



E- ISSN: 2980-4760
P- ISSN: 2980-4752

DOI: 10.17613/6r3d-e003

A Sentiment Analysis on the Appointment of Sara Z. Duterte as the Department of Education Secretary

Pedro P. Raymunde Jr., PhD


praymunde31@gmail.com

Davao de Oro State College, Compostela
Davao de Oro, Philippines

Danilo G. Baradillo, PhD

dbaradillo@uic.edu.ph

University of the Immaculate Conception
Davao City, Philippines

 **International Journal of Multidisciplinary Educational Research and Innovation** is an international peer-reviewed academic journal that highly values the importance of developing knowledge in multidisciplinary educational and innovative research. The journal's scope is broad, with the goals of disseminating information and providing a place for discussion, theoretical inquiry, practical applications, research discoveries, and experimentations in the field of education.

Recommended Citation

Raymunde, P. & Baradillo, D. (2023). A Sentiment Analysis on the Appointment of Sara Z. Duterte as the Department of Education Secretary. *International Journal of Multidisciplinary Educational Research and Innovation*. 1(4), 15-36. <https://doi.org/10.17613/6r3d-e003>.

Authors retain copyright. Articles published under a Creative Commons Attribution 4.0 (CC-BY) International License. This license allows this work to be copied, distributed, remixed, transformed, and built upon. An appropriate attribution is given, a link is provided to the license, and changes made are indicated.





A SENTIMENT ANALYSIS ON THE APPOINTMENT OF SARA Z. DUTERTE AS THE DEPARTMENT OF EDUCATION SECRETARY

Pedro P. Raymunde Jr., PhD¹, Danilo G. Baradillo, PhD²

¹Davao de Oro State College, Compostela, Davao de Oro, Philippines

²University of the Immaculate Conception, Davao City, Philippines



ABSTRACT

This qualitative study employing the sentiment analysis method uncovered the people's sentiments on the appointment of Vice-President Sara Z Duterte as the Secretary of the Department of Education. The comments from the Facebook online news platforms were used as the corpora of this study. Results revealed that the appointment of Vice-President Sara Z. Duterte as the Department of Education Secretary received 79% positive sentiments, 11% negative sentiments, and 10% neutral sentiments from the people. This indicates that most people responded favorably to the appointment of Vice President Sara Z. Duterte to the position of Secretary of the Department of Education. This suggests that people believed Vice President Duterte's ability to lead the Education Department and bring about significant changes within the department.

Received: August 2023
Revised: September 2023
Accepted: October 2023
Available: November 2023

Keywords: *applied linguistics, sentiment analysis, Sara Z. Duterte, secretary, Department of Education*

INTRODUCTION

Cabinet secretaries are crucial in supporting a new administration's policy and legislative agenda. Cabinet secretaries serve as the public face of an agency while also providing advice to the president on matters pertaining to the agency they oversee and policy oversight. These cabinet secretaries move swiftly and efficiently in order to fulfill the president's campaign promises, forge relationships with key stakeholders, develop a vision for their department, and build the right team to implement it. However, Tadle (2022), in his article, stated that a number of organizations voiced their opposition to the nomination of Vice President Sara Z. Duterte to the position of Secretary of the Department of Education due to the fact that she lacked prior experience in the field. Even though Sara Z. Duterte, in her capacity as Mayor of Davao City, presided over the City School Council, there were opinions that the department ought to be presided over by an academic expert in order to recognize the genuine issues at the grassroots level and provide solutions to these issues (Unite, 2022).

Michael Gove received negative feedback in the United Kingdom when he was appointed Secretary of Education as a politician rather than an academic expert. According to Freedman (2022), Secretary of Education Michael Gove unleashed the most significant change to the structure of the education system in decades when he permitted all schools to convert to academy status. This change was a result of allowing all schools to become charter schools. This provided them with more autonomy and removed



Authors retain copyright. Articles published under a Creative Commons Attribution 4.0 (CC-BY) International License. This license allows this work to be copied, distributed, remixed, transformed, and built upon for any purpose provided that appropriate attribution is given, a link is provided to the license, and changes made were indicated.

them from the jurisdiction of the local authorities. According to Tickle and Ratcliffe (2014), Secretary Gove's ideological, insufficiently evidenced, and inadequately rigorous approach to education reform is now coming home to roost because these problems are being felt throughout the education system and are visible wherever one looks. According to Laws (2017), it was revealed that the teachers are the ones who are repenting because they are left to pick up the pieces of their reckless rush to reform the education system. These pieces include the complexities, low quality, and inequality within the education system.

Moreover, in India, Smriti Irani received a backlash on her appointment as minister of human resource development or HRD – which includes responsibility for higher education because she is an Indian politician and a former television actress and producer. According to Sharma (2016), many people believed she lacked the qualifications to work with universities because she had only finished one year of a correspondence course offered by Delhi University. In addition, Bhatnagar (2019) disclosed that students in higher education were irate with her because she reinstated the three-year curriculum at Delhi University after abandoning the four-year curriculum that had been in place there previously. It brings a combative style of interaction with university leaders and students, as well as what was frequently seen as promoting a nationalist Hindu agenda in university curricula because she cannot do so due to her lack of academic field knowledge (Brinded, 2016).

In the Philippines, Fernandez (2022) stated that cabinet secretaries are appointed for the purpose of ensuring that every department under the Executive branch is staffed with and led by qualified individuals who have been in those roles for the long term and would ensure continuity of policies and implementation. This was accomplished by providing that cabinet secretaries were appointed to confirm this. Unfortunately, All of this was disregarded because these representatives were fixed not on the basis of their skills but rather their allegiance to the administration. Pintolo (2022) explained that the blatant disregard for competence and background in the field has led to the underperformance of the department, such as the COVID-19 response of the previous administration in the health services department, and such problems as insufficient instructional facilities and poor teaching and learning conditions in the education department.

Consequently, this research was conducted to analyze the people's sentiments on the appointment of Vice-President Sara Z. Duterte as Department of Education Secretary. Most of the literature related to this study was news editorial and opinion sections as there were no research studies that delved into the sentiments of the people regarding the appointment of Vice-President Sara Z. Duterte as Department of Education Secretary. This study crossed the border as it had done differently by using sentiment analysis to come up with a more valid, reliable, and robust result that would show the sentiments of the people on Duterte's appointment, whether positive, negative, or neutral. Nevertheless, to fill in the gaps, the results of this study would be significant, as it could become the baseline information for the enhancement of the curriculum, instruction, and assessment in the Department of Education. It would help the curriculum developers look at the department's strengths and loopholes that could enhance their policies, activities, and projects. In addition, the study results would be presented to research conferences and reviews and hoped to be submitted for publication to reach a broader range of readers.



Research Questions

This sentiment analysis aims to analyze the sentiments of the people on the appointment of Vice-President Sara Z. Duterte as the Department of Education Secretary. At this stage in the research, the analysis of these comments from Facebook would be generally defined as their positive, negative, and neutral sentiments.

Hence, this study was intended to develop and gather vital and profound information through qualitative methods such as observation and discussions and aimed to give a comprehensive emphasis on context with data and information about these sentiments.

In this study, sentiment analysis was employed to broadly analyze the sentiments of the people on the appointment of Vice-President Sara Z. Duterte as the Department of Education Secretary. This study specifically sought to answer the following questions:

1. What are the frequently used words about teachers' sentiments on the appointment of Vice-President Sara Z. Duterte as the DepEd secretary?
2. How are the sentiments clustered regarding the appointment of Vice-President Sara Z. Duterte as the DepEd secretary?
3. To what degree do the teachers' sentiments describe the appointment of Vice-President Sara Z. Duterte as the DepEd secretary?

RESEARCH METHODOLOGY

Research Design

This study employed qualitative research using sentiment analysis. The qualitative approach was chosen over the quantitative approach because, rather than being concerned with statistics, the researcher was interested in learning about the general public's sentiments regarding the appointment of Vice-President Sara Z. Duterte as the Department of Education Secretary. Qualitative research methods are intended to aid researchers in better understanding individuals and their social and cultural surroundings.

The researchers used a qualitative technique because it focuses on understanding rather than explaining, natural observation rather than controlled measurement, and insider reality inquiry. According to Creswell (2007), qualitative research involves making knowledge claims based on constructivist concepts, advocacy, or both.

Moreover, sentiment analysis is a natural language processing (NLP) approach to determine whether data is good, harmful, or neutral. It is also known as opinion mining. According to Mair (2018), it is a common practice for organizations to do sentiment analysis on textual data in order to assist them in monitoring brand and product sentiment in customer feedback and better understanding client requirements.

The subjective information in an expression, such as opinions, assessments, feelings, or attitudes regarding a topic, person, or entity, is analyzed in sentiment analysis (Mair, 2021). Contrastive analysis involves extensive Web data exploration to find and categorize textual viewpoints. This procedure evaluates the author's opinion on a topic, movie, product, etc.



Authors retain copyright. Articles published under a Creative Commons Attribution 4.0 (CC-BY) International License. This license allows this work to be copied, distributed, remixed, transformed, and built upon for any purpose provided that appropriate attribution is given, a link is provided to the license, and changes made were indicated.

Research Respondents

The data of this qualitative research were from the comments of the DepEd teachers on Facebook. They were gathered on different online Facebook pages, particularly on news online platforms. These comments were related to the announcement of President Ferdinand R. Marcos Jr. that Vice-President Sara Z. Duterte would be the Department of Education Secretary.

Data Analysis

The researcher selected to investigate the sentiments of the people on the appointment of Vice President Sara Z. Duterte as the Department of Education Secretary through the comment section on Facebook. This was done through sentiment analysis.

Gupta (2018) defines sentiment analysis as the contextual mining of text that finds and extracts subjective information in the source material to help businesses understand their brand, product, or service's social sentiment while monitoring online conversations. The researcher analyzed positive, negative, and neutral feelings and reported on public opinion on Vice President Sara Z. Duterte's selection as Department of Education Secretary.

RESULTS AND DISCUSSION

Frequently Used Words about the Sentiments of Teachers on the Appointment of Vice-President Sara Z. Duterte as the Department Secretary

The results of the analysis of the most frequently used words in the corpus are presented in Table 1. These are some of the words often brought up in discussions on Facebook about the appointment of Vice President Sara Z. Duterte to the position of Secretary of the Department of Education. The list of frequently used words that appeared in at least fifteen of the one hundred Facebook comments was used to select the top ten, which were then ranked. The Word Cloud feature of the Orange software was responsible for determining the frequency with which these words appear.

The most often used word was education, which was used 27 times, followed by need, which was used 22 times. It was expected that education and need were the most frequently mentioned words in the Facebook comments since the main issue was about the sentiments on the appointment of Vice President Sara Z. Duterte as the Secretary of the Department of Education. Another most frequently used word was teacher. This word was repeated 18 times, considering that the issue revolves around the education department, in which teachers are the implementers of the department's policies, programs, and activities. The words good and discipline were repeated 17 times, meaning that the people expect Vice-President Sara Z. Duterte to instill the values of being good and disciplined to the students.

Moreover, the word country was repeated 16 times, which is expected since Vice President Sara Z. Duterte will lead the country's delivery of education to the Filipino people. The words history, change, position, and generation were repeated 12, 11, and 10 times. This indicates the sentiments of the Filipino people regarding the possible history revisionism that might be taught to the younger generation because of the allegiance of President Ferdinand R. Marcos Jr. and Vice President Sara Z. Duterte.



Table 1. Frequently Used Words with Regard to the Sentiments of Teachers on the Appointment of Vice-President Sara Z. Duterte as the Department Secretary

Rank	Words	Frequency	Sample Sentiment
1	education	27	Education is one of the pillars of society. Sarah has already proven herself capable of managing and executing plans. She's hands-on. Finally, she's a mom, not only for her children but for her constituents. So, there's no doubt she's perfect for that position. – Respondent 27
2	need	22	Yes, Madame Vice President! We need to educate and enhance our genuine love of our country. – Respondent 58
3	teacher	18	The Secretary of Education need not be a former teacher. This is an administrative position, so administration is the best qualification. – Respondent 6
4	good	17	Congratulations, Madam Vice President! Our education then as well as our future generation, will be in excellent hands. – Respondent 49
5	discipline	17	We support you, Madam VP, on your plans to revive our educational system and instill discipline in our youth as it should be. – Respondent 55
6	country	16	We are looking forward to the next generation's better future, a more intelligent, good-mannered, and loyal to the country. – Respondent 87
7	history	12	Please correct what has been known as history revisionism and bring back the correct history lessons and classes, especially in public schools. Historical facts should not be changed; history is there for us to learn from and not to hide from. People who do not know their history will never go anywhere. – Respondent 38
8	change	11	I hope for a change in the education system. God bless our new leaders. We're praying for you. – Respondent 54
9	position	10	We hope and pray that you will succeed as DepEd secretary. I hope you can produce a productive and patriotic Filipino student to enhance their specialty capability to benefit unfortunate Filipinos. God bless the Philippines. – Respondent 97
10	generation	10	Yes, the incoming VP Sara Duterte will make a big difference in our education as secretary. Patriotism, discipline, dedication, good moral values, etc., are needed in the next generation. – Respondent 93



Authors retain copyright. Articles published under a Creative Commons Attribution 4.0 (CC-BY) International License. This license allows this work to be copied, distributed, remixed, transformed, and built upon for any purpose provided that appropriate attribution is given, a link is provided to the license, and changes made were indicated.

nation can have more disciplined and patriotic inhabitants. – Respondent 44

You will see soon that Inday Sara will give all of our students the discipline to respect our new government and unite us all for the good of our country. – Respondent 72

Mandatory ROTC in the Curriculum. Sentiments from Facebook revealed that Vice-President Sara Z. Duterte should incorporate the mandatory ROTC in the curriculum, which will help instill discipline in today's youth. They shared that mandatory ROTC should be strengthened to make the learners more responsible for their actions. Further, through ROTC, they shared that respect for their parents will be instilled because some of today's learners no longer have respect for their parents. Below are some of the sentiments of the people:

Strengthen IT programs like India. Study from home (scheduled face to face), ROTC, look into UP scholarship system – Respondent 90

Restoring the CAT and ROTC is the only way to mandatory military training for those who want to join the armed forces. If you look at it during the day that CAT and ROTC programs are still implemented the young generation of our country is more responsible and, most important, they respect their parents not, like now, when a lot of our youth are arrogant, no more respect for their parents at all. – Respondent 99

Table 2. Clustered Sentiments about the Appointment of Vice-President Sara Z. Duterte as the Department Secretary

Topic Keywords	Core Ideas	Codes	Theme
Education, need, teacher, country, discipline, good, department, student, vp, and Sara	Discipline is a value that needs to be developed in the students	Creating the Value of Discipline	Instilling Discipline Among Filipinos
	Disciplined learners in the community		
	Developing patriotism	Mandatory ROTC in the curriculum	
	Strengthening the military forces in the Philippines		
	Inculcating values to the Filipino students	Revival of good moral and proper conduct subject	
	Developing respectful individuals		
Job, teacher, mother, help, economy, still, family, must, education, and department	Training and seminars for teachers	Professional Development of Teachers	Translating Excellence in Leadership
	Recent trends in education		
	Salary increase for the teachers		



Authors retain copyright. Articles published under a Creative Commons Attribution 4.0 (CC-BY) International License. This license allows this work to be copied, distributed, remixed, transformed, and built upon for any purpose provided that appropriate attribution is given, a link is provided to the license, and changes made were indicated.

	Mothers as the first teachers of the students Care for others	Motherly Type of Leadership	
	Producing skilled graduates Enhancing the skills of the teachers Learning of other languages in the curriculum	Contributing to the Economy through Education	
History, teacher, country, change, department, know, mother, generation, hope, and need	Allegiance of Marcos-Duterte Rewriting of History	Fear of History Revisionism	Looking Through an Uphill Battle
	Experts should lead the department Lack of grassroots experience	Lack of Experience in the Field	
	Changing the system in the department Better education department	Creating Significant Changes in the Department	

Revival of the Good Moral and Right Conduct Subject. Sentiments of the people from Facebook revealed that Vice-President Sara Z. Duterte should revive the integration of good morals and proper conduct in the curriculum. This subject will teach the students the correct values they should possess. They believed that students will have discipline, respect, and values to become well-mannered individuals through this subject. Further, they thought that GMRC would help the students to have a sense of responsibility. Below are some of the sentiments of the people:

May u instill more discipline and inculcate values and respect (both teachers and students). There is more emphasis on GMRC because well-mannered are much better than the educated. May every individual/student develop a sense of responsibility. – Respondent 85

As Secretary of Education, she should return GMRC (Good Manners and Right Conducts) to the school curriculum. – Respondent 3

This is it; start investing now in the successive rulers of our dear Philippines, particularly/especially GMRC, discipline, and respect at an early age. – Respondent 36

Translating Excellence in Leadership. Based on the qualitative data gathered from the sentiments of the people on Facebook regarding the appointment of Vice-President Sara Z. Duterte as Department of Education Secretary, results showed that they wanted to see the culture of excellence in the service that Vice-President Duterte will be providing. With the data obtained, people wanted Vice-President Duterte to provide relevant training and seminars for the teachers for professional development, to help them become leaders like mothers, and to develop skilled and learned individuals.



Authors retain copyright. Articles published under a Creative Commons Attribution 4.0 (CC-BY) International License. This license allows this work to be copied, distributed, remixed, transformed, and built upon for any purpose provided that appropriate attribution is given, a link is provided to the license, and changes made were indicated.

Professional Development of Teachers. Sentiments from the people from Facebook shared that Vice-President Sara Z. Duterte should provide training and seminars to the teachers to keep abreast of the recent trends in education. Teachers need to be updated on the activities and strategies they will implement in the classroom to provide a meaningful learning experience to the students. In addition, they have shared that teachers may be provided with scholarships to pursue graduate studies for their professional development. Further, they have expressed that Vice-President Duterte should increase the salaries of the teachers to compensate them for their efforts and hard work. Below are the sentiments of the people:

Strong leadership management skills. VP Duterte is very qualified. Of course, she will be working with a number of education experts in the field—for example, curriculum development, teacher effectiveness, teacher training advancement, student evaluations, scholarships, skills attainment, supervision of teachers, guidance counseling, and so much more. – Respondent 77

Salary Increase for Teachers! Please! – Respondent 60

Motherly Type of Leadership. People from Facebook expressed their sentiments on Vice-President Sara Z. Duterte, saying that she should be a motherly figure as a leader in the department. They have said that since Vice-President Sara Z. Duterte is a mother, she will be able to provide care and learning to the teachers and students just like our mothers who are our first teachers. They believed that Vice-President Duterte would be hands-on in the department and able to provide quality service because mothers are known to be hands-on with their children. Below are some of the sentiments of the people:

Everyone has a point... However, everyone agrees that our mother is our first teacher (in terms of character development, intelligence, EQ, and traditions), and she is a mother to her children and her constituents as mayor. – Respondent 29

Education is one of the pillars of society. Sarah has already proven herself capable of managing and executing plans. She's hands-on. Finally, she's a mom, not only for her children but for her constituents. so there's no doubt she's perfect for that position. – Respondent 27

Contributing to the Economy through Education. The people from Facebook sent comments revealing that Vice-President Sara Z. Duterte should focus on programs that will produce skilled and learned individuals who could help the country's economy. They believed that when the department will assist the students in the development of their skills through various programs and activities, they will be able to contribute to the economy. In addition, jobs will also be created if the students and teachers are skilled in their field. Further, it was mentioned that learning other languages can also help the country's economy, providing an avenue for globalization. Below are the responses of the people:

For my 30 years of voting, this is the first time that the presumptive leaders have concrete plans on how to run this country. Proper education is needed in this country to unite, survive, and become a tiger economy soon. Kudos, BBM and Inday Sara; we support you all the way. – Respondent 71

To start progress everybody should/must contribute to the economy. Developing skills must be the top priority of the incoming govt. Produce jobs, too, make hourly payments, not daily so that even mothers or those with jobs can have double



jobs to sustain family needs. Mothers can still look after their children and earn to help the family. Instead of doing nonsense and having idle hours while waiting for kids to come home from school, they still can help in the Phil. economy. – Respondent 91

Hopefully, the Mother tongue will be removed and replaced with the essential language needed for today's globalization. Learning either Spanish or Chinese would be an excellent edge for Filipinos to expand and compete globally, especially in improving our economy. – Respondent 94

Looking Through and Uphill Battle. Based on the qualitative data gathered from the sentiments of the people on Facebook regarding the appointment of Vice-President Sara Z. Duterte as Department of Education Secretary, results showed that even though Vice-President Duterte is very much qualified for the position because of her abilities, there were still doubts and challenges as to her appointment. One is the fear of revising history, which surfaced because of her allegiance to the Marcoses. People are afraid that through the Department of Education, facts about our history will change. Further, people are also doubtful about Vice-President Duterte's experience in leading the department because of her lack of experience in the academy. With the data obtained, people wanted Vice President Duterte to change some of the education systems that were not working or applicable in the current context.

Fear of History Revisionism. People from Facebook revealed their sentiments on the possible history of revisionism in the leadership of Vice-President Sara Z. Duterte in the Department of Education. They believed that since Vice-President Duterte is a close ally of President Marcos, there would be changes in the materials produced by the department, especially about the events in martial law. Further, they hoped this would not happen as history is the backbone of our present. They added that they would be corrected if historical facts needed to be changed. Below are the sentiments of the people:

Suppose she needs to revise Philippine history. Of course, history tends to be written from the winner's perspective. – Respondent 4

Please correct what has been known as history revisionism and bring back the correct history lessons and classes, especially in public schools. Historical facts should not be changed; history is there for us to learn from and not to hide from. People who do not know their history will never go anywhere. – Respondent 38

Please do not rewrite history. Let it remain as it is. Do not bend the truth, please. – Respondent 57

Lack of Experience in the Field. The comments of the people on Facebook revealed that there are doubts as to how Vice-President Sara Z. Duterte will solve the problems of the department because she was not able to experience being in the academy. They believed that even though the Vice-President had experience as a City Council of Schools member in Davao, she needed to gain experience in teaching and leading a school. Further, they expressed that a lack of experience handling a department with prior experience will lead to better decision-making, especially in implementing policies, activities, and plans. In addition, they believed that a person from the field could best lead the department. Below are the sentiments of the people:

At first, I was at a loss for words. It's not that I don't want her for the position. I'm sure she will be fantastic with her capabilities. But ever since I started my duty in this department



(Department of Education), it has been my most excellent preference that the appointed Secretary of the said department be one of us, a teacher like me. A teacher who has immense experience in the field. One who understands the real problems in the arena. – Respondent 22

In terms of knowledge and expertise, I am still determining Inday's capabilities for this position but I am hopeful that she will take this job seriously knowing her. Maybe she has more capabilities that we need to learn of, maybe not. – Respondent 2

Creating Significant Changes in the Department. People from Facebook revealed their sentiments on how Vice-President Sara Z. Duterte will make meaningful changes in the department, especially since there are many things to be repaired in the department's system. They expressed that there should be changes in the system in the Department of Education especially with the recent trends and context of the situation today. Further, they explained that they hope there will be improvement in the department under Vice-President Sara Z. Duterte's leadership to improve Filipino students' development. In addition, they hoped that changes in the educational system would lead to a better delivery of education in the Philippines. Below are the sentiments of the people:

Given the current situation, we are witnessing a new generation of spoiled brats who regard disciplinary actions as abuse and not a method to help shape their character; they are rebellious, outspoken, and have a complete disregard for traditional Filipino values. I surmised that President-elect Marcos chose her because he needed someone influential he could trust to shake the deteriorating educational system of our country from the ground up. It's a wise strategy for them now that I kept thinking about it. Let's wait and see how it goes. – Respondent 26

Everyone in the department will accept and embrace every change to improve the education system for the welfare of every child in our country. Still, please, some dear parents, stop telling us that discipline is what our youth need now. – Respondent 37

I hope for a change in the education system. God bless our new leaders. We're praying for you. – Respondent 54

Sentiments of the People on the Appointment of Vice-President Sara Z. Duterte as the Department Secretary

Table 3 presents the overall sentiments of the people on the appointment of Vice-President Sara Z. Duterte as the Department of Education Secretary through the Sentiment Analysis feature of the Orange software. The table showed that the appointment of Vice-President Sara Z. Duterte as the Department of Education Secretary received 79% positive sentiments, 11% negative sentiments, and 10% neutral sentiments from the people. This indicates that the vast majority of people responded favorably to the appointment of Vice President Sara Z. Duterte to the position of Secretary of the Department of Education. The vast majority of people were confident in Vice President Sara Z. Duterte's ability to lead the Department of Education, which has the potential to bring about significant advancements and changes within the sector. Further, this entails that the people trust the appointment of Vice-President Sara Z. Duterte to bring reforms and changes to the department.



Authors retain copyright. Articles published under a Creative Commons Attribution 4.0 (CC-BY) International License. This license allows this work to be copied, distributed, remixed, transformed, and built upon for any purpose provided that appropriate attribution is given, a link is provided to the license, and changes made were indicated.

Table 3. Sentiments of the People on the Appointment of Vice-President Sara Z. Duterte as the Department Secretary

Sentiment	Percentage
Positive	79.00%
Negative	11.00%
Neutral	10.00%
TOTAL	100.00%

DISCUSSION

Frequently Used Words about the Sentiments of People on the Appointment of Vice-President Sara Z. Duterte as the Department Secretary

Based on the result, the most often used words were education, need, teacher, good, discipline, country, history, change, position, and generation. These are some of the words frequently brought up in discussions on Facebook about the appointment of Vice President Sara Z. Duterte to the position of Secretary of the Department of Education. Further, these words gave us the impression of the people's sentiments regarding the appointment of Vice-President Duterte.

The results supported Hamilton and Sherman's impression formation theory (1996). This theory states that we form an overall impression of someone's character and abilities based on available information about their traits and behaviors. This theory is a process of perceiving, organizing, and ultimately integrating information to form unified and coherent situated impressions of others. Individuals' preconceived notions about how particular circumstances will play out shape the kinds of information they will consider significant and worthy of their attention. In addition, individuals' interpretations of this information are conditioned by the expectations individuals have.

Moreover, the words discipline and country were among the most frequently used words in the sentiments of the people. These words were how the people describe Vice-President Sara Z. Duterte as a leader. According to Quismorio (2018), Vice-President Sara Z. Duterte is a disciplinarian and patriotic leader. This kind of leadership is also Dutertes's brand of leadership. Ragragio (2022) stated that Vice-President Sara Z. Duterte puts the interest of the Filipino people first and instills the value of discipline, as observed in her reign as city mayor of Davao City. Further, it can be recalled that Vice-President Sara Z. Duterte wanted to impose the mandatory ROTC to develop the value of discipline among students (Atienza, 2022).

Clustered Sentiments about the Appointment of Vice-President Sara Z. Duterte as the Department Secretary

The clustered sentiments about the appointment of Vice-President Sara Z. Duterte as the Department of Education Secretary were shown in the previous chapter. Notably, different sentiments were probed, eliciting core ideas that were grouped into categories and labeled with an essential theme. The vital themes shared were instilling discipline among Filipinos, translating excellence in leadership, and looking through an uphill battle. In this section, each gathered theme was discussed with a background of sufficient literature to understand the significant results of the study better.

Instilling Discipline Among Filipinos. Results showed that people wanted to instill the value of discipline among Filipino students, which was established by the qualitative data gathered from the people's sentiments on Facebook regarding the appointment of Vice President Sara Z. Duterte as the Secretary of the Department of Education. People's perceptions, based on the data obtained, indicated that the



Authors retain copyright. Articles published under a Creative Commons Attribution 4.0 (CC-BY) International License. This license allows this work to be copied, distributed, remixed, transformed, and built upon for any purpose provided that appropriate attribution is given, a link is provided to the license, and changes made were indicated.

current generation of students is comprised of students who lack discipline, which affects the behavior of students in the community.

This result supports the claims of Singh (2020) that discipline is one of the most essential components of a student's life. It is necessary to behave oneself appropriately in the classroom. Students are required to learn both education and discipline while they are enrolled in school. This is because with discipline, students will be able to receive a quality education. Moreover, students who practice self-discipline in their daily lives are more likely to attract positive experiences and circumstances, ultimately leading to increased levels of achievement across the board.

Further, to achieve this, Vice-President Sara Z. Duterte should be a directive leader. Wang (2018) stated that a directive leader provides directions and directives to their subordinates. Because of the specific instructions, followers can achieve the expected results. This context relates to the goal of Vice-President Duterte to impose the mandatory ROTC to instill patriotism and discipline in the Filipino youth. Severino (2022) reported that mandatory ROTC will help develop the discipline of the students who are missing some now.

This result also supports Edward Thorndike's theory. Thorndike (1940) believed in his Halo Effect Theory that individuals form cognitive biases in which our perception of another person is positively influenced by our opinions of that person's other related characteristics. The halo effect has an influence that can be seen in many different settings, ranging from the classroom to the courtroom, and it has the potential to shape our perception of the intelligence and competence of others. Since people perceived Vice-President Sara Z. Duterte as DepEd Secretary as a disciplinarian and patriotic leader, they believed that she instilled discipline as a value to the Filipino students.

Translating Excellence Through Leadership. Results showed that people wanted to see a culture of excellence in the service that Vice President Sara Z. Duterte will be providing, according to the qualitative data that was gathered from the sentiments of the people on Facebook regarding the appointment of Vice President Sara Z. Duterte as the Secretary of the Department of Education. This information was gathered from Facebook users. People wanted Vice President Duterte to provide pertinent training and seminars for the teachers for professional development, to help them become leaders like mothers, and to cultivate skilled and learned individuals. The data that was obtained was used to support these requests.

After serving as Chairperson of the Local School Board for a considerable amount of time, Alcaraz (2022) stated that Duterte possessed a large amount of administrative experience and a profound understanding of the difficulties that schools, students, and parents face. In addition, VP-elect Sara will definitely bring to the Department of Education the performance and solution-oriented leadership that is important to improve our country's education quality (Mosaid, 2022). This goes beyond the theoretical principles of managing the education sector.

In addition, Cervantes (2022) disclosed that one of the reasons that Marcos appointed Duterte as the future education secretary was because of her role as a mother who wanted to ensure that her children were well-trained and well-educated. This was one of the reasons that Marcos nominated Duterte as the next Education secretary. In addition, Merez (2022) claimed that Duterte will work toward the production of knowledgeable students who have the mentality necessary to reach their complete potential as individuals.

Umil (2022) said that Duterte will have to address the issues confronting teachers today, including the need for additional training, resources, and a solid system – which were aggravated by the COVID-19



Authors retain copyright. Articles published under a Creative Commons Attribution 4.0 (CC-BY) International License. This license allows this work to be copied, distributed, remixed, transformed, and built upon for any purpose provided that appropriate attribution is given, a link is provided to the license, and changes made were indicated.

pandemic and resulted in the temporary halt of face-to-face instruction. He added that another education expert is expected to helm the agency, mainly because it holds the highest budgetary allocation from Congress yearly.

To meet these sentiments, the Vice-President should possess interpersonal or human skills while leading the Department of Education. Holsinger (2018) stated that it is essential for leaders to have an understanding of human nature and the dynamics of groups, as well as the capacity to comprehend the thoughts, emotions, and motivations of those they are tasked with leading. Interpersonal skills allow public leaders to work cooperatively with subordinates, peers, and superiors, as well as with constituents and collaborators. These skills also enable leaders to work cooperatively with collaborators and collaborators.

This supports Carlyle's (1911) Trait Theory of Leadership, which emphasizes the leader and their attributes. Specific traits make leaders more effective. It is based on the characteristics of successful and unsuccessful leaders. Effective leadership is predicted using this hypothesis. One usually compares the highlighted attributes to those of a potential leader to evaluate if they can lead effectively. People traditionally concentrated on physiological traits like looks, weight, and height; demographic characteristics like age, education, and family history; and intellectual traits like decisiveness, judgment, and knowledge. This result will require people to verify their decisions about her leadership style based on the facts they have.

Looking Through an Uphill Battle. Results showed that even though Vice President Sara Z. Duterte is very qualified for the position because of her abilities, there still needed to be more clarity and challenges regarding her appointment. These results are based on qualitative data gathered from the people's sentiments on Facebook regarding the appointment of Vice President Sara Z. Duterte as the Secretary of the Department of Education.

Basillo (2022) suggested that the next head of the Department of Education (DepEd) should be an education specialist who also has prior experience working within the sector. However, they acknowledged that it is the right of the chief executive to designate the head of the DepEd; hence, they stated that this was the responsibility that Duterte should concentrate on when she took over the job.

Consequently, Magsambol (2022) stated that the looming appointment of Duterte as DepEd chief concerns education stakeholders as they fear further historical revisionism. The Philippines is facing a learning crisis, with students needing more knowledge of Philippine history and the atrocities of the Marcos family during the Martial Law period.

In addition, Patag (2022) disclosed that Duterte, in his capacity as education head, must deal with and address what has been referred to as a deep-rooted and complex education crisis. Poor teaching and learning circumstances, student test scores that fall behind those of their classmates in Southeast Asia, and insufficient instructional facilities made worse by the coronavirus pandemic are considered among the most immediate concerns to address in the sector.

Vice-President Sara Z. Duterte should be conscientious to meet these sentiments. Holsinger (2018) expressed that conscientiousness is the degree to which an individual is responsible, possesses personal integrity, and has a strong desire to succeed. Conscientious people are able to keep their attention on particular objectives and work toward achieving them in a directed manner. Even though critics disapprove of her appointment, Vice-President Duterte should focus on developing the education department as a better government department.



This supports the Contingency Theory (Situational Theory). Leaders' environments are essential to Fiedler (1964). This idea studies how a leader's successes or failures affect the situation. Leadership effectiveness depends on an organization's circumstances. A leader's context is significantly more crucial than personality in determining success. This theory studies leadership approaches and suggests that influential leaders may adapt to their surroundings. Since Vice-President Sara Z. Duterte won several accolades for her leadership style, this theory emphasizes that leaders are adaptable to changes and can provide what is expected.

Sentiments of the People on the Appointment of Vice-President Sara Z. Duterte as the Department Secretary

Based on the result, the appointment of Vice-President Sara Z. Duterte as the Department of Education Secretary yielded positive sentiments. It showed that the vast majority of people responded favorably to the appointment of Vice President Sara Z. Duterte as Secretary of the Department of Education. The vast majority of people were confident in Vice President Sara Z. Duterte that she could deliver the expected outcomes of the department.

As Chair of the Local School Board for many years, Alcaraz (2022) said Duterte had extensive administrative experience and a deep understanding of school, student, and parent issues. Beyond theoretical education management principles, VP-elect Sara will offer performance and solution-oriented leadership to DepEd to improve education in our country (Alcaraz 2022). These experiences give people confidence in Vice-President Duterte as education secretary.

Conversely, the president received critical feedback on her nomination, including a mismatch of skills. Basillo (2022) advised the next DepEd chief to be an education professional with sector expertise. They acknowledged that picking a DepEd chief is the CEO's prerogative. Therefore, they urged Duterte to focus on it when she took office. He stated that Vice-President Duterte should prioritize teacher rights, student welfare, and the school system.

Despite disagreements about Vice-President Duterte's appointment, Wang (2018) believes she should be a balanced transformational leader. This is because they help their subordinates overcome complex problems while teaching them how to tackle them in a similar environment. In other words, they teach their subordinates how to solve similar issues while helping them solve some difficult ones. Thus, transformational leaders may elevate employee drive to self-actualization.

The result supports Arnold's Appraisal Theory (1960), which states that emotions or emotional components are caused by and differentiated by an appraisal of the stimulus as mismatching or matching with goals and expectations, as easy or difficult to control, and as caused by others, the individual, or impersonal circumstances. Appraisal theory also holds that our perceptions (or "appraisals") of events that cause different people to react differently determine our sentiments. Our perception of a situation causes an emotional or affective response. Due to feelings and emotions, people have diverse opinions about Vice-President Sara Z. Duterte as Department of Education Secretary in this survey. Due to their emotional responses, people formed views on the phenomena.



CONCLUSION

The findings of this sentiment analysis make it abundantly clear that the vast majority of individuals have voiced their approval of the Vice President's decision to appoint Sara Z. Duterte to the position of Secretary of the Department of Education. This appointment was met with a preponderance of favorable sentiments. This suggests that people believed Vice President Duterte's ability to lead the Education Department and bring about significant changes within the department.

Based on gathered data and results, sentiment analysis may provide a road map for planning, operations, and decision-making. They are perceived to be the paramount strategic mechanism to defy failures and pave the way for success. An institution that conducts sentiment will aim to facilitate good learning patterns bounded by law and provide excellent service to all stakeholders, leading to becoming productive and efficient in any facet of development. Furthermore, sentiment analysis allows leaders to become adaptable, responsive, and competitive to the diverse and changing priorities and needs of civil society, local industry, and international standards.

The results of this sentiment analysis will help the Department of Education to depict and carry out the relevance of an educational institution necessary to affect significant changes affecting the lives of the stakeholders, mainly the students, towards sustainable development. Taking the result of these analyses into account will ensure a dynamic life experience, developing and improving all the aspects of learning. It will serve as a leading statement for the actions needed to achieve. Further, the conduct of sentiment analysis will help the department to break into international stature by providing valuable, inclusive, authentic, and progressive opportunities to the stakeholders toward becoming competent, well-rounded, and well-balanced global individuals who possess the attributes to lead, excel, and compete globally.

Furthermore, the researcher believed that through sentiment analysis, the department will strive to implement quality instruction that designs and supports the implementation of innovative, relevant, and diverse curricular activities to foster excellent academic services and respond to society's priorities and needs. Also, the department will strive for innovative research that can create an impact or name in the community through developing, transferring, and adopting knowledge and technology to progress socio-economic development. In addition, the department will strive for effective and efficient resource management through income generation initiatives to realize and implement the department's vision, mission, and goals effectively.



Authors retain copyright. Articles published under a Creative Commons Attribution 4.0 (CC-BY) International License. This license allows this work to be copied, distributed, remixed, transformed, and built upon for any purpose provided that appropriate attribution is given, a link is provided to the license, and changes made were indicated.

REFERENCES

- Alcaraz, H. (2022). Sara Duterte-Carpio for DepEd: Marcos cabinet profile. Retrieved from <https://interaksyon.philstar.com/politics-issues/2022/05/30/218055/sara-duterte-secretary-department-of-education/>
- Ang, M. (2022). Scrap Sar Duterte: appoint with the proper credentials to the DepEd. Retrieved from <https://ph.news.yahoo.com/comment-scrap-sara-duterte-appoint-someone-with-the-right-credentials-to-the-dep-ed-083615193.html>
- Arnold, M. (1960). Appraisal theory. Retrieved from <https://www.tandfonline.com/doi/abs/10.1080/02699930600616080>
- Atienza, K. (2022). Sara is to be named education chief. Retrieved from <https://www.bworldonline.com/the-nation/2022/05/11/447904/sara-to-be-named-education-chief/>
- Atkinson, P. (2015). Without leadership, there is no change. *Management Services*, 59(2), 42-47.
- Azzam, A. M. (2014) Motivation to learn: A Conversation with Daniel Pink. *Motivation Matters*, 72(1), 12-17.
- Bajo, A. (2022). Sara Duterte agreed to become education secretary. Retrieved from <https://www.gmanetwork.com/news/topstories/nation/831367/marcos-sara-duterte-agreed-to-become-education-secretary/story/>
- Basilio, R. (2022). The first cabinet nominee for DepEd is Sara Duterte. Retrieved from <https://businessmirror.com.ph/2022/05/11/first-cabinet-nomineesara-duterte-for-deped/>
- Bhatnagar, G. (2019). BA to no degree, arts to commerce: the shifting story of Smriti Irani's education. Retrieved from <https://thewire.in/politics/smriti-irani-affidavit-education-qualification>
- Brinded, L. (2016). One of the most critical political reports in Britain's history drops today. Retrieved from <https://www.businessinsider.in/chilcot-iraq-inquiry-live-one-of-the-most-important-political-reports-in-britains-history-drops-today/articleshow/53075459.cms>
- Cakir, F. (2020). Analysis of Leader Effectiveness in Organization and Knowledge Sharing Behavior on Employees and Organization. Retrieved from <https://doi.org/10.1177/2158244020914634>
- Carlyle, T. (1911). The trait theory. Retrieved from <https://www.verywellmind.com/what-is-the-trait-theory-of-leadership-2795322#:~:text=Trait%20Theory%20of%20Leadership%20Rationale&text=Carlyle's%20theory%20of%20leadership%20was,%22born%22%20with%20leadership%20traits.>
- Cavanagh, N. (2022). VP frontrunner Sara Duterte to serve as DepEd secretary. Retrieved from <https://newsinfo.inquirer.net/1596420/vp-frontrunner-inday-sara-duterte-to-serve-as-deped-secretary-says-bongbong>



- Cervantes, F. (2022). Sara Duterte to become next DepEd chief. Retrieved from <https://www.pna.gov.ph/articles/1174253>
- Creswell, J. (2014). Framework for Scientific Research. Retrieved from <https://lc.gcumedia.com/res811/find-your-purpose-the-path-to-a-successful-doctoral-experience/v1.1/chapter-5-framework-of-scientific-research.html>
- Dasí, À., Pedersen, T., Gooderham, P. N., Elter, F., Hildrum, J. (2017). The effect of organizational separation on individuals' knowledge sharing in MNCs. *Journal of World Business*, 52(3), 431–446.
- Estrada, I., Faems, D., de Faria, P. (2016). Coopetition and product innovation performance: The role of internal knowledge sharing mechanisms and formal knowledge protection mechanisms. *Industrial Marketing Management*, 53, 56–65.
- Fernandez, C. (2022). The invasion of the incompetents. Retrieved from <https://www.philstar.com/opinion/2022/06/17/2188888/invasion-incompetents>
- Fernandez, M. (2022). The leadership role of the cabinet secretary and deputy secretary. Retrieved from <https://ourpublicservice.org/blog/the-leadership-role-of-the-cabinet-secretary-and-deputy-secretary/>
- Fiedler, F. (1964). The contingency theory. Retrieved from <https://www.mindtools.com/pages/article/fiedler.htm>
- Freedman, S. (2022). The gove reforms a decade on. Retrieved from <https://www.instituteforgovernment.org.uk/sites/default/files/publications/gove-reforms-decade-on.pdf>
- Ganta, V. C. and Manukonda, J. K. (2014). Leadership During Change And Uncertainty In Organizations. *International Journal of Organizational Behaviour & Management Perspectives*, 3(3), 1183.
- Gupta, S. (2018). Sentiment analysis: concept, analysis, and applications. Retrieved from <https://towardsdatascience.com/sentiment-analysis-concept-analysis-and-applications-6c94d6f58c17>
- Hachero, A. (2022). Former deped chief to Sara: listen to experts on the ground. Retrieved from https://malaya.com.ph/news_news/former-deped-chief-to-sara-listen-to-experts-on-the-ground/
- Hamilton, D. & Sherman, J. (1996). The impression formation theory. Retrieved from <https://psycnet.apa.org/record/1999-00753-001>
- Hao, M. (2015). How can effective leadership facilitate change in organizations through improvement and innovation? Retrieved from https://globaljournals.org/GJMBR_Volume15/1-How-Effective-Leadership.pdf



- Hasan, S. (2019). Top 15 Leadership Qualities that Make Good Leaders (2020). Retrieved from blog.taskque.com
- Holsinger, J. (2018). Leadership for public health: theory and practice. Retrieved from <https://www.worldcat.org/title/leadership-for-public-health-theory-and-practice/oclc/1002303016>
- Kapur, R. (2020). Characteristics of effective leadership. Retrieved from https://www.researchgate.net/publication/344348836_Characteristics_of_Effective_Leadership
- Kuper A. & Levinson S. (2008). Introduction to reading and appraising qualitative research. Retrieved from https://www.researchgate.net/publication/23156528_Kuper_A_Reeves_S_Levinson_WAn_introduction_to_reading_and_appraising_qualitative_research_BMJ_337_a288
- Laqui, C. (2022). Sara Duterte has a distinct branding from her father. Retrieved from <https://www.philstar.com/headlines/2022/06/19/2189483/sara-duterte-has-distinct-branding-her-father-analyst>
- Laws, D. (2017). The consequences of Gove's ideological reforms are now being felt everywhere. Retrieved from <https://www.tes.com/magazine/archive/consequences-goves-ideological-reforms-are-now-being-felt-everywhere>
- Llemit, R. (2022). ROTC has nothing to do with the DepEd Sec nomination. Retrieved from <https://www.sunstar.com.ph/article/1929184/davao/local-news/duterte-carpio-rotc-has-nothing-to-do-with-deped-sec-nomination>
- Luisitro, P. (2022). Sara Duterte accepts Marcos' offer to lead DepEd. Retrieved from <https://www.manilatimes.net/2022/05/12/news/sara-duterte-accepts-marcos-offer-to-lead-deped/1843398>
- Magsambol, B. (2022). Groups oppose Marcos Jr.'s decision to appoint Sara Duterte as DepEd chief. Retrieved from <https://www.rappler.com/nation/groups-oppose-marcos-jr-decision-appoint-sara-duterte-deped-chief/>
- Mair, J. (2018). Sentiment Analysis: A Definitive Guide. Retrieved from [https://monkeylearn.com/sentiment-analysis/#:~:text=Sentiment%20analysis%20\(or%20opinion%20mining,feedback%2C%20and%20understand%20customer%20needs.](https://monkeylearn.com/sentiment-analysis/#:~:text=Sentiment%20analysis%20(or%20opinion%20mining,feedback%2C%20and%20understand%20customer%20needs.)
- Merez, A. (2022). What Sar Duterte thinks of becoming DepEd chief. Retrieved from <https://www.reportr.world/news/sara-duterte-statement-deped-secretary-appointment-bongbong-marcos-a4736-20220512>



- Mosaid, M. (2022). VP-elect Sara's education policies and programs. Retrieved from <https://www.mindanews.com/mindaviews/2022/06/think-talk-vp-elect-saras-education-policies-and-programs/>
- Muteswa, R. (2016). Qualities of a good leader and the benefits of good leadership to an organization: a conceptual study. *European Journal of Business and Management*.
- Pagdilao, F. (2018). Speech act analysis in the State of the City address of mayors is z. Duterte. Retrieved from https://www.academia.edu/40452569/SPEECH_ACT_ANALYSIS_IN_THE_STATE_OF_THE_CITY_ADDRESS_OF_MAYOR
- Patag, K. (2022). Sara Duterte-Carpio to become next DepEd chief. Retrieved from <https://www.philstar.com/headlines/2022/05/11/2180403/sara-duterte-carpio-become-next-deped-chief>
- Pintolo, G. (2022). Teacher's group: educators largely disappointed with DepEd's Briones. Retrieved from <https://www.philstar.com/headlines/2022/06/20/2189672/teachers-group-educators-largely-disappointed-depeds-briones>
- Prasad, R. (2021). Biden cabinet: does this diverse team better reflect America? Retrieved from <https://www.bbc.com/news/world-us-canada-55080344>
- Quismorio, E. (2022). Sara Duterte, DepEd secretary. Retrieved from <https://mb.com.ph/2022/05/24/the-marcos-cabinet-sara-duterte-deped-secretary/>
- Ragragio, J. (2022). Why do we need to talk more about Sara? Retrieved from <https://www.rappler.com/voices/thought-leaders/opinion-why-need-talk-more-sara-duterte/>
- Sharma, Y. (2016) Controversial education minister Smriti Irani demoted. Retrieved from <https://www.universityworldnews.com/post.php?story=20160707100840583>
- Smith, P. A., Bakker, M., Leenders, R. T. A., Gabbay, S. M., Kratzer, J., Van Engelen, J. M. (2006). Is trust social capital? Knowledge sharing in product development projects. *The Learning Organization*, 13, 594–605.
- Sumalinog, V. (2022). Sara's deped priorities hit the nail on the head. Retrieved from <https://mindanaotimes.com.ph/2022/06/22/rough-cuts-saras-deped-priorities-hit-nail-on-head/>
- Tadle, R. (2022). Be careful with educational experts and give Sara a chance. Retrieved from <https://www.rappler.com/voices/thought-leaders/opinion-careful-educational-experts-give-sara-duterte-chance/>
- Thorndike, E. (1913). The halo effect theory. Retrieved from <https://www.simplypsychology.org/halo-effect.html#:~:text=Thorndike%20described%20the%20halo%20effect,to%20the%20spheres%20of%20marketing.>



- Tickle, L. & Ratcliffe, R. (2014). Michael Gove: bogeyman or the most outstanding education secretary ever? Retrieved from <https://www.theguardian.com/education/2014/jul/22/michael-gove-legacy-education-secretary>
- Umil, A. (2022). The teachers' group rejects Sara Duterte as education secretary. Retrieved from <https://www.bulatlat.com/2022/05/13/teachers-group-rejects-sara-duterte-as-education-secretary>
- Unite, B. (2022). If she wins the presidency, Robredo will tap experts and good managers as cabinet members. Retrieved from <https://mb.com.ph/2022/01/12/robredo-to-tap-experts-good-managers-as-cabinet-members-if-she-wins-presidency/>
- Valente, C. (2022). Duterte endorses 'hard-working' Sara for VP. Retrieved from <https://www.manilatimes.net/2022/04/02/latest-stories/duterte-endorses-very-good-hard-working-sara-for-vp/1838589>
- Vasagar, J. (2012). Michael Gove's curriculum was attacked by an expert who advised him. Retrieved from <https://www.theguardian.com/education/2012/jun/12/michael-gove-curriculum-attacked-adviser>
- Wang, L. (2018). When nurse emotional intelligence matters: How transformational leadership influences intent to stay. Retrieved from <https://pubmed.ncbi.nlm.nih.gov/29682845/>
- Wasim, A. and Imran, A. (2010). The Role of Leadership in Organizational Change. Relating the successful organizational change to visionary and innovative leadership, 3(2), 9.
- Yang, A. (2022). Incoming DepEd secretary Sara Duterte should prioritize last-mile schools. Retrieved from <https://www.philstar.com/headlines/2022/05/26/2183902/incoming-deped-secretary-sara-duterte-should-prioritize-last-mile-schools-ex-chief>

