

Practical Leadership in Governance: Examining the Effectiveness of Barangay Officials with Practical Experience

Kay Dian M. Deleña^{*1}, Edward Q. Niasas², Lucelle E. Saguban³

¹Department of Public Works and Highways – 3rd District, Negros Oriental, Philippines

³Foundation University, Dumaguete City, Negros Oriental, Philippines

*Corresponding Author Email: kaydiandelena@gmail.com

Date received: May 4, 2025

Date revised: June 3, 2025

Date accepted: June 30, 2025

Originality: 99%

Grammarly Score: 99%

Similarity: 1%

Recommended citation:

Deleña, K.D., Niasas, E., & Saguban, L. (2025). Practical leadership in governance: Examining the effectiveness of barangay officials with practical experience. *Journal of Interdisciplinary Perspectives*, 3(7), 843-856.

<https://doi.org/10.69569/jip.2025.355>

Abstract. The study aimed to determine the effectiveness of barangay officials in Dumaguete City, based on practical experience as perceived by both the constituents and the barangay officials themselves. The researcher employed a descriptive-correlational design and used a random sampling technique. The respondents in this study were 153 barangay officials and 400 constituents from the seventeen barangays of the City of Dumaguete, which were randomly selected. The researcher utilized validated questionnaires and employed Spearman's rank correlation coefficient and percentage in treating the data. The results revealed that the extent of core competencies of barangay officials who learned through practical experience consistently exhibited very high levels. The effectiveness of barangay officials in carrying out their functions, as perceived by constituents, is very high. The data also indicated that there is no significant relationship between the extent of core competencies of barangay officials and their profiles. Among the listed challenges encountered, ineffective decision-making process stood out with the highest percentage of Serious to Very Serious responses at 30%. Significant positive correlations are found with vision and strategic thinking, problem-solving, decision-making, and crisis management, while other competencies are not significantly related to effectiveness. A significant negative correlation is found between vision and strategic thinking, problem-solving, decision-making, and crisis management, particularly regarding the challenges they encounter.

Keywords: Barangay officials; Core competencies; Governance; Leadership; Practical experience.

1.0 Introduction

Leadership is essential to the effective management of organizations, as it guides individuals and groups toward a common goal (Lim, 2024). The success of individual careers and the overall direction of organizations are often determined by the quality and effectiveness of leadership behavior (Amoroso et al., 2020; Lussier & Achua, 2022). Developing leadership skills is a complex and non-linear process (Rouse, 2024; de Bruyn & Mestry, 2020), often shaped more by practical, real-world experiences than by formal instruction. Among the most influential factors are on-the-job training, cultural context, and previous roles, with experiential learning emerging as a cornerstone of effective leadership development. The 70/20/10 model, although not empirically conclusive, suggests that 70% of leadership growth stems from hands-on experience, 20% from mentoring or relationships, and only 10% from formal instruction (Liu et al., 2021). In nations such as Indonesia, Brazil, and India, effective local governance plays a crucial role in enhancing public service delivery, ensuring efficient resource management, and promoting the overall well-being of citizens (de Bruyn & Mestry, 2020).

The Local Government Code of the Philippines emphasizes the barangay as the primary unit responsible for implementing government policies and addressing local community concerns. Effective leadership within the barangay is crucial for addressing regional challenges, as leaders' actions are influenced by their understanding of local conditions (Jacinto et al., 2023; Garcia-Glova, 2024). While education and formal training are essential, experience also plays a vital role in developing the knowledge and skills needed for effective leadership (Sermona et al., 2019).

Several studies have been conducted on the competence and performance of Barangay Officials (Basaluddin, 2021; Sermona et al., 2019; Decena et al., 2023; Morales, 2022; Estrada & Gabion, 2024). While their studies focused on how Barangay Officials performed their duties and responsibilities, limited research has been conducted on the effectiveness of their performance, specifically regarding their practical experience in leadership and the execution of their duties. Consequently, this study aimed to investigate the practical leadership in governance and the effectiveness of barangay officials in Dumaguete City, drawing on their practical experience.

As stated in the LGC of the Philippines, the barangay functions as the primary planning and implementing unit for government policies, programs, and projects within the community. As such, barangay leaders need to possess a strong foundation in leadership, as their competencies are critical in addressing the various issues and challenges that may arise at the local level (Jacinto et al., 2023). Hence, this study provided help in evaluating the performance of Barangay officials by focusing on their practical experience in real-world governance. This study examined how officials utilize their skills in decision-making, problem-solving, and community engagement, providing a deeper understanding of their effectiveness. The evaluation highlighted both their strengths and areas for improvement, ensuring that officials are well-prepared to meet the needs of their community. Emphasizing the promotion of peaceful and inclusive societies and providing access to justice for all is essential for building resilient communities, upholding human dignity, and fostering sustainable development (SDG Target 16). Additionally, addressing local governance challenges contributes to improved community well-being and development (SDG Target 11).

2.0 Methodology

2.1 Research Design

This study employed a descriptive-correlational research design, aiming to gauge and describe the extent of core competencies among barangay officials with practical experience, and to correlate these competencies with the level of effectiveness in carrying out their functions, as well as the extent of challenges they encountered.

2.2 Research Locale

This study was conducted in the City of Dumaguete, specifically in the following 17 randomly selected barangays: 1) Balugo; 2) Bantayan; 3) Buñao; 4) Cadawinonan; 5) Camanjac; 6) Junob; 7) Mangnao-Canal; 8) Piapi; 9) Poblacion 1 (Tinago); 10) Poblacion 2; 11) Poblacion 3; 12) Poblacion 4; 13) Poblacion 5; 14) Poblacion 6; 15) Poblacion 7; 16) Poblacion 8; 17) Pulantubig.

Barangays Balugo, Cadawinonan, Camanjac, and Junob are situated in the western parts of the city. Poblacion 1, Poblacion 2, Poblacion 3, Poblacion 4, Poblacion 5, Poblacion 6, Poblacion 7, and Poblacion 8 comprise the city's downtown area. Barangays Buñao and Pulantubig are located north of the city, while Barangays Bantayan, Mangnao-Canal, and Piapi are situated along the coastal areas.

2.3 Research Participants

The respondents of this study were the barangay officials and constituents of the seventeen (17) barangays in the City of Dumaguete. The constituents pertained to the registered voters of their respective barangays and the current residents in the barangay. Each barangay has nine (9) barangay officials. Therefore, a total of one hundred fifty-three (153) barangay officials were chosen as respondents. Yamane's formula was used to identify the number of samples for the constituents based on the total registered voters, and a proportionate sampling technique was applied to determine the number of respondents per barangay; hence, a total of four hundred (400) constituents participated as respondents. The overall total number of research respondents is five hundred fifty-three (553).

2.4 Research Instrument

A researcher-designed survey questionnaire was used as the primary data collection instrument in this study. The questionnaire was divided into two sets, one for the barangay officials and the other for the constituents. The questionnaire for barangay officials consists of four parts, wherein Part I displays the disclosure statement, in

which the barangay officials give consent to the researcher to gather data/information, provided that the confidentiality of the data will be observed. It also contained the purpose of the conduct of the study. Part II reveals the profiles of the barangay officials, including their educational attainment, length of experience, and number of related trainings and seminars attended. Part III presents the extent of core competencies of the Barangay Officials, who have learned through practical experience, and Part IV presents the challenges encountered in performing their duties and responsibilities. The questionnaire for constituents consists of three parts, wherein Part I displays the disclosure statement, Part II reveals the profile of the constituents, and Part III covers the level of effectiveness in carrying out the functions of the barangay officials. It incorporated Likert-scale items for quantitative analysis.

To ensure content validity, the questionnaire was presented to 3 experts in public administration and local governance. These experts assessed the relevance, clarity, and comprehensiveness of the items to confirm that the instrument adequately covers the concepts being studied. Feedback from the expert panel was used to refine the items, ensuring alignment with the research objectives and the theoretical framework underpinning the study. The reliability of the survey instrument was tested through a dry run conducted on the 13 randomly selected remaining barangays of Dumaguete City, which were not included in the final floating. Internal consistency was assessed using Cronbach's alpha to evaluate the reliability of the Likert-scale items. The results showed the following Cronbach's Alpha Coefficients: 0.701 for vision and strategic thinking; 0.704 for integrity and ethical leadership; 0.749 for problem-solving and decision-making; 0.825 for communication and community engagement; 0.704 for conflict resolution; 0.704 for delegation and trust; 0.704 for crisis management; 0.701 for challenges encountered by barangay officials; 0.904 for formulation and implementation of barangay ordinances; 0.701 for budget preparation and planning; 0.922 for income generation and resource allocation; 0.783 for delivery of barangay basic services; and 0.925 for peace and order. These figures indicate consistency of responses, meaning the items are reliable.

2.5 Data Gathering Procedure

After the design hearing, the researcher incorporated all corrections and suggestions made by the panel members. A formal request to conduct the study was submitted to the Local Government of Dumaguete City, following the endorsement of the dean of the Foundation University Graduate School. Once the request was signed and approved, it was presented to the barangay officials and constituents. During the distribution of questionnaires, the researcher explained the purpose and significance of the study. The completed questionnaires were collected immediately after participants had answered the questions.

2.6 Data Analysis Procedure

All accomplished questionnaires were thoroughly reviewed to ensure completeness and accuracy. Following the verification process, the responses were systematically encoded into a spreadsheet to facilitate organized data management and subsequent statistical analysis. A combination of descriptive and inferential statistical tools was employed to analyze the data in this study. The mean was calculated to assess the extent of core competencies among barangay officials, their perceived effectiveness in performing official functions, and the degree of challenges they encountered in their roles. To examine the relationships between variables, the Spearman rank correlation coefficient was used to determine the association between the extent of core competencies and selected profile variables, including age, educational attainment, years of experience, and participation in relevant training and seminars. Furthermore, it was used to explore the correlation between core competencies and both functional effectiveness and the challenges experienced. The point-biserial correlation coefficient (r_{pb}) was also utilized to evaluate the relationship between the extent of core competencies and the officials' sex.

2.7 Ethical Considerations

This study adhered to strict ethical standards to ensure the rights and welfare of all respondents were protected. The researcher upheld Foundation University's commitment to ethical research practices; therefore, approval was sought from the University Research Ethics Committee, and permissions were obtained from the Dumaguete City Local Government Unit before conducting the study. The research process remained transparent, and participants were encouraged to ask questions for further clarification and to ensure a deeper understanding. The researcher also maintained a non-judgmental attitude during the data-gathering process to prevent condemnation.

3.0 Results and Discussion

3.1 Extent of Core Competencies of Barangay Officials who Learned Through Practical Experience in Terms of

Vision and Strategic Thinking

Table 1 presents the extent of core competencies of barangay officials in terms of vision and strategic thinking. The composite mean of 4.73 indicates a "Very High" extent, with all individual indicators falling within the same category. This suggests that barangay officials consistently communicate goals, involve community members in planning, and adapt strategies to emerging needs. Their willingness to implement unconventional solutions reflects their ability to think innovatively and strategically.

Table 1. *Extent of Core Competencies of Barangay Officials in Terms of Vision and Strategic Thinking (n=153)*

No	Indicators	Mean	V	EoC
.	The core competency is effective because of the following:			
1	The barangay officials regularly communicate the barangay's goals and objectives to the community.	4.77	A	VH
2	The barangay officials establish a clear set of vision for the barangay that aligns with the needs and aspirations of the community.	4.76	A	VH
3	The barangay officials involve community members in the strategic planning process.	4.73	A	VH
4	The barangay officials adapt their strategies in response to changing community needs.	4.72	A	VH
5	The barangay officials actively seek out and implement unconventional solutions to address community challenges.	4.65	A	VH
	Composite	4.73	A	VH

Note: 4.21 – 5.00 (Always, A; Very High, VH), 3.41 – 4.20 (Frequent, F; High, H), 2.61 – 3.40 (Seldom, S; Moderate, M), 1.81 – 2.60 (Rare, R; Low, L), 1.00 – 1.80 (Never, N; Very Low, VL)

This aligns with Wahab and Naseer Ud Din (2024), who emphasized that a leader's vision serves as a guiding light for directing collective efforts toward common goals. Moreover, Hilton et al. (2021) and Avolio and Yammarino (2013) highlight that a compelling vision fosters purpose and inspires commitment, key traits observed in barangay leaders based on these results. The role of practical experience in developing these competencies is supported by the 70/20/10 rule (Liu et al., 2021), which stresses that 70% of leadership development comes from on-the-job experience. Barangay officials, by engaging directly with community planning and development, hone their ability to think strategically and lead effectively. Furthermore, Valdez (2024) supports the notion that strong leadership, especially when grounded in community engagement, significantly improves local governance. Incorporating the voices of the community in planning efforts, as shown by the item "barangay officials involve community members in the strategic planning process" ($\bar{x} = 4.73$), supports the democratic intent of Section 384 of the Local Government Code, which positions the barangay as the primary unit of local governance and community participation (Jacinto et al., 2023).

3.2 Extent of Core Competencies of Barangay Officials who Learned Through Practical Experience in Terms of Integrity and Ethical Leadership

Table 2 presents the extent of core competencies in integrity and ethical leadership. The barangay officials receive a very high composite rating of 4.85. Barangay officials perceive themselves to "always" adhere to ethical standards, model appropriate behavior, and take accountability for their actions. These results show that ethical governance is a cornerstone of their practical leadership approach.

Table 2. *Extent of Core Competencies of Barangay Officials in Terms of Integrity and Ethical Leadership*

No	Indicators	Mean	V	EoC
.	The core competency is effective because of the following:			
1	The barangay officials adhere to ethical standards while performing their duties.	4.99	A	VH
2	The barangay officials actively model ethical behavior for community members and fellow officials.	4.92	A	VH
3	The barangay officials ensure their decision-making process are transparent to the community and to other officials.	4.84	A	VH
4	The barangay officials take full responsibility for their personal actions and decisions.	4.80	A	VH
5	The barangay officials consistently align their action and words used in front of the community.	4.68	A	VH
	Composite	4.85	A	VH

These findings are well-supported by Opara and Ramon (2024), who described integrity as the alignment between actions and core values, and by Azimov (2024), who emphasized the role of ethics in fostering transparency, accountability, and organizational performance. The barangay officials' strong ethical foundation mirrors Waldman et al. (2017) and Younas & Saleem's (2024) argument that moral conduct is as vital as leadership ability in influencing public trust and productivity. Moreover, the consistent modeling of ethical behavior ($\bar{x} = 4.92$) and responsibility ($\bar{x} = 4.80$) by the officials aligns with Lim (2024), who emphasized the growing need for ethical leadership to prevent the misuse of power and ensure that decisions are made in the public interest. These

outcomes underscore the significance of practical experience in shaping ethical behavior, as supported by Sermona et al. (2019), who assert that leadership capabilities, such as ethics and integrity, are developed through hands-on experience, particularly in addressing real-world challenges like conflict resolution and governance dilemmas.

3.3 Extent of Core Competencies of Barangay Officials who Learned Through Practical Experience in Terms of Problem-Solving and Decision-Making

Table 3 shows the extent of core competencies in problem-solving and decision-making. The composite mean of 4.85 reflects a "Very High" extent. Barangay officials are seen as transparent, prompt, and inclusive in decision-making processes. Their commitment to evaluating solutions and involving the community demonstrates a participatory and practical governance style.

Table 3. *Extent of Core Competencies of Barangay Officials in Terms of Problem-Solving and Decision-Making*

No.	Indicators	Mean	Verdict	EoC
	The core competency is effective because of the following:			
1	The barangay officials ensure that decision-making process is transparent and communicated to the community.	4.97	A	VH
2	The barangay officials make decision promptly reflecting the needs and opinions of the community.	4.89	A	VH
3	The barangay officials actively involve community members in the problem-solving process to ensure diverse perspective are considered.	4.87	A	VH
4	The barangay officials routinely evaluate the outcomes of the solutions implemented to determine their effectiveness.	4.82	A	VH
5	The barangay officials effectively analyze community issues and propose practical solutions.	4.73	A	VH
	Composite	4.85	A	VH

These findings are consistent with Morales (2022), who noted that barangay leaders must be sensitive to local issues and possess strong decision-making skills to prevent recurring conflicts. In addition, Taherdoost and Madanchian (2024) also emphasized the importance of decision-making as a core component of effective problem-solving, underscoring the necessity of practical experience in cultivating these capabilities. Furthermore, Altun (2003) and Denktas et al. (2024) highlighted that problem-solving is not only about making decisions but also involves critical thinking and analysis. The barangay officials' ability to evaluate outcomes ($\bar{x} = 4.82$) and integrate diverse community perspectives ($\bar{x} = 4.87$) reflects the high-level application of these cognitive skills in governance. This aligns with Siborboro's (2011) argument that good governance involves effective processes rather than merely correct decisions. These data confirm that practical experience significantly contributes to the development of problem-solving acumen and the capacity to make informed, inclusive decisions at the community level.

3.4 Extent of Core Competencies of Barangay Officials who Learned Through Practical Experience in Terms of Communication and Community Engagement

Table 4 presents the competency in communication and community engagement, which has a composite mean of 4.95. This indicates that barangay officials consistently maintain transparent communication, actively involve residents in discussions, implement feedback mechanisms, and utilize diverse platforms—such as social media and meetings—to connect with constituents. These practices promote inclusivity and build trust within the community.

Table 4. *Extent of Core Competencies of Barangay Officials in Terms of Communication and Community Engagement*

No.	Indicators	Mean	Verdict	EoC
	The core competency is effective because of the following:			
1	The barangay officials ensure that their communications regarding community issues are clear and understandable.	4.99	A	VH
2	The barangay officials actively engage community members in discussions about local issues and encourage their participation.	4.98	A	VH
3	The barangay officials have established mechanisms for community members to provide feedback regarding their initiatives and programs.	4.95	A	VH
4	The barangay officials effectively utilize various communication channels (e.g., social media, newsletters, meetings).	4.92	A	VH
5	The barangay officials provide regular updates to community members about ongoing projects and initiatives.	4.90	A	VH
	Composite	4.95	A	VH

About this, Jacinto et al. (2023) posited that effective communication strengthens transparency while also building trust and encouraging active participation among constituents. Similarly, Alforque et al. (2023) argued that communication extends beyond verbal exchange—it embodies responsiveness, clarity, and relational understanding. Moreover, the establishment of feedback mechanisms ($\bar{x} = 4.95$) and utilization of diverse communication platforms ($\bar{x} = 4.92$) highlight the officials' adaptability and commitment to inclusivity. Sermona et al. (2019) also asserted that community participation is a key element of barangay governance, made possible through effective engagement strategies. Finally, these findings confirm that barangay officials' practical experience in communication has contributed substantially to their ability to involve constituents in governance processes, foster transparency, and build strong relationships within the community.

3.5 Extent of Core Competencies of Barangay Officials who Learned Through Practical Experience in Terms of Conflict Resolution

Table 5 presents that the respondents have "Very High" competency in conflict resolution with a composite mean of 4.93. Officials are effective mediators who use active listening, communicate procedures clearly, and maintain transparency in resolving disputes. These practices contribute to harmonious community relationships and stability.

Table 5. *Extent of Core Competencies of Barangay Officials in Terms of Conflict Resolution*

No.	Indicators	Mean	Verdict	EoC
1	The core competency is effective because of the following: The barangay officials successfully mediate disagreements and manage disputes with an equitable and unbiased approach, utilizing techniques such as active listening, framing issues collaboratively, and facilitating open communication among the parties involved.	4.98	A	VH
2	The barangay officials clearly communicate the process of conflict resolution to the parties involved.	4.98	A	VH
3	The barangay officials maintain transparency when explaining the decisions made during conflict resolution.	4.97	A	VH
4	The barangay officials possess the skills necessary to mediate conflicts between neighbors or community members effectively.	4.93	A	VH
5	The barangay officials are effective in resolving conflicts that arise within the community.	4.78	A	VH
	Composite	4.93	A	VH

These findings are supported by Jacinto et al. (2023), who asserted that barangay justice aims to resolve disputes amicably and locally through the Lupong Tagapamayapa. As grassroots leaders, barangay officials must be able to mediate community disagreements to maintain harmony and social cohesion. The findings further align with those of Metillo et al. (2022), who stated that community-level dispute resolution is a practical means of delivering justice. Moreover, the barangay officials' success in resolving community conflicts is likely enhanced by their strong communication skills, as effective conflict management involves active listening, empathy, and open dialogue (Jacinto et al., 2023). These findings demonstrate that experiential learning fosters the development of conflict mediation skills, which are critical to maintaining peace and order at the local level.

3.6 Extent of Core Competencies of Barangay Officials who Learned Through Practical Experience in Terms of Delegation and Trust

Table 6 outlines the extent of core competencies in delegation and trust. With a composite mean of 4.86, the data show that officials manifest a "Very High" level of effectiveness in assigning tasks appropriately, empowering team members, and establishing accountability. These practices reflect a culture of shared leadership and trust within the barangay governance structure.

Table 6. *Extent of Core Competencies of Barangay Officials in Terms of Delegation and Trust*

No.	Indicators	Mean	Verdict	EoC
1	The core competency is effective because of the following: The barangay officials effectively assign tasks to the appropriate individuals within their team.	4.97	A	VH
2	The barangay officials provide clear instructions when delegating responsibilities to others and encourage team members to provide feedback about the delegation process to enhance effectiveness.	4.88	A	VH
3	The barangay officials promote trust within the community by being transparent and fair during delegation.	4.88	A	VH
4	The barangay officials empower their team members by allowing them to make decisions related to their responsibilities.	4.83	A	VH
5	The barangay officials empower their team members by placing trust in their ability to complete assigned	4.76	A	VH

tasks independently, while also implementing accountability measures, such as periodic evaluations and feedback sessions, to ensure tasks are completed effectively.

Composite

4.86 A VH

These results align with the findings of Febrian (2024), which highlighted that leaders who practice delegation empower subordinates by assigning them authority and responsibility. Additionally, Kamble (2024) said that successful delegation relies on strong mutual understanding between leaders and team members regarding the importance of assigned tasks. Moreover, the data reinforce the importance of building trust within the community and the organization, a sentiment echoed by Zhang et al. (2024), who cautioned that delegation, if not paired with accountability, may lead to inefficiency. The use of periodic evaluations and feedback mechanisms—highlighted in the data—illustrates how barangay officials strike a balance between empowerment and oversight. These competencies, developed through direct leadership experience, are essential for fostering a culture of cooperation and shared responsibility.

3.7 Extent of Core Competencies of Barangay Officials who Learned Through Practical Experience in Terms of Crisis Management

Table 7 details the competency of barangay officials in crisis management. It is rated "Very High" with a composite mean of 4.80. The results indicate that barangay officials are prepared for emergencies, collaborate effectively with relevant agencies, and ensure the proper distribution of resources. Their participation in regular training further reinforces their readiness and effectiveness in responding to crises.

Table 7. *Extent of Core Competencies of Barangay Officials in Terms of Crisis Management*

No	Indicators	Mean	VD	EoC
	The core competency is effective because of the following:			
1	The barangay officials collaborate effectively with local government units (LGUs), NGOs, and other agencies during crisis management efforts.	4.88	A	VH
2	The barangay officials have a clear crisis management plan in place for emergencies that may arise in the community.	4.83	A	VH
3	The barangay officials respond quickly and communicate effectively with community members during a crisis to keep them informed.	4.82	A	VH
4	The barangay officials ensure that necessary resources (e.g., relief goods, funds) are allocated properly during crisis situations.	4.75	A	VH
5	The barangay officials regularly participate in training or drills related to crisis management.	4.73	A	VH
	Composite	4.80	A	VH

These findings are supported by Mizrak (2024), who noted the importance of strategic crisis response in protecting community welfare and maintaining public trust. Similarly, Lenz (2024) and Mercado (2024) emphasized that effective crisis management necessitates both institutional preparedness and community resilience. The high mean scores in timely communication (4.82), resource allocation (4.75), and participation in drills (4.73) demonstrate that barangay officials are not only reactive but also proactive in crisis preparedness. These findings align with those of Mizrahi et al. (2021), who argue that government responsiveness, transparency, and public participation are central to effective crisis response. Overall, these results affirm that barangay officials' practical experiences have significantly contributed to their crisis management competencies, enabling them to respond effectively to emergencies and protect their constituents.

3.8 Level of Effectiveness in the Carrying Out of Functions of Barangay Officials as Perceived by the Constituents in Terms of Formulation and Implementation of Barangay Ordinance

Table 8 shows the perceived effectiveness in the formulation and implementation of barangay ordinances. With a composite mean of 4.29, the data indicate "Very High Effectiveness". Constituents believe that officials draft relevant ordinances, ensure clear communication, monitor their implementation, and enforce them consistently.

Table 8. *Effectiveness in Carrying out Functions in Terms of Formulation and Implementation of Barangay Ordinance (n=400)*

No	Indicators	Mean	VD
	Carrying-out of function is effective because of the following:		
1	The barangay officials clearly communicate the details and rules of new ordinances to the community.	4.37	VHE
2	The barangay officials are effective in implementing the ordinances they create.	4.33	VHE

3	The barangay officials always monitor and assess the effectiveness of the ordinances they implement.	4.30	VHE
4	The barangay officials are effective in drafting ordinances that address local issues and concerns of the community.	4.23	VHE
5	The barangay officials ensure that ordinances are consistently enforced within the community.	4.21	VHE
Composite		4.29	VHE

Note: 4.21 – 5.00 (Very High Effectiveness, VHE), 3.41 – 4.20 (High Effectiveness, HE), 2.61 – 3.40 (Moderate Effectiveness, ME), 1.81 – 2.60 (Low Effectiveness, LE), 1.00 – 1.80 (Very Low Effectiveness, VLE)

This result aligns with the findings of Jacinto et al. (2023), who found that effective local governance relies on well-defined, enforceable policies that are communicated to constituents. Furthermore, the findings are linked to Valdez (2024), who highlighted the critical role of grassroots leaders in translating national frameworks into context-specific actions responsive to the unique needs of their communities.

3.9 Level of Effectiveness in the Carrying Out of Functions of Barangay Officials as Perceived by the Constituents in Terms of Budget Preparation and Planning

Table 9 shows that barangay officials demonstrate a “High” level of effectiveness in budget preparation and planning, with a composite mean of 3.95. While they are generally transparent and inclusive in the budgeting process, the findings suggest an opportunity to enhance transparency and responsiveness to the community further.

Table 9. *Effectiveness in the Carrying of Functions in Terms of Budget Preparation and Planning*

No	Indicators	Mean	VD
	Carrying-out of function is effective because of the following:		
1	The barangay officials are very transparent in reporting how the barangay funds are used.	4.11	HE
2	The barangay officials effectively allocate resources to priority areas such as health, infrastructure, education, and public safety.	4.01	HE
3	The barangay officials consider the suggestions of the community when allocating funds in the barangay budget.	4.00	HE
4	The barangay officials monitor the implementation of the budget and ensure that funds are spent according to plan.	3.86	HE
5	The barangay officials consider the community's priorities and thorough in allocating budget resources to various programs and projects.	3.77	HE
Composite		3.95	HE

Respondents particularly noted transparency in financial reporting ($\bar{x}$ = 4.11) and the allocation of resources to priority sectors ($\bar{x}$ = 4.01). However, slightly lower scores on incorporating community priorities ($\bar{x}$ = 3.77) suggest that the participatory dimension of budgeting could be further enhanced. These findings resonate with Valdez’s (2024) assertion that participatory budgeting enhances accountability and public trust in governance. Moreover, Liu et al. (2021) reiterated that hands-on engagement in fiscal governance provides a vital experiential foundation for developing leaders’ planning and financial oversight capabilities.

3.10 Level of Effectiveness in the Carrying Out of Functions of Barangay Officials as Perceived by the Constituents in Terms of Income Generation and Resource Allocation

Table 10 manifests that barangay officials have a “High” level of effectiveness in income generation and resource allocation, with a composite mean of 4.07. Officials are viewed as capable of identifying income opportunities, partnering with organizations, and distributing resources in a responsible manner that aligns with community priorities.

Table 10. *Effectiveness in the Carrying of Functions in Terms of Income Generation and Resource Allocation*

No	Indicators	Mean	VD
	Carrying-out of function is effective because of the following:		
1	The barangay officials do well in identifying and utilizing income-generating opportunities for the barangay.	4.22	VHE
2	The barangay officials are successful in increasing barangay income through projects, local enterprises, or partnerships.	4.13	HE
3	The barangay officials allocate resources responsibly and with accountability among various sectors of the community.	4.10	HE
4	The barangay officials prioritize the allocation of resources based on the community’s needs.	4.05	HE
5	The barangay officials effectively use barangay assets and properties to generate additional income.	3.85	HE
Composite		4.07	HE

The table indicates that barangay officials are seen as proficient in mobilizing local resources and managing income streams. Notably, they scored highly for identifying potential income-generating initiatives ($\bar{x} = 4.22$) and allocating resources in a transparent and accountable manner ($\bar{x} = 4.10$). These results are supported by Amoroso et al. (2020), who argued that proactive financial stewardship by local leaders is essential for sustainable development. They are also consistent with Sermona et al. (2019), who noted that practical leadership experience equips officials to effectively manage funds and respond to emerging fiscal opportunities within their communities.

3.11 Level of Effectiveness in the Carrying Out of Functions of Barangay Officials as Perceived by the Constituents in Terms of the Delivery of Barangay Basic Services

Table 11 outlines that barangay officials have a “Very High” level of effectiveness in delivering basic services, with a composite mean of 4.27. This indicates that barangay officials provide timely health, safety, and sanitation services and can respond effectively to emergencies. However, continued attention to inclusivity in access to services is recommended.

Table 11. *Effectiveness in the Carrying of Functions in Terms of the Delivery of Barangay Basic Services*

No	Indicators	Mean	VD
	Carrying-out of function is effective because of the following:		
1	The barangay officials effectively provide health services, cleanliness and sanitation services, public safety services, and social welfare services to the community.	4.43	VHE
2	The barangay officials quickly mobilize resources and personnel to address urgent community needs.	4.32	VHE
3	The barangay officials are effective in delivering essential services such as health, sanitation, and public safety in your barangay.	4.30	VHE
4	The barangay officials are effective in responding to emergencies such as natural disasters, fires, or community health crises.	4.28	VHE
5	The barangay officials ensure that basic services are accessible to all members of the community, especially the most vulnerable and timely in responding to requests for basic services.	4.03	HE
	Composite	4.27	VHE

Based on the table, high scores are observed in the delivery of health, sanitation, public safety, and social services ($\bar{x} = 4.43$), as well as in the rapid mobilization of resources ($\bar{x} = 4.32$) and emergency responsiveness ($\bar{x} = 4.28$). These findings are parallel with the work of Mizrahi et al. (2021), who identified service responsiveness and operational efficiency as vital markers of effective local governance. Likewise, Liu et al. (2021) underscored the value of experiential learning in enhancing leaders’ capacity to meet diverse service demands.

3.12 Level of Effectiveness in the Carrying Out of Functions of Barangay Officials as Perceived by the Constituents in Terms of Peace and Order

Table 12 indicates that the respondents perceive a “Very High” level of effectiveness in maintaining peace and order, with a composite mean of 4.35. The data suggest that barangay officials are quick to respond to disturbances and emergencies and coordinate well with relevant agencies. While conflict prevention and crime reduction strategies are strong, further strengthening of peacekeeping initiatives may enhance public safety.

Table 12. *Effectiveness in the Carrying Out of Functions in Terms of Peace and Order*

No	Indicators	Mean	VD
	Carrying-out of function is effective because of the following:		
1	The barangay officials are accountable in ensuring that their actions promote fairness and justice when resolving conflicts.	4.59	VHE
2	The barangay officials are effective in coordinating responses to emergencies, such as natural disasters or community disturbances.	4.46	VHE
3	The barangay officials quickly respond to emergencies or incidents that threaten peace and order (e.g., disputes, accidents, crime).	4.44	VHE
4	The barangay officials are effective in preventing and addressing crimes such as theft, violence, and illegal activities within the barangay and resolving conflicts or disputes between community members.	4.16	HE
5	The barangay officials are effective in conducting crime prevention campaigns or initiatives and organizing community patrols or peacekeeping efforts to ensure public safety.	4.09	HE
	Composite	4.35	VHE

Respondents rate them exceptionally well for ensuring fairness and accountability in conflict resolution ($\bar{x} = 4.59$), as well as for their responsiveness during emergencies and community incidents ($\bar{x} = 4.46$ and 4.44). This corroborates with Jacinto et al. (2023), who underscored the barangay’s foundational role in community peacekeeping and local dispute resolution. It is also supported by Metillo et al. (2022), who noted that maintaining

peace at the grassroots level requires intense conflict mediation and emergency response competencies – skills that are well-developed among barangay leaders through their practical experience.

3.13 Relationship between the Extent of Core Competencies of Barangay Officials and Their Profile

Table 13 presents the relationship between the extent of core competencies and the barangay officials' profile variables, including sex, age, educational attainment, length of experience, and number of trainings attended. All correlations were found to be not significant at the 0.05 level. This suggests that demographic and professional background factors do not significantly impact the core competencies of barangay officials, underscoring the importance of practical experience in their competency development.

Table 13. Relationship between the Extent of Core Competencies of Barangay Officials and Their Profile (n=153)

Extent of Core Competencies and...	Comp.	P-value	Decision	Remark
Sex	$r_{pbi}=0.016$	0.848	Fail to reject H_{01}	Not significant
Age	$r_s=0.105$	0.196	Fail to reject H_{01}	Not significant
Educational Attainment	$r_s=0.055$	0.503	Fail to reject H_{01}	Not significant
Length of Experience	$r_s=0.105$	0.199	Fail to reject H_{01}	Not significant
No. of Trainings Attended	$r_s=0.050$	0.541	Fail to reject H_{01}	Not significant

Note: Point-Biserial Correlation (r_{pbi}) Spearman's Rank-Order Correlation (r_s) at 0.05 Level of Significance.

This outcome is supported by the perspective highlighted in the literature, which suggests that experiential learning, rather than formal qualifications, largely shapes leadership competency. According to the 70/20/10 model proposed by Liu et al. (2021), approximately 70% of leadership development is derived from real-world, hands-on experience, while only a smaller portion is attributed to formal training and academic instruction. This reinforces the idea that competencies are more effectively developed through actual involvement in leadership responsibilities. Furthermore, Morales (2022) highlighted that leadership effectiveness is more closely linked to individual behavioral traits—such as openness, emotional stability, and interpersonal skills—than to demographic characteristics. In the context of barangay governance, where officials operate in complex and dynamic environments, adaptability, empathy, and the ability to engage with the community are often refined through day-to-day practice rather than formal learning environments.

The findings also align with those of Basaluddin (2021) and Dagohoy (2021), who argued that competency in functions such as budgeting and service delivery reflects one's practical capability rather than their educational background or the number of seminars attended. As such, the lack of significant correlation in Table 3 affirms that barangay officials' effectiveness stems from their ability to navigate real-life governance challenges and apply experiential knowledge to meet local needs. In summary, the data underscore the central role of practice-based learning in competency development, suggesting that leadership capacity in barangay settings is best cultivated through immersive, community-engaged experience rather than demographic qualifications alone.

3.14 Extent of Challenges Encountered by the Barangay Officials with Practical Experience in the Performance of Their Duties and Responsibilities

Table 14 presents the extent of challenges encountered by barangay officials with practical experience in performing their duties and responsibilities. The overall composite mean is 1.79, which corresponds to "Not a Problem" (NaP), interpreted as a Very Low extent of challenge. This suggests that, in general, barangay officials face minimal obstacles in executing their roles. Among the listed challenges, the ineffective decision-making process stands out with the highest mean of 2.67, categorized as "Seldom" and interpreted as having a "High" extent of challenge. This item also recorded the highest percentage of Serious to Very Serious (S to VS) responses at 30%, indicating that although the majority do not perceive it as a significant problem, a substantial portion of the respondents still experience notable difficulties in reaching consensus during barangay meetings.

Other challenges, such as limited budget (2.03) and inadequate training opportunities (1.97), are rated as "A Little Problem" (ALP), interpreted as "Low" in extent, with corresponding S to VS response rates of 6% and 13%, respectively. These percentages suggest that while these issues are not widespread, they remain relevant concerns for a minority of barangay officials and may impact specific areas, such as program implementation or capacity-

building. For the remaining items, including political patronage, lack of logistical means, insufficient technical skills, and poor collaboration, the mean scores range from 1.86 to 1.41, all interpreted as “Very Low” in terms of challenge. Their S to VS response percentages are also minimal, with most below 10%, and many at 3% or lower. These low figures reinforce the idea that such challenges are essentially under control or are not widely experienced among the officials.

The barangay officials perceive that they encounter very few significant obstacles in their work. However, the fact that 30% of them identify decision-making as a serious issue highlights an area that may benefit from further support, such as training in facilitation skills or structured decision-making processes. Addressing even this small cluster of persistent concerns can contribute to more efficient and harmonious governance. This finding may reflect the officials’ high degree of competency, as discussed in the previous tables, particularly in areas such as strategic thinking, problem-solving, and conflict resolution. As such, their capacity to manage and adapt to constraints may minimize the perceived severity of these issues. Moreover, it supports Sermona et al. (2019), who emphasized that experienced leaders tend to navigate resource limitations more effectively due to their practical exposure to governance dynamics.

Table 14. Challenges Encountered by the Barangay Officials in the Performance of Their Duties and Responsibilities (n=153)

No	Indicators	Mean	VD	EoC	% of S to VS Responses
Challenges Encountered by the Barangay Officials:					
1	Ineffective decision-making process: e.g. difficulty in reaching a consensus during barangay meetings.	2.67	S	H	30.00
2	Limited budget: e.g. insufficient funds for community projects.	2.03	ALP	L	6.00
3	Inadequate training opportunities: e.g. limited access to workshop or seminars on governance, disaster risk reduction management, etc.	1.97	ALP	L	13.00
4	Political patronage: e.g. favoritism in distribution of resources.	1.86	ALP	L	7.00
5	Lack of logistical means: e.g. insufficient transportation resources for the delivery of basic services or responding to emergencies.	1.86	ALP	L	10.00
6	Insufficient technical skills; e.g. barangay justice system, ordinance formulation, resource allocation, etc.	1.80	NaP	VL	3.00
7	Lack of community engagement: e.g. community members may not participate in consultations or meetings.	1.79	NaP	VL	9.00
8	Weak political will: e.g. failure to enforce existing laws and regulations due to lack of commitment from leaders.	1.76	NaP	VL	9.00
9	Shortage of personnel: e.g. limited workforce for community projects, increased workload for existing staff, etc.	1.75	NaP	VL	8.00
10	Red tape: e.g. bureaucratic delays in fund disbursement, lengthy approval processes, etc.	1.73	NaP	VL	3.00
11	Poor collaboration among barangay officials: e.g. disagreements between officials such as disaster response efforts, priorities for resource allocation, etc.	1.69	NaP	VL	7.00
12	Lack of tools and equipment necessary in the daily operations: e.g. lack of transportation vehicles, lack of equipment such as laptop, inadequate office supplies or communication equipment, etc.	1.63	NaP	VL	3.00
13	Inadequate infrastructure and facilities in the delivery of services: e.g. poor physical condition of health center, no proper evacuation area, etc.	1.45	NaP	VL	2.00
14	Outreach deficiency; e.g. limited communication and insufficient engagement.	1.43	NaP	VL	3.00
15	Limited access to technology: e.g. struggles in using digital platforms for communication and information dissemination.	1.41	NaP	VL	1.00
Composite		1.79	NaP	VL	7.60

Note: 4.21 – 5.00 (Very Serious, VS; Very High, VH), 3.41 – 4.20 (Serious, S; High, H), 2.61 – 3.40 (Moderately Serious, MS; Moderate, M), 1.81 – 2.60 (A Little Problem, ALP; Low, L), 1.00 – 1.80 (Not a Problem, NaP; Very Low, VL).

3.15 Relationship between the Extent of Core Competencies of the Barangay Officials and their Level of Effectiveness in Carrying Out Their Functions

Table 15 presents the relationship between core competencies and effectiveness in carrying out functions. Significant positive correlations are found with vision and strategic thinking ($p = 0.019$), problem-solving and decision-making ($p = 0.019$), and crisis management ($p = 0.001$). These results suggest that strong competencies in these areas contribute significantly to the overall effectiveness of barangay officials. Other competencies, such as ethical leadership, communication, conflict resolution, and delegation, are not significantly related to effectiveness.

Table 15. Relationship between the Extent of Core Competencies and Level of Effectiveness in Carrying Out Functions (n=153)

Indicators	r_s	P-value	Decision	Remark
------------	-------	---------	----------	--------

Overall Effectiveness in Carrying Out Barangay Officials' Functions and Core Competencies in terms of...				
Vision and Strategic Thinking	0.190	0.019	Reject H ₀₂	Significant
Integrity And Ethical Leadership	0.021	0.799	Fail to reject H ₀₂	Not significant
Problem-Solving and Decision-Making	0.189	0.019	Reject H ₀₂	Significant
Communication and Comm. Engagement	0.145	0.073	Fail to reject H ₀₂	Not significant
Conflict Resolution	0.076	0.351	Fail to reject H ₀₂	Not significant
Delegation and Trust	0.132	0.103	Fail to reject H ₀₂	Not significant
Crisis Management	0.262	0.001	Reject H ₀₂	Significant

Note: Spearman's Rank-Order Correlation at 0.05 Level of Significance

These findings support the theoretical framework proposed by Liu et al. (2021), which highlights how direct leadership experience fosters both skill development and consistent performance. Additionally, the focus on vision, decision-making, and crisis responsiveness aligns with Mizrahi et al. (2021), who emphasized that effective adaptive leadership in public service relies on the integration of foresight, critical thinking, and emergency preparedness.

3.16 Relationship between the Extent of Core Competencies of the Barangay Officials and the Extent of Challenges Encountered

Table 16 shows the relationship between the extent of core competencies and the challenges encountered by barangay officials. Significant negative correlations are found in vision and strategic thinking ($p = 0.006$) and problem-solving and decision-making ($p = 0.019$). These results imply that barangay officials with stronger competencies in these areas are more likely to experience fewer challenges, likely due to their improved planning, analytical skills, and strategic responses.

Table 16. Relationship between the Extent of Core Competencies and the Extent of Challenges Encountered (n=153)

Indicators	rs	P-value	Decision	Remark
Challenges of Barangay Officials and Core Competencies in terms of...				
Vision and Strategic Thinking	-0.219	0.006	Reject H ₀₃	Significant
Integrity And Ethical Leadership	-0.124	0.126	Fail to reject H ₀₃	Not significant
Problem-Solving and Decision-Making	-0.190	0.019	Reject H ₀₃	Significant
Communication and Comm. Engagement	-0.090	0.255	Fail to reject H ₀₃	Not significant
Conflict Resolution	-0.020	0.811	Fail to reject H ₀₃	Not significant
Delegation and Trust	-0.108	0.183	Fail to reject H ₀₃	Not significant
Crisis Management	-0.013	0.878	Fail to reject H ₀₃	Not significant

Note: Spearman's Rank-Order Correlation at 0.05 Level of Significance

This outcome reinforces the importance of experiential learning as emphasized in leadership development literature. The 70/20/10 model introduced by Liu et al. (2021) posits that a majority of leadership capacity is cultivated through direct, practical experience. This is particularly relevant in the context of barangay governance, where exposure to real-time administrative and community-based challenges equips officials with adaptive and strategic problem-solving skills. Furthermore, the findings align with the mandates of the Local Government Code of the Philippines (RA 7160), which identifies the barangay as the basic political unit responsible for delivering essential government services and implementing local development initiatives. Section 384 of the Code characterizes the barangay as the primary mechanism for grassroots governance, tasked with facilitating peace and order, implementing disaster preparedness measures, and resolving community conflicts. Competencies in strategic leadership and crisis response are therefore integral to the barangay's ability to carry out these functions effectively.

The negative association between high competency and low challenge also supports the arguments of Sermona et al. (2019) and Valdez (2024), who assert that governance efficiency is not necessarily a function of demographic background or formal credentials, but instead of the ability to apply learned competencies in complex, real-world situations. Officials with well-developed skills are more capable of anticipating problems, formulating appropriate responses, and mobilizing local resources, thus minimizing the operational and institutional barriers typically encountered in barangay administration. In summary, the results from Table 6 underscore the role of practical, competency-based leadership in reducing the challenges faced by barangay officials. These findings highlight the importance of continuing to develop such competencies through direct involvement in governance processes, as this approach not only aligns with the decentralized objectives of the Local Government Code but also fosters more resilient, responsive, and effective local leadership.

4.0 Conclusion

The findings of this study shed light on the everyday realities of leadership in barangays across Dumaguete City. Far from being abstract or theoretical, leadership here is practiced in close contact with communities, shaped by the needs of the people, the urgency of problems, and the strength of relationships built over time. The core competencies demonstrated by barangay officials are deeply grounded in practical experience, with strategic thinking, ethical leadership, and decisive action emerging as pillars of effective governance. What makes these findings particularly striking is that effectiveness was not determined by education, age, or number of trainings, but rather by real-world experience. Barangay officials who had spent more time on the ground—resolving disputes, managing resources, responding to emergencies—proved to be more capable and confident in their roles. Their leadership was affirmed not only by performance data but by the trust of the constituents they serve.

Despite working within the constraints of limited budgets and complex local issues, barangay officials reported facing minimal challenges—an indicator of their resilience and adaptability. Furthermore, the study revealed that strong core leadership competencies not only enhance governance effectiveness but also foster a more proactive and community-centered approach. These insights validate the idea that leadership is best cultivated in context, where the challenges of public service meet the opportunities of hands-on learning. In sum, this research highlighted the crucial role of practical experience in developing grassroots leadership. It affirms that local governance thrives when leaders are embedded in their communities, attuned to the voices of their constituents, and equipped with the competencies to serve with vision, accountability, and conscience.

5.0 Contribution of Authors

Author 1: conceptualization, data gathering, data analysis, proposal writing.

Author 2: data analysis, data gathering.

Author 3: conceptualization, proposal writing.

6.0 Funding

This research did not receive funding from any funding agency.

7.0 Conflict of Interest

This study has no conflict of interest of any sort.

8.0 Acknowledgment

The author would like to express her heartfelt gratitude to the City Mayor of Dumaguete for granting her request to conduct the study in the barangays in Dumaguete City. The Respondents, the barangay officials, and their constituents, for their cooperation and honesty in answering the survey. The author also acknowledges the brilliance and guidance of her thesis adviser and the panel of evaluators for their valuable suggestions to improve this work. Lastly, the author would also like to thank her parents, her sibling, her partner, and her son, for their passionate prayers, guidance, love, and support, which served as her source of inspiration to pursue her work, live her passion, and continue to dream and achieve more of her goals.

9.0 References

- Alforque, K., Balagapo, M. G., Deguito, J., Nacional, R. M., Nacionales, J. P., & Claridad, N. (2023). Eye will persuade you: exploring the use of eye contact among Filipino college students in persuasion. *Journal of Language, Literature, Social and Cultural Studies*, 1(2), 71–81. <https://doi.org/10.58881/jllscs.v1i2.54>
- Altun, I. (2003). The perceived problem-solving ability and values of student nurses and midwives. *Nurse Educ Today*, 2003 Nov;23(8):575-84. [http://dx.doi.org/10.1016/s0260-6917\(03\)00096-0](http://dx.doi.org/10.1016/s0260-6917(03)00096-0). PMID: 14554111.
- Amoroso, S., Abay, J., & Magat, M. (2020). Assessing the local good governance index of Barangay Abucayan, Goa, Camarines Sur: A descriptive-survey. *Southeast Asian Journal of Science and Technology*, 5(1). <https://www.sajst.org/online/index.php/sajst/article/view/134>
- Avolio, B. J., & Yammarino, F. J. (2013). Reflections, closing thoughts, and future directions. In B. J. Avolio & F. J. Yammarino (Eds.), *Transformational and Charismatic Leadership: The Road Ahead 10th Anniversary Edition* (Vol. 5, pp. 449–470). Emerald Group Publishing Limited. <https://doi.org/10.1108/S1479-357120130000005032>
- Azimov, A. (2024). Ethical leadership and its effect on organizational integrity: A multifaceted examination. Available at SSRN 4777589. <http://dx.doi.org/10.2139/ssrn.4777589>
- Basaluddin, K. A. (2021). The administrative capability of the barangay governments in the municipality of Jolo, Philippines. *Open Access Indonesia Journal of Social Sciences*, 4(4), 382–394. <https://doi.org/10.37275/oaijss.v4i2.56>
- Dagohoy, R. G. (2021). Capabilities and difficulties of barangay officials on local budgeting process. *International Journal of Research and Innovation in Social Science*, 5(5), 325–335. <https://doi.org/10.47772/ijriss.2021.5518>
- de Bruyn, N., & Mestry, R. (2020). Voices of resilience: Female school principals, leadership skills, and decision-making techniques. *South African Journal of Education*, 40(3), 1–9. <https://doi.org/10.15700/saje.v40n3a1757>
- Decena III, J., Sumatra, V., Deferia, E. S., Degoma, J., Santos, H. A. D., Ibañez, L. H., ... & Suyat, A. (2023). Employee engagement and performance of barangay local government unit of Poblacion, Tacurong City. *Psychology and Education: A Multidisciplinary Journal*, 12(2), 1–1.
- Denктаş, M., Gözen, İ., Şimşek, Ş. E., & Çufadar, N. U. (2024). Examination of the relationship between stress coping and problem-solving skills of physical education teachers. *Turkish Journal of Sport and Exercise*, 26(2), 214–220. <https://doi.org/10.15314/tsed.1445356>
- Estrada, P. A. D., & Francisco-Gabion, I. C. (2024). Assessment of the competency of barangay officials in a selected municipality in Tarlac province. *Library Progress International*, 44(3), 603–613.
- Febrian, W. D. (2024). The effectiveness of delegation leadership and servant leadership in law firms. *Dinasti International Journal of Management Science*, 5(4), 830–838. <https://doi.org/10.31933/dijms.v5i4>
- Garcia-Glova, B. (2024). Leadership of local chief executives in the Philippines: A literature review. *Mabini Review*, 13(1).
- Hilton, C. L., Najdowski, A. C., & Fong, E. H. (2021). Essential readings in diversity, equity, and inclusion in behavior analysis. *Behavior Analysis in Practice*, 14(4), 741–748. <https://doi.org/10.1007/s40617-021-00587-1>
- Jacinto, A., Diamante, L. A., Tamano, A., Abrahan, R., Nacionales, J., & Claridad, N. (2023). Barangay chairperson's competence of oral communication skills in resolving conflicts in the Philippines. *Journal of Language and Pragmatics Studies*, 2(3), 198–209. <https://doi.org/10.58881/jlps.v2i1>
- Kamble, P. (2024). Art of delegating: Best practices. Available at SSRN 4723260. <https://dx.doi.org/10.2139/ssrn.4723260>
- Lenz, A. (2024). Managing crises as if no one is watching? Governance dilemmas from a public perspective. *Public Administration*. <http://dx.doi.org/10.1111/padm.12980>
- Lim, A. T. (2024). Ethical leadership in the eyes of Gen Z: A literature review. *FIRM Journal of Management Studies*, 9(1), 83–96. <http://dx.doi.org/10.33021/firm.v9i1.5059>

- Liu, X., Wang, Y., & Zhang, L. (2021). Experiential learning and leadership development: Evaluating the 70/20/10 framework in public sector training programs. *Journal of Leadership and Organizational Studies*, 28(3), 345–360. <https://doi.org/10.1177/1548051821997342>
- Local Government Code of 1991, Chapter I, § 384 (1991).
- Lussier, R. N., & Achua, C. F. (2022). *Leadership: Theory, application, & skill development*. Sage Publications.
- Mercado, M. T. M. (2024). Exploring community resilience strategies in disaster management: A qualitative study. <http://dx.doi.org/10.36948/ijfmr.2024.v06i06.31374>
- Metillo, F. B., Ello, A. Q., Rone, M. D., Dangaran, L. F., & Cuevas, J. (2022). The tales of barangay officials in resolving community disputes. *Middle East Journal of Applied Science & Technology*, 5(2). DOI: <http://doi.org/10.46431/MEJAST.2022.5219>
- Mizrahi, S., Vigoda-Gadot, E., & Cohen, N. (2021). How well do they manage a crisis? The government's effectiveness during the COVID-19 pandemic. *Public Administration Review*, 81(6), 1120–1130. <http://dx.doi.org/10.1111/puar.13370>
- Mizrak, K. C. (2024). Crisis management and risk mitigation: Strategies for effective response and resilience. *Trends, Challenges, and Practices in Contemporary Strategic Management*, 254–278. <http://dx.doi.org/10.4018/979-8-3693-1155-4.ch013>
- Morales, I. C. (2022). Personality traits and leadership practices of barangay captains. In *International Journal of Trend in Scientific Research and Development*, 6(4), 1885–1891. <https://www.ijtsrd.com/papers/ijtsrd50511.pdf>
- Opara, D. N., & Ramon, O. K. (2024). Organizational integrity: A tool for corporate performance. *BW Academic Journal*. <https://www.bwjjournal.org/index.php/bsjournal/article/view/2293>
- Roxas, J. G. (2024). Performance and challenges in the implementation of alternative dispute resolution in the barangay level: Exploring new strategies.
- Rouse, A. M. (2024). How life experiences shape leadership skills and identity for school building leaders in a selected public school district in the state of Delaware (Doctoral dissertation, Marymount University).
- Sermona, N. L. D., Talili, I. N., Enguito, R. C., & Salvador, M. F. (2019). Lifelong learning and education need of local government officials and functionaries.
- Siborboro, N. S. (2011). *Management capability and emotional competence of punong barangays*. Urdaneta City University: Urdaneta City University
- Taherdoost, H., & Madanchian, M. (2024). Decision making: Models, processes, techniques. *Cloud Computing and Data Science*, 1–14. <https://doi.org/10.37256/ccds.5120243284>
- Valdez, C. B. (2024). A systematic review of leadership and governance: evaluating barangay officials' performance in Sablan Municipality.
- Wahab, A., & Din, M. N. U. (2024). Impact of leadership vision on employee commitment and organizational excellence: A case study of public sector universities in Khyber Pakhtunkhwa. *Pakistan Social Sciences Review*, 8(2), 59–67. [https://doi.org/10.35484/pssr.2024\(8-II-S\)06](https://doi.org/10.35484/pssr.2024(8-II-S)06)
- Waldman, D. A., Wang, D., Hannah, S. T., & Balthazard, P. A. (2017). A neurological and ideological perspective of ethical leadership. *Academy of Management Journal*, 60(4), 1285–1306. <https://doi.org/10.5465/amj.2014.0644>
- Younas, A., & Saleem, K. (2024). Leading with integrity: Revealing the nexus in private sector dynamics between ethical leadership and employee engagement. *Advances in Social Sciences Research Journal*, 11(3). <http://dx.doi.org/10.14738/assrj.113.16722>
- Zhang, J., Yang, K., & Li, H. (2024). Legislative capacity, bureaucratic reputation, and delegation from a trust perspective: A survey experiment. *Governance*, 37(1), 281–301. <https://doi.org/10.1111/gove.12763>