on Naus, Iterson, and Roe (2007), practice on work values can avoid incongruence and cynism. Further, creating a professional image is achieved through the pratice of proper work values.

"I practiced integrity, honesty and transparency that is how I earned the trust of many people and stakeholders."-L5

"When it comes to organizational success, individuals cannot win without a team. To consistently win, you need both great players and great teamwork. Each team member must accept responsibility, be accountable, and produce extraordinary results so the team can win."-L6

1.5 Having a good communication.

Communication is relevant in the achievement of smooth transactions across the departments and offices of the organization. Through good communication, misinformation and rumors can be avoided. Further, a good communication implies good relationship between the leader and its people. As stated by Boitnott (2018), changes and excellence are being embraced if it is communicated clearly among the people behind it. Further, listening is a vital mechanism on the part of the leader to signify respect and concern among his staff and people.

From the gathered data, one theme emerged:

a. Open and Healthy Communication Channels. Organization communication has its variety of means to be done. It can be through print, electronic, verbal, and digital. With the available mechanism to have an open and healthy communication channels, there is no way not to be updated and informed. Also, through these communicative ways, leaders were able to show concern and can mentor their employees further. According to Cheng (2020), communication in workplace is important in streamlining internal correspondence. The need for effective communication ensures that the management and the team are on the same path. Further, it gives confidence on the part of the employees in the execution of their work.

"We created group chat to immediately address their concerns and also have weekly meeting." –L1

"Respectful and just conversations lead to a smooth and open communication. This happens by simply knowing the right time to listen and the right time to speak."-L2

"We always have this healthy conversation whenever possible. A monthly open forum is made a habit. Establishing open dialogue with one another without looking into ranks during an eat-together period is helpful. Queries are always entertained and confusions are clarified as early on as possible."-L3

"I always use my mild manner voice in talking to them. I do not shout at my subordinates even though sometimes I am mad at them because I believe that all problems can be solved if you talk professionally." –L4

"I encouraged teachers to share their opinion and suggestions. We exercise freedom of expression."-L5

"For effective communication to occur, everyone must trust and respect each other. To build trust with your colleagues, it is important that you act consistently and with integrity. To earn their trust, communicate clearly, collaboratively and confidentially with them while showing them respect. Clear and concise communication will allow your colleagues to understand and then trust you. As a result, there will be more cooperation and less conflict in the workplace. Your main objective for communicating with colleagues is to lay the foundations for trust."-L6

"My communication line is open to all the people I work with in the organization. I also see to it that my subordinates will see me as an approachable person whom they can approach anytime should there be a need to resolve problems/challenges."-L8

1.6 Practicing Collaborations and teamwork

Collaborations and teamwork give opportunity to the people of the organization to work together and learn to discover other employee's work attitude and ethics. Yan (2019) defined collaboration in workplace as team members working together and everyone agrees to make choices for greater purpose. It aims to maximize the opportunities for success in having an open, communicative and collaborative avenues to all members of the organization.

From the gathered data, two themes emerged:

a. Proper Coaching and Monitoring. Proper coaching and monitoring open chances for teamwork. Being guided on what to do, how is the thing being done, and why doing it creates venue to working as a group, learning together, and doing for the better. Having a constant and monitoring mechanism allows the members to be learned at the same time gives the leader the confidence towards his/her members. Frost (2019) stated the coaching and monitoring are powerful tools for employee's learning and empowerment. Through such, they kept the employees abreast on how they can further improve their performance and outputs.

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"By giving them leadership/organization to handle.-L1

"Mentoring and coaching promote teamwork and collaboration. Diversity of co-workers pave way to showcase the ability to highlight concerted efforts." –L2

"First, recognizing one's talent, skill and competence can be an initial step to identifying how each member of the team can be recognized by their strengths and, second, realizing their weaknesses can easily be provided with assistance and be designed with reskilling and up skilling and third the value of sharing of ideas whenever possible during program/project planning and development is an avenue for igniting cooperation much more so, collaboration. Lastly, each contribution no matter how little is highly recognized."-L3

"Since I have head teachers, I am giving them the permission to collaborate with the teachers in their department regarding the reports to be submitted. I give them orientation and what we agreed upon will be disseminated to the teachers in their department." –L4

"Open forum, meetings and planning."-L5

"I assigned task which enables them to get the chance to work with others, and there are times that you need to re-organize the team to avoid too much familiarity." -L6

"Manage team meetings wisely, and provide the team with learning opportunities."-L7

"By conducting regular meeting, establishing harmonious relationships between and among staff."-L8

b. Creating avenues for collaborations and teamwork. Inspiring employees does not only involve excellent outputs but also creating good interpersonal relationships within them. Creating activities and assignments that allow them to collaborate or work as a team open doors for have good organizational relationships. Based on Simon (2017), having group works, teambuilding, and other activities initiating coordination among the people of the organization cater skills, autonomy, defined roles and leadership, as well as utilizing the resources in meeting the set targets.

"..Team building activities are also being considered."-L6

"….And conducting team building activities in the department."-L8

2. Experienced Challenges in Inspiring People in the Organization of the Select Head of the Unit

Making the workplace conducive for work and for people doing work is tough. Various internal and external challenges do happen. To inspire, leaders must know how to address challenges and limitations with positivity. Thus, focusing on the situation and not on the person makes the challenges interesting to address and learn from. Challenges are inevitable. These are rooms for unity, learning and progress. Coveney (2020) highlighted that the manner the leader addresses day to day challenges will create a lasting impression on how the employees view him. Further, leader's credibility is of address as he deals with the experienced challenges.

From the gathered data, five themes emerged:

a. Resistant to Change. Getting out of the comfort zones and creating change to one's routine is stress and creates negative impression to employees. It is a natural impression to not be open to change. Further, creating a negative perception to change is but normal for it means doing something different to what is usual. In doing so, employees have to adjust and study the reform being introduced. Heathfield (2021) mentioned that employees do not fear change per se but the introduction to unknown. The futurity of change creates trouble and even anxiety to the employees. McConnell (2007) further explained that resistance to change is not disagreeing to the change but because of the lack of knowledge on it. That's is why Outram (2005) suggests that to be able to overcome such challenge, the leader must be effective and trustworthy. He must know how to build and enhance trust relations to his people. Open communication helps to manage resistance on change.

"If the teacher is hard to embrace change."-L1

"A culture of the past which hinders to accept innovations."-L2

"Sometimes few of them are complaining regarding the current trends in education."--L4

"In terms of motivating them to pursue their masteral degree, some of them keep on saying they are too old already to finish their M A degree."L5

"During the pandemic I motivated and encouraged them to join webinars for their professional growth. Some of them said that they know already the topics to be discussed by the speakers." –L4

"Low self-esteem, laziness, lack of ambition to grow in their profession."-L5

"When the co-workers are reluctant at getting out of their comfort zones."-L7

"Individual differences and a culture of the past which hinders to accept innovations."-L2

b. Pessimism. Having a negative attitude in the work place creates problems later on. It may lead to being stubborn and not doing the work as expected. Negativity may pull the organization down and may influence other employees and how employees see the leader and the workplace. According to Shah (2019) handling pessimism in the organization involves thorough planning that will involve stakeholders as well the involved members. Allowing to appreciate something lessens the idea of negativity in the organization.

> *"When a co-worker has unpleasant work ethics and when someone in the workplace is born pessimistic. Definitely, it takes time for these kind of people to be convinced; however you explain things because they often put forward the negatives over positives. Most of the time, you have to study them first and understand how to change their behavior towards something."- L3*

> *"Sometimes few of them are complaining regarding the current trends in education."- L4*

> *"Stubborn and self-righteous."-L7*

c. Low Self-Esteem. Lack of self-confidence may lead to a feeling of inferior and being unproductive. Thus, employees with low self-esteem tend to avoid additional work or other opportunities to grow. They tend to be timid and often prefer to be follower of the current situation than being proactive and reflective. Leaders have to create ways to retool the employees' with low self-confidence. Finding the worth of the employee in the organization is vital in addressing this challenge (Knight, 2018). It is important to know the employees specifically their weaknesses and strengths to further empower them.

> *"Low self-esteem."-L5*

> *"When a team member has low self-confidence which may eventually result to his/her low expectation of success."-L8*

d. Laziness. Being unproductive in the organization is caused of fear and not having the motivation to perform well. .The laziness of the employees is a space between the willingness to do the work and the behavior in doing the work. This results into delaying important services or replacing the necessary work to those not important. It also signifies employees' avoidance on performing a work (Sepahvand and Mohammadyari, 2015). As inspirational leaders, there is a need to strengthen employee's organizational commitment. Employers have to be continuously empowered. Leaders must also consider employee's job satisfaction as well as their mental and psychological conditions (Emamverdi, Matin, and Javadin, 2019)

> *"Laziness" -L5*

> *"Fear of Success" – L6*

> *"When there is no self-motivation at all on the part of the co-worker."-L7*

e. Stress and Burn out. Being stressed and being overworked caused exhaustion to the workers. Thus, leading to becoming unproductive and being unmotivated. Such condition makes employees withdrawn to be contributory agents of the achievement of quality and excellence. According to Ezenwaji et al (2019) work stress constitutes mental and physical conditions that greatly injure one's productivity, effectiveness, psychophysical health, work ability, satisfaction, and quality work in the workplace. This insist to be addressed by the leaders to allow employees to breath and enjoy what the employees are doing.

> *"Exhaustion.Distractions"-L6*

SYNTHESIS

Figure 1. Gamboa, Gamboa, Alimurong, & Mendoza's Emerging Framework on Inspirational Leadership

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Figure 1 shows the emerging framework of the study. An inspirational leader sheds light to everyone. Inspirational leaders are like fire that gives warm, light, and drive to go beyond and to do it with quality and excellence. They exemplify leadership and management skills and practices that allow people to inculcate various values, ethics, practices, and even mindset to collaborate and of agents of adaptability that will result into true, excellent, and good outputs. However, inspirational leaders are not exempted with various challenges towards work and people's attitue and mindsets. But through a hand and heart that cares and teachers, indeed the light continues to be an ember of glow, optimism and teamwork that influences the organization and its people.

CONCLUSIONS AND RECOMMENDATIONS

Inspirational leadership practices of leaders varied depending to the motive, need, goals, situation, and challenges. Recognizing people's worthwhile continuous guidance and monitoring is present that allow people to work beyond. Inspirational leadership involves continuous mechanism of how to lead with influence and heart to the employees. Challenges are inevitable to the organization. Thus, requiring leaders to have a heart, to set dreams, and to conduct mentoring to their employees.

With such it is recommended to further equip leaders on how to be source of inspiration. They must know how to deal with unpredictable situations as well as proactive. And continuous to be a helping for the growth and welfare not only of the organization but also the people behind it.

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