

RESEARCH ARTICLE: An assessment on the competencies in local governance among the punong barangays in the Municipality of Hadji Panglima Tahil, Province of Sulu

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ABSTRACT. The study evaluates the competencies of Punong Barangays in Hadji Panglima Tahil, Province of Sulu, in terms of delivery of basic services, executive functions, and legislative functions during the Fiscal Year 2023. The study involved 100 respondents, mostly female, married, aged 31+, with high school education and an average monthly income of 5,001-10,000. With 100 samples taken through non-probability sampling method via purposive sampling, and with the use of weighted mean, standard deviation, t-test for independent samples, One-way ANOVA, and Pearson's r the findings indicate that Punong Barangays are generally competent in their duties and functions. The study supports the Antal Szerletics, Gerry Stoker, and B. Guy Peter's model, which emphasizes the importance of establishing a good governance structure to guide and manage sustainability and responsibility. This structure allows leaders to set direction, establish goals, and create policies to execute strategies. Good governance can be conceived as a basket of practices, including professional civil service, anti-corruption policies, transparency and accountability, democratic decision-making, the rule of law, protection of human rights, and independent judiciary. The findings suggest that the Punong Barangays in Hadji Panglima Tahil, Province of Sulu are competent in their duties and functions, with age, gender, average monthly income, and educational attainment not significantly mediating their assessment of competencies. **KEYWORDS:** *Governance, Punong Barangays, Democracy, Competency, Municipality*

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1. Introduction

The term 'barangay' originated in Malayan and was later adopted by the Malays who moved to the Philippines aboard the balangay. Today, the phrase refers to a political structure in which each barangay is led by a Datu or Rajah, who wield immense powers equivalent to an autocratic government. The Agurangs, or Council of Elders, function as counselors. During Spanish colonialism, the Spanish government structure resulted in centralized control over barangays under the gobernadorcillo. This reduced the Datus' structural political powers, but they remained subject to the gobernadorcillo's authority. The term barrio, which is a Spanish word for a tiny unit of local government, became more popular than the barangay.

The name 'barangay' became more prominent after power was devolved from the national government to local administration in 1991-1992. The Local Government Code of 1992 specified that barrio be referred to as a 'barangay'.

The current barangays in the Philippines, led by the Barangay Captain/Chairman, have specific authorities to ensure their continued existence as an autonomous part of the municipality. They have executive, legislative, and judicial powers under the Philippines' Local Government Code. Barangays have become one of the most important sectors of local administration, as opposed to barrios, which were previously considered only territorial or symbolic identification of a certain physical place. Barangays' importance and role in society should not be underestimated.

The purpose of this study is to analyze the competencies in local governance among Punong Barangays in the Municipality of Hadji Panglima Tahil, Province of Sulu. The findings will provide authorities with a baseline for selecting the type and focus of capabilities trainings and seminars to improve Punong Barangays' competence.

2. Research Question

This study was aimed to assess the competencies of Punong Barangays on local governance as perceived by their constituents. Specifically, it answered the following questions:

1. What is the level of competencies in local governance among the Punong Barangays in the municipality of Hadji Panglima Tahil, Province of Sulu, in the context of:
 - 1.1 Delivery of Basic Services;
 - 1.2 Legislative Functions; and
 - 1.3 Executive Functions?
2. Is there a significant difference in the level of competencies in local governance among the Punong barangays in the municipality of Hadji Panglima Tahil, Province of Sulu, when they are grouped according to their demographic profile?
3. Is there a significant correlation among the sub-categories subsumed under the level of competencies of the Punong Barangays?

3. Literature

3.1 Good Governance on Executive Functions

Governance refers to the act or process of governing under authoritative direction or control. It also refers to a leader's continual exercise of authority and performance of tasks for a political unit, such as the barangay. It refers to the organization, apparatus, or agency through which a political entity exercises authority and functions, such as delegating powers to an official or governing body. According to Presthus (2015), political interest pervades the entire fabric of government--the mechanism or agency through which the political unit exercises authority and functions. Public administration or governance operates in a highly politicized atmosphere.

Politics seeks both aims and means for the betterment of the society it serves, including structure, political activity, influences, and attempts to bring communities together on political concerns. Lipson (2016) defines politics as the principles of social order, including the development of groups. Society is a network of groups that provide fertile ground for political activity. Good governance can encourage public involvement in policymaking and inclusion in decision-making processes. A well-governed society should offer every individual with as many opportunities as possible to reach his or her full human potential.

Therefore, implementing good governance in a fundamental political unit like the barangay can be a useful tool for advancing the welfare of the populace as a whole and would also serve as a gauge for the effectiveness of elected barangay officials. This investigation finds that incompetent officials and their indecision while taking on new responsibilities as officers-in-charge might have an impact on a barangay's ability to govern well. Influence of their siblings and other family members as well as the delicate nature of the topics and worries being discussed.

Since the barangay is the fundamental political unit in the nation, it has always been at the forefront of efforts aimed at local development. Due to their crucial location at the grassroots level,

particularly in the effective and efficient service delivery to the community, barangays work together as partners with the national government to address development concerns. The cooperative effort of the barangays to provide services is a reflection of the city's or municipality's level of government. The barangay, which is the fundamental political unit in the community, is responsible for organizing and carrying out government projects, programs, and basic services. It also acts as a platform for the exchange of ideas and the crystallization and consideration of community opinions. The barangay assembly is the closest thing to direct democracy in the Philippines since it allows local residents to directly legislate on issues that affect them.

Similarly, Republic Act 7160, also referred to as the Local Government Code of 1991, requires the barangay to perform three fundamental roles: a) acting as a political unit; b) serving as the main organizing and executing unit; and c) serving as a forum. The barangay, a political subdivision of the national government, is the smallest body politic in the nation and serves as its fundamental political unit. The barangay is responsible for organizing development projects and programs, carrying out government policies and initiatives in the community, initiating projects within its borders, and providing the general public with essential government services. It is the principal planning and implementing entity. The barangay serves as a venue where residents can voice their opinions on a range of political issues. Furthermore, it offers a forum for peacefully resolving conflicts. Man has always faced managerial difficulties and oddities wherever he has gone in today's society. That does not, however, imply that a guy cannot serve his people outside of politics. However, in the current tendency, a man usually serves his fellow citizens if he holds an elective office. Individual merit is becoming more and more of a dominant notion in our society. This theory suggests that a person's ability and diligence should be their greatest assets. In the eyes of society, this is the most equitable—and, above all, effective—method of allocating marriage rewards and social standing. We require capable government officials who can advance the welfare of the populace as a whole, particularly at the local level. As stated by Vitasek, et al. (2016), good governance is accountable. One of the most important components of successful government is accountability. For the benefit of the community it represents, local government is required to report on, justify, and take responsibility for the decisions it makes. Good leadership is open and honest. The decision-making process ought to be understandable and accessible to all. This implies that they will have a clear understanding of the process and rationale behind a decision, as well as the information, counsel, and consultation that the council examined and, when applicable, the laws that the council complied with. Rule of law is the foundation of good governance. This indicates that council decisions are within its authority and are in line with applicable laws or common law. The Local Government Act of 1989 and additional laws like the Public Health and Wellbeing Act of 2008 and the Equal Opportunity Act of 2010 are pertinent laws in the context of the local government in Victoria. Sensitive governance reacts. Serving the needs of the entire community and juggling conflicting interests in a prompt, appropriate, and responsive manner should always be the goal of local government. Good government is inclusive and egalitarian. When all list members believe their interests have been taken into account by council during the decision-making process, the community will be at its best. This means that all groups, particularly the most vulnerable, should have opportunities to participate in the process. Good governance is effective and efficient. Men have always been sociable and have eventually banded together to form politically structured societies. Aristotle lays the groundwork for both the philosophy of good governance and the methods for implementing it. Once realized, this organization must demonstrate its superiority, which can be demonstrated by its ability to perform the activities for

which it was "invented." Good governance should emphasize the well-being of its constituents as the ultimate purpose of any government.

According to Marcou (2017), a study of this kind can lead to a diagnosis of local powers and functions in a given country, in terms of the main arcs concerned and the degree of local self-government in the exercise of those powers and functions. The report's competency profile idea groups' functions according to their functional characteristics, allowing the identification of the predominant competence profiles in the actual powers and functions of local authorities. According to an international comparison, the combination of competence profiles varies across local government systems in Cambodia and changes over time, sometimes significantly, as a result of sectoral reforms that may result in the devolution or centralization of the relevant sector, depending on the situation.

3.2 Good Governance on Legislative Function

A competency is typically defined as a person's set of abilities, knowledge, characteristics, and behaviors that allow them to successfully do a task or activity within the scope of their employment. Competencies are measurable, observable behaviors that are important to define job requirements and to hire, train, and retain employees. The usage of the French noun "competence" and its other European variants reveals their ambiguity. When referring to legislative power, for example, it is commonly used to designate not only the power itself but also the subject matter to which it applies (as in the case of Article 72(3) of the French Constitution, as amended on March 28, 2015, which specifies that local and regional authorities "shall have regulatory power to exercise their functions") or the authority to act.

"The Legislative competence is an important issue in all constitutional regimes with federal characteristics," states Bronstein (2016). The South African Constitution divides up the legislative authority between the national and local governments according to the laws' subjects. To ascertain the functional area to which the legislation relates, one must first ascertain the subject matter of the law under consideration in any case involving problems of legislative competence.

A study by Fisher and Tees (2018) added to the analysis of the theory that has been presented by addressing a pertinent topic from earlier research: When competency is tested? A final question in considering legislative competence is the point at which competence is tested," was the response provided. One argument is that competence is a one-time requirement that takes effect on the day the law is passed.

3.3 Good Governance on Executive Functions

Although various authors have defined leadership differently, they all seem to agree on the same definition—that is, that leadership is a crucial topic in the study of organizational behavior. When it comes to interactions between individuals and organizations, leadership has the most dramatic consequences. Stated differently, the leadership capacity of a management team determines its ability to carry out a "collaborative effort." According to Lee and Chuang (2019), a great leader not only encourages their team members to become more productive, but also fulfills their needs as the firm works toward its objectives. According to Stodgily (1957), leadership is the ability of an individual to direct a group of others toward a shared goal. According to Fry (2018), leadership is the application of leading techniques to provide motivating incentives and to maximize the potential for professional development of the workforce. There should be a connection between organizational success and leadership style for a number of reasons.

Since some academics believe that one of the main factors influencing a firm's performance improvement is its leadership, it is also critical to comprehend how leadership affects performance. Effective leadership is seen as a potent source of management development and sustained

competitive advantage for organizational performance improvement (Avolio, Lado, Wright, and Rowe, 2017). For example, transactional leadership ensures that workers have the tools necessary to do their tasks and links job success to meaningful rewards, which helps firms accomplish their current goals more effectively (Zhu, Chew, and Spengler, 2015). According to Avolio (2019) and McShane and Von Glinow (2015), visionary leaders develop a strategic vision of a future state, convey it through metaphor and framing, set an example for others by performing consistently, and foster committed followership. According to some academics, visionary leadership will lead to high levels of motivation, cohesiveness, commitment, trust, and ultimately performance in the new organizational contexts (Zhu et al., 2005). According to Mehra, Smith, Dixon, and Robertson (2016), a traditional strategy for firms looking for effective ways to outperform competitors is to concentrate on the impact of leadership. According to popular belief, team leaders are essential in establishing group norms, assisting teams in adjusting to their surroundings, and organizing group activities. The relationship between team performance and leadership has been better understood because to this leader-centered paradigm (Guzzo and Dickson, 2016). In order to better understand how to apply leadership paradigms and leverage leadership behavior to enhance organizational performance, some research has looked into the strategic role of leadership. This is due to the growing recognition of intangible assets—like motivation, skill and competence, leadership styles, and organizational cultures—as major sources of strength for businesses that can effectively integrate people, processes, and organizational performance (Purcell et al., 2017). According to earlier research, there should be a direct correlation between leadership paradigms and financial performance, employee happiness, and consumer happiness. To date, however, research on the effects of leadership on organizational performance has been lacking. House and Adyta's review (1997) criticized leadership studies, arguing that they focused too much on superior-subordinate relationships at the expense of other functions that leaders carry out as well as organizational and environmental variables that play a critical role in mediating the relationship between performance and leadership. The fact that the outcomes of current research on leadership vary depending on the degree of analysis is another issue. House and Adyta (1997) made a distinction between macro-level research, which focuses on the organization as a whole and its surroundings, and micro-level research, which focuses on the leader in relation to their direct superiors and subordinates. According to some academics, leaders' actions affect their followers as well as the results of the organization (Tarabishy, Solomon, Fernald, and Sashkin, 2015). Despite a hypothesized relationship between leadership and performance put forth by some researchers, Fenwick and Gayle's (2018) study of the missing links in understanding the relationship between leadership and organizational performance comes to the conclusion that the current research is difficult to interpret and inconclusive.

Gabriel and Gutierrez's (2017) study in Nueva Ecija, Philippines, found that "the study discovers the congruence of governance principles and actual administrative practices in local legislative chamber in Nueva Ecija, Philippines." It assessed how governance principles affected legislative performance and organizational efficacy through the use of case studies. There is a relationship between legislative performance and the good governance tenets of accountability, openness, and citizen participation. Drawing inspiration from the organization theory of systems model, the findings demonstrated a connection between legislative performance, organizational success, and adherence to good governance standards. The report suggests conducting scientific research to gauge how much the theory and practice of the Philippine administrative system coincide and diverge.

Caldo (2015) study found that competency measures among local government officials in the Philippines are rarely monitored, often subjectively. The proponent proposed a policy to assess the competency measures of the San Jose, Sto. Tomas, Batangas Barangay Council. Despite the study, no policy related to competency measures was enacted, and most policies focused on basic services and facilities required by the barangay.

Men have always been gregarious and have finally come together to form politically structured communities. Aristotle establishes the foundation for both the philosophy of good governance and the means of achieving it. Once realized, this association must prove its superiority, and this thing can be demonstrated by means of its capacity to carry out the functions for which it was "invented." Good governance should prioritize the well-being of its constituents as the ultimate goal of any government.

4. Methodology

This chapter dealt with the research methods used in the conduct of this investigation. It included the research design, research location, study participants, sampling technique, data collection procedure and instruments, research instrument, validity and reliability, and statistical data treatment.

Research Design

The study conducted descriptive survey research to identify contemporary occurrences and collect data. In contrast, quantitative research use mathematically based approaches to measure relationships between variables. The positivist paradigm was utilized, which included techniques such as inferential statistics, hypothesis testing, mathematical exposition, experimental design randomization, and structured protocols. Data was collected, tabulated, analyzed, and interpreted to assess the competency of Punong barangays in Hadji Panglima Tahil, Province of Sulu.

1. Research Locale

This study was conducted among the five (5) barangays of the municipality of Hadji Panglima Tahil, namely, Barangay Bangas, Barangay Bubuan, Barangay Kabukan, Barangay Pag-asinan, and Barangay Teomabal.

2. Respondents of the study

The subjects of the study were the constituents in the aforementioned barangays. It is distributed in accordance to the table below:

Table 1. Distribution of respondents according sectoral representation per barangay

| | |
|--|----|
| Barangay Bangas | 20 |
| -women sector | 3 |
| - PWD sector | 2 |
| -Senior Citizens sector | 3 |
| -Livelihood sectors (fisherman, seaweeds farmer, etc.) | 4 |
| -Youth Sector | 4 |
| -Barangay Lupon and Sangguniang Barangay Member | 3 |
| Barangay Bubuan | 20 |
| -women sector | 3 |
| - PWD sector | 2 |
| -Senior Citizens sector | 3 |
| -Livelihood sectors (fisherman, seaweeds farmer, etc.) | 4 |
| -Youth Sector | 4 |
| -Barangay Lupon and Sangguniang Barangay Member | 3 |
| Barangay Kabukan | 20 |
| -women sector | 3 |
| - PWD sector | 2 |
| -Senior Citizens sector | 3 |
| -Livelihood sectors (fisherman, seaweeds farmer, etc.) | 4 |

| | |
|--|-----|
| -Youth Sector | 4 |
| -Barangay Lupon and Sangguniang Barangay Member | 3 |
| Barangay Pag-asinan | 20 |
| -women sector | 3 |
| - PWD sector | 2 |
| -Senior Citizens sector | 3 |
| -Livelihood sectors (fisherman, seaweeds farmer, etc.) | 4 |
| -Youth Sector | 4 |
| -Barangay Lupon and Sangguniang Barangay Member | 3 |
| Barangay Teomabal | 20 |
| -women sector | 3 |
| - PWD sector | 2 |
| -Senior Citizens sector | 3 |
| -Livelihood sectors (fisherman, seaweeds farmer, etc.) | 4 |
| -Youth Sector | 4 |
| -Barangay Lupon and Sangguniang Barangay Member | 3 |
| TOTAL | 100 |

3. *Sampling design*

The researcher applied purposive sampling to determine the respondents of this study which are representing various sectors per barangay. According to Arikunto (2010: 183), purposive sampling is the process of selecting sample by taking subject that is not based on the level or area, but it is taken based on the specific purpose. Purposive sampling is where a researcher selects a sample based on the needs about the study. The participants were selected based on the purpose of the sample.

4. *Data Gathering Procedure*

After validating and establishing the reliability of the research instrument, the researcher addressed a letter of request to the Punong Barangay of the relevant Barangay Local Government Unit, requesting permission to conduct research among its people. The survey data were tallied, tabulated, and passed over to the statistician for analysis.

Research Instrument

Research instruments are essential tools for collecting data in research. According to Wilkinson and Birmingham (2003), a research instrument is just a mechanism for gathering information pertinent to the research subject. According to Ary et al. (2010: 431), several instrumentation methods are often employed to guide and assist researchers in data generation, such as observation, interviews, and document analysis. In this study, the researcher gathered data through a questionnaire and an interview. The questionnaire was based on the book "Punong Barangay Task and Responsibilities" released by the Local Government Academy (LGA) Department of Interior and Local Government (DILG) in 2018. According to Cohen et al. (2007:317), a questionnaire is a frequently used and useful instrument for gathering survey information since it provides organized, often numerical data, can be delivered without the presence of the researcher, and is often quite simple. The survey questionnaire consisted of two parts. Part one was about the respondent's demographic profile, and part two was about the level of their competences in local governance. There were ten (10) assertions for each, including basic service delivery, legislative functions, and executive functions. There were five (5) levels to select for each statement, ranging from "very competent" to "incompetent". The statements were also translated into Bahasa Sinug for the convenience and better understanding of the respondents. Based on the study's topic, the questionnaire will be designed so that each item expresses an indicator of the variables.

Validity and Reliability

The instrument used in this study was based on the book "Punong Barangay Task and Responsibilities" released by the Local Government Academy (LGA) Department of the Interior and Local Government (DILG) in 2018. However, to ensure that it was applicable to local contexts, the questionnaires were reviewed by two specialists from Sulu State College's Graduate Studies faculty.

Statistical Treatment Data

The study examines the competencies of Punong Barangays in Hadji Panglima Tahil, Province of Sulu, in basic services, legislative functions, and executive functions. It also investigates the differences in competencies based on demographic profile, using T-Test for gender and ANOVA for other variables. The study also examines the correlation among subcategories under competencies.

5. Results and Discussion

The study looks at Punong Barangays in Hadji Panglima Tahil, Province of Sulu, in terms of basic services, legislative functions, and executive duties. It also looks into differences in competences depending on demographic profile, employing a T-test for gender and an ANOVA for other variables. The study also looks at the association between subcategories of competences.

Question 1: What is the level of competencies in local governance among the Punong Barangays in the municipality of Hadji Panglima Tahil, Province of Sulu, in the context of: 2.1 Delivery of Basic Services; 2.2 Legislative Functions; and 2.3 Executive Functions?

1.1 In the context of Delivery of Basic Services

Table 1. 1 Level of competencies in local governance among the Punong Barangays in the municipality of Hadji Panglima Tahil, Province of Sulu in the context of Delivery of Basic Services

| | Affective Commitment | Mean | S.D. | Rating |
|---------------------|--|--------|--------|----------------|
| 1 | The Punong Barangay provides for agricultural and fisheries support services, i.e., planting and fishing materials and operation system, management and operation of agricultural lands, seaweeds farms, collection and buying stations. | 4.9100 | .32083 | Very Competent |
| 2 | The Punong Barangay gives support to health services, i.e., augmentation to RHU/ BHS staffs and promotion of availment of health services. | 4.8500 | .35887 | Very Competent |
| 3 | The Punong Barangay provides services and facilities related to hygiene and sanitation and beautification. | 4.8600 | .37659 | Very Competent |
| 4 | The Punong Barangay provides services and facilities related to solid waste collection and disposal. | 4.8500 | .35887 | Very Competent |
| 5 | The Punong Barangay provides services and facilities in recognition of the rights of the vulnerable sectors of the community (women and children, PWD, senior citizens). | 4.9400 | .23868 | Very Competent |
| 6 | The Punong Barangay maintains the functionality of Katarungang Pambarangay | 4.9500 | .26112 | Very Competent |
| 7 | The Punong Barangay provides the maintenance of barangay roads and bridges and water supply systems. | 4.6900 | .46482 | Very Competent |
| 8 | The Punong Barangay gives provision for infrastructure facilities such as multipurpose hall, multipurpose pavement, plaza, sports center, and other similar facilities. | 4.8300 | .37753 | Very Competent |
| 9 | The Punong Barangay maintains the presence public information and reading center. | 4.7400 | .61332 | Very Competent |
| 10 | The Punong Barangay encourages the promotion and maintenance of public market, where viable. | 4.8200 | .41145 | Very Competent |
| Total Weighted Mean | | 4.8440 | .17997 | Very Competent |

Table 1.1 shows the level of competencies in local governance among the Punong Barangays in the municipality of Hadji Panglima Tahil, Province of Sulu, in the context of Delivery of Basic Services. As revealed in this table, this sub-category obtained a total weighted mean score of 4.8440 with standard deviation of .17997 which is rated as Very Competent. Respondents of this expressed agreement that Punong Barangays in the municipality of Hadji Panglima Tahil, Province of Sulu are very competent in their duties and responsibilities specifically on the delivery of basic services. That is, local Punong barangays in the municipality of Hadji Panglima Tahil, Province of Sulu are very competent in facilitating the basic social services for the constituents.

1.2 In the context of Executive Functions

Table 1.2 Level of competencies in local governance among the Punong Barangays in the municipality of Hadji Panglima Tahil, Province of Sulu in the context of Executive functions

| | Executive Functions | Mean | S.D. | Rating |
|---------------------|--|--------|--------|----------------|
| 1 | The Punong Barangaay enforces all laws and ordinances which are applicable within the barangay. | 4.7700 | .42295 | Very Competent |
| 2 | The Punong Barangay maintains public order in the barangay and, in pursuance thereof, assist the municipal mayor and the Sangguniang members in the performance of their duties and functions. | 4.8500 | .35887 | Very Competent |
| 3 | The Punong Barangay organizes and leads an emergency group whenever the same may be necessary for the maintenance of the peace and order or on occasions of emergency or calamity within the barangay. | 4.8800 | .32660 | Very Competent |
| 4 | The Punong Barangay, in coordination with the BDC, prepares the Annual Executive and Supplemental Budgets of the barangay. | 4.8800 | .32660 | Very Competent |
| 5 | The Punong Barangay prepares an Annual Procurement Program for the ensuing fiscal year on or before the 15th day of July of each year. | 4.6200 | .48783 | Very Competent |
| 6 | The Punong Barangay approves vouchers relating to the disbursements of barangay funds. | 4.7300 | .46829 | Very Competent |
| 7 | The Punong Barangay exercises general supervision over the activities of the Sangguniang Kabataan. | 4.7200 | .55195 | Very Competent |
| 8 | The Punong Barangay conducts “Annual Barangay Feast” which shall feature traditional sports and culture which shall feature and celebrate the innate traditions of the barangay. | 4.6900 | .54486 | Very Competent |
| 9 | The Punong Barangay promotes the general welfare of the barangay. | 4.7400 | .48451 | Very Competent |
| 10 | The Punong Barangay represents the barangay in all meetings and deliberations called by the different chapters of the Liga ng mga Barangay. | 4.8000 | .42640 | Very Competent |
| Total Weighted Mean | | 4.7680 | .24283 | Very Competent |

Table 1.2 shows the Level of competencies in local governance among the Punong Barangays in the municipality of Hadji Panglima Tahil, Province of Sulu in the context of Executive functions. As revealed in this table, this sub-category obtained a total weighted mean score of 4.7680 with standard deviation of .24283 which is rated as Very Competent. Respondents of this expressed agreement that Punong Barangays in the municipality of Hadji Panglima Tahil, Province of Sulu are very competent in their functions specifically on the delivery of executive functions. That is, local Punong barangays in the municipality of Hadji Panglima Tahil, Province of Sulu are very competent in maneuvering the barangay local government unit towards gearing up for improvement and development.

Specifically, employee-respondents rated as agree or with Very Competent the following items: “The Punong Barangaay enforces all laws and ordinances which are applicable within the barangay”.

1.3 In the context of Legislative Functions

Table 1.3 Level of competencies in local governance among the Punong Barangays in the municipality of Hadji Panglima Tahil, Province of Sulu in the context of Legislative functions

| | Legislative Functions | Mean | S.D. | Rating |
|---------------------|---|--------|--------|----------------|
| 1 | The Punong Barangay calls and presides over the sessions of the Sangguniang Barangay and the barangay assembly, and vote only to break a tie. | 4.8900 | .31447 | Very Competent |
| 2 | The Punong Barangay chairs the Barangay Development Council (BDC) and its Executive Committee and implement the barangay development plan (BDP), projects and activities. | 4.9100 | .28762 | Very Competent |
| 3 | The Punong Barangay has the ability in conveying Legislative Agenda orally to their colleagues and constituents, can express their ideas clearly and effectively when communicating with their colleagues and other people. | 4.2100 | .70058 | Very Competent |
| 4 | Upon approval by a majority of all the members of the Sangguniang Barangay, the Punong Barangay appoints or replaces the barangay treasurer, the barangay secretary, and other appointive barangay officials. | 4.1600 | .83750 | Very Competent |
| 5 | The Punong Barangay administers the operation of the Katarungang Pambarangay in accordance with the provisions of the Local Government Code. | 4.1100 | .82749 | Very Competent |
| 6 | The Punong Barangay acts on leaves of absence of Sangguniang Barangay members. | 4.2300 | .76350 | Very Competent |
| 7 | The Punong Barangay establishes a procedure whereby complaints and grievance of barangay employees may be inquired into, acted upon, resolved or settled. | 4.4400 | .71520 | Very Competent |
| 8 | The Punong Barangay causes the administrative proceedings against any barangay appointive employee who may have committed an offense in their official function. | 4.8400 | .39492 | Very Competent |
| 9 | The Punong Barangay submits an annual report to the SB on the socio-economic, political and peace and order conditions and other matters concerning the barangay which shall cover the immediate preceding calendar year, copy furnished the Department of the Interior and Local Government. | 4.8800 | .32660 | Very Competent |
| 10 | The Punong Barangay creates monitoring and evaluation framework for effective policy implementation incorporating standards, risk management and impact analysis. | 4.9800 | .14071 | Very Competent |
| Total Weighted Mean | | 4.5650 | .29623 | Very Competent |

Legend: (5) 4.50-5.0=Very Competent (VC); (4) 3.50 – 4.49=Highly Competent (HC); (3) 2.50 – 3.49=Moderately Competent (MC); (2) 1.50 – 2.49=Less Competent (MC); (1) 1.00 – 1.49=Incompetent (I)

Table 1.3 shows the level of competencies in local governance among the Punong Barangays in the municipality of Hadji Panglima Tahil, Province of Sulu in the context of Legislative functions. As revealed in this table, this sub-category obtained a total weighted mean score of 4.5650 with standard deviation of .29623 which is rated as Very Competent. Respondents of this expressed agreement that Punong Barangays in the municipality of Hadji Panglima Tahil,

Province of Sulu are very competent in their functions specifically on the delivery of legislative functions. That is, local Punong barangays in the municipality of Hadji Panglima Tahil, Province of Sulu are very competent in their power to legislate in the context of Sangguniang Pambarangay.

Specifically, employee-respondents rated as agree or with Very Competent the following items: “The Punong Barangay calls and presides over the sessions of the Sangguniang Barangay and the barangay assembly, and vote only to break a tie”

Question 2: Is there a significant difference on the level of competencies in local governance among the Punong Barangays in the municipality of Hadji Panglima Tahil, Province of Sulu when they are grouped according to their demographic profile in terms of 3.1 Age; 3.2 Gender; 3.3 Civil status, 3.4 Average monthly income; and 3.5 Educational attainment?

2.1. *Accordings of Age*

Table 2.1 Differences in the level of competencies in local governance among the Punong Barangays in the municipality of Hadji Panglima Tahil, Province of Sulu when they are grouped according to their demographic profile in terms of age

| Sources of Variation | Sum of Squares | df | Mean Square | F | Sig. | Description | |
|---|----------------|-------|-------------|------|-------|-------------|-----------------|
| Certification of Land Status and/or Survey Claimant | Between Groups | .062 | 2 | .031 | .961 | .386 | Not Significant |
| | Within Groups | 3.144 | 97 | .032 | | | |
| | Total | 3.206 | 99 | | | | |
| Application for the Approval of Survey Plan | Between Groups | .011 | 2 | .006 | .092 | .912 | Not Significant |
| | Within Groups | 5.827 | 97 | .060 | | | |
| | Total | 5.838 | 99 | | | | |
| Application for Public Land Titling | Between Groups | .354 | 2 | .177 | 2.060 | .133 | Not Significant |
| | Within Groups | 8.334 | 97 | .086 | | | |
| | Total | .062 | 2 | .031 | | | |

*Significant at alpha 0.05

Table 2.1 presents the differences in the level of competencies in local governance among the Punong Barangays in the municipality of Hadji Panglima Tahil, Province of Sulu when they are grouped according to their demographic profile in terms of age. It can be gleaned from this table that the value of F-ratios and *P*-values of all other sub-categories subsumed under the level of competencies in local governance among the Punong Barangays in the municipality of Hadji Panglima Tahil, Province of Sulu are not significant at alpha .05. This means that, although respondents vary in age range, yet they do not differ in their assessment towards the level of competencies in local governance among the Punong Barangays in the municipality of Hadji Panglima Tahil, Province of Sulu. This result implies that being older or within 31 years old & above may not probably put an respondent in a vantage point towards assessing the level of competencies in local governance among the Punong Barangays than those who are within 20 years old & below, and 21-30 years old, or vice versa.

Nonetheless, it is safe to say that variable age has no significant mediation in ways how employee-respondents assessed the level of competencies in local governance among the Punong Barangays.

2.2 According to Gender

Table 2.2 Difference in the extent of implementation of Land Management Services of Ministry of Environment, Natural Resources and Energy-Sulu as perceived by the clients in terms of age.

| VARIABLES | Groupings | Mean | S. D. | Mean | | Sig. | Description |
|----------------------------|-----------|--------|-------|------------|----------|------|-----------------|
| | | | | Difference | <i>t</i> | | |
| Delivery of basic services | Male | 4.8167 | 3 | -.03596 | -.852 | .396 | Not Significant |
| | Female | 4.8526 | 96 | | | | |
| Executive functions | Male | 4.6792 | 3 | -.11689* | -2.090 | .039 | Significant |
| | Female | 4.7961 | 96 | | | | |
| Legislative functions | Male | 4.5750 | 3 | .01316 | .189 | .851 | Not Significant |
| | Female | 4.5618 | 96 | | | | |

*Significant at alpha 0.05

Table 2.2 shows the differences in the level of competencies in local governance among the Punong Barangays in the municipality of Hadji Panglima Tahil, Province of Sulu when they are grouped according to their demographic profile in terms of gender. It can be gleaned from this table that, except for “Executive Functions” the value of mean differences of all other sub-categories subsumed under the level of competencies in local governance among the Punong Barangays in the municipality of Hadji Panglima Tahil, Province of Sulu are not significant at alpha .05. This means that male and female respondents do not differ in their assessment towards the level of competencies in local governance among the Punong Barangays in the municipality of Hadji Panglima Tahil, Province of Sulu. This finding implies that being a male respondent may not necessarily put him in a vantage point towards assessing the level of competencies in local governance among the Punong Barangays in the municipality of Hadji Panglima Tahil, Province of Sulu than his female counterpart, or vice versa.

Consequently, it is safe to say that variable gender has no significant influence in the ways how employee-respondents assessed the level of competencies in local governance among the Punong Barangays in the municipality of Hadji Panglima Tahil, Province of Sulu.

2.3 According to Civil Status

Table 2.3 Differences in the level of competencies in local governance among the Punong Barangays in the municipality of Hadji Panglima Tahil, Province of Sulu when they are grouped according to their demographic profile in terms of civil status

| Sources of Variation | | Sum of Squares | df | Mean Square | F | Sig. | Description |
|----------------------------|----------------|----------------|----|-------------|--------|------|-----------------|
| Delivery of Basic Services | Between Groups | .125 | 2 | .063 | 1.974 | .144 | Not Significant |
| | Within Groups | 3.081 | 97 | .032 | | | |
| | Total | 3.206 | 99 | | | | |
| Executive functions | Between Groups | .741 | 2 | .371 | 7.055* | .001 | Significant |
| | Within Groups | 5.096 | 97 | .053 | | | |
| | Total | 5.838 | 99 | | | | |
| Legislative functions | Between Groups | .162 | 2 | .081 | .922* | .401 | Significant |
| | Within Groups | 8.194 | 96 | .085 | | | |
| | Total | 8.688 | 99 | | | | |

*Significant alpha .05

Table 2.3 presents the differences in the level of competencies in local governance among the Punong Barangays in the municipality of Hadji Panglima Tahil, Province of Sulu when they are grouped according to their demographic profile in terms of civil status. It can be gleaned from this table that, except for “Delivery of Basic Services” the value of F-ratios and *P*-values of all other sub-categories subsumed under the level of competencies in local governance among the Punong Barangays in the municipality of Hadji Panglima Tahil, Province of Sulu are indeed significant at alpha .05. This means that, the fact that respondents vary in age range, still they indeed differ in their assessment towards the level of competencies in local governance among the Punong Barangays in the municipality of Hadji Panglima Tahil, Province of Sulu. This result implies that being married may probably put a respondent in a vantage point towards assessing the level of competencies in local governance among the Punong Barangays than those who are single, and separated/widowed, or vice versa.

Nonetheless, it is safe to say that variable age has indeed a significant mediation in ways how employee-respondents assessed the level of competencies in local governance among the Punong Barangays in the municipality of Hadji Panglima Tahil, Province of Sulu.

2.3 According to Civil Status

Table 2.3.1 Post Hoc Analysis: Differences in the level of competencies in local governance among the Punong Barangays in the municipality of Hadji Panglima Tahil, Province of Sulu when they are grouped according to their demographic profile in terms of civil status

| Dependent Variables | (I) Grouping by Civil Status | (J) Grouping by Civil Status | Mean Difference (I-J) | Std. Error | Sig. |
|---------------------|------------------------------|------------------------------|-----------------------|------------|------|
| Executive functions | Widowed/Separated | Single | -.07273 | .09774 | .738 |
| | | Married | -.24009* | .07382 | .004 |

*Significant alpha .05

A Post Hoc Analysis using Tukey Test was conducted to determine which among groups classified according to civil status to have different levels of mean in areas subsumed under the level of competencies in local governance among the Punong Barangays in the municipality of Hadji Panglima Tahil, Province of Sulu when they are grouped according to their demographic profile in terms of civil status.

The result of the analysis which is shown in Table 3.1.1 indicates that the difference in the means of Executive Functions is obtained by way of lower group mean minus higher group mean.

On Executive Function: It shows that the group of respondents who are married obtained the mean difference of $-.24009^*$ with Standard Error of $.07382$ and *p*-value of $.004$ which is significant at $\alpha=.05$ over the group of respondents who are separated/widowed. So under this sub-category, no other group of respondents of respondents are supposed to have better ways of assessing the level of competencies in local governance among the Punong Barangays in the municipality of Hadji Panglima Tahil, Province of Sulu in terms of Executive Functions than those respondents who are.

2.4 According to Average Monthly Income

Table 2. 4 Differences in the level of competencies in local governance among the Punong Barangays in the municipality of Hadji Panglima Tahil, Province of Sulu when they are grouped according to their demographic profile in terms of average monthly income

| Sources of Variation | | Sum of Squares | df | Mean Square | F | Sig. | Description |
|----------------------------|----------------|----------------|----|-------------|-------|------|-----------------|
| Delivery of Basic Services | Between Groups | .074 | 2 | .037 | 1.141 | .324 | Not Significant |
| | Within Groups | 3.133 | 97 | .032 | | | |

| | Total | 3.206 | 99 | | | | |
|-----------------------|----------------|-------|----|------|------|------|-----------------|
| Executive functions | Between Groups | .063 | 2 | .031 | | | |
| | Within Groups | 5.775 | 97 | .060 | .527 | .592 | Not Significant |
| | Total | 5.838 | 99 | | | | |
| Legislative functions | Between Groups | .151 | 2 | .075 | | | |
| | Within Groups | 8.537 | 97 | .088 | .857 | .428 | Not Significant |
| | Total | 8.688 | 99 | | | | |

*Significant alpha .05

Table 2.4 presents the differences in the level of competencies in local governance among the Punong Barangays in the municipality of Hadji Panglima Tahil, Province of Sulu when they are grouped according to their demographic profile in terms of average monthly income. It can be gleaned from this table that the value of F-ratios and *P*-values of all the sub-categories subsumed under the level of competencies in local governance among the Punong Barangays in the municipality of Hadji Panglima Tahil, Province of Sulu are not significant at alpha .05. This means that, although respondents vary in age range, yet they do not differ in their assessment towards the level of competencies in local governance among the Punong Barangays in the municipality of Hadji Panglima Tahil, Province of Sulu. This result implies that for a respondent to have 10,001 & above of monthly income may not necessarily put him/her in a vantage point towards assessing the level of competencies in local governance among the Punong Barangays than those who have 5,000 & below, and 5,001-10,000 of average monthly income, or vice versa.

Nonetheless, it is safe to say that variable average monthly income has no significant mediation in ways how employee-respondents assessed the level of competencies in local governance among the Punong Barangays in the municipality of Hadji Panglima Tahil, Province of Sulu.

2.5 According to Educational Attainment

Table 2.5 Differences in the level of competencies in local governance among the Punong Barangays in the municipality of Hadji Panglima Tahil, Province of Sulu when they are grouped according to their demographic profile in terms of educational attainment

| Sources of Variation | Sum of Squares | df | Mean Square | F | Sig. | Description | |
|----------------------------|----------------|-------|-------------|------|-------|-------------|-----------------|
| Delivery of Basic Services | Between Groups | .109 | 3 | .036 | 1.124 | .343 | Not Significant |
| | Within Groups | 3.098 | 96 | .032 | | | |
| | Total | 3.206 | 99 | | | | |
| Executive functions | Between Groups | .044 | 3 | .015 | .242 | .867 | Not Significant |
| | Within Groups | 5.794 | 96 | .060 | | | |
| | Total | 5.838 | 99 | | | | |
| Legislative functions | Between Groups | .493 | 3 | .164 | 1.927 | .130 | Not Significant |
| | Within Groups | 8.194 | 96 | .085 | | | |
| | Total | 8.688 | 99 | | | | |

*Significant alpha .05

Table 2.5 presents the differences in the level of competencies in local governance among the Punong Barangays in the municipality of Hadji Panglima Tahil, Province of Sulu when they

are grouped according to their demographic profile in terms of educational attainment. It can be gleaned from this table that the value of F-ratios and *P*-values of all the sub-categories subsumed under the level of competencies in local governance among the Punong Barangays in the municipality of Hadji Panglima Tahil, Province of Sulu are not significant at alpha .05. This means that, although respondents vary in educational attainment, yet they do not differ in their assessment towards the level of competencies in local governance among the Punong Barangays in the municipality of Hadji Panglima Tahil, Province of Sulu. This result implies that for a respondent to have a college degree may not necessarily put him/her in a vantage point towards assessing the level of competencies in local governance among the Punong Barangays than those who have elementary level, high school level, and no formal level of education, or vice versa.

Nonetheless, it is safe to say that variable educational attainment has no significant mediation in ways how employee-respondents assessed the level of competencies in local governance among the Punong Barangays in the municipality of Hadji Panglima Tahil, Province of Sulu.

Question 3. Is there a significant correlation among the sub-categories subsumed under the level of competencies in local governance among the Punong Barangays in the municipality of Hadji Panglima Tahil, Province of Sulu?

Table 3. Correlation among the sub-categories subsumed under the level of competencies in local governance among the Punong Barangays in the municipality of Hadji Panglima Tahil, Province of Sulu in terms of Delivery of Basic Services, Executive Functions, and Legislative Functions

| Variables | | Pearson <i>r</i> | Sig. | N | Description |
|----------------------------|-----------------------|------------------|------|-----|-------------|
| Dependent | Independent | | | | |
| Delivery of Basic Services | Executive Functions | .529** | .048 | 100 | High |
| | Legislative Functions | .094 | .354 | 100 | Nearly Zero |
| Delivery of Basic Services | Executive Functions | .529** | .048 | 100 | High |

*Correlation Coefficient is significant at alpha .05

Correlation Coefficient Scales Adopted from Hopkins, Will (2002):0.0-0.1=Nearly Zero; 0.1-0.30=Low; .3-0.50=Moderate; .5-0.7-0=High; .7-0.9= Very High; 0.9-1=Nearly Perfect

Table 4 illustrates the correlation among the sub-categories subsumed under the level of competencies in local governance among the Punong Barangays in the municipality of Hadji Panglima Tahil, Province of Sulu in terms of Delivery of Basic Services, Executive functions, and Legislative Functions. It can be gleaned from this table that the computed Pearson Correlation Coefficients (Pearson *r*) among these variables are indeed significant at alpha .05.

Specifically, the degrees of correlations among the sub-categories subsumed under the level of effectiveness of outcome-based teaching approach among Sulu State College faculty are as follows:

- 1) High positive correlation between Delivery of Basic Services and Executive Functions; and
- 2) Nearly zero positive correlation between Delivery of Basic Services and Legislative Functions.

These results indicate that the group of employee-respondents who assessed the level of competencies in local governance among the Punong Barangays in the municipality of Hadji Panglima Tahil, Province of Sulu in terms of Delivery of Basic Services as Very Competent is

probably the same group of respondents who assessed the Executive Functions and Legislative Functions as Very Competent, respectively.

For the time being, it is safe to say that, generally the sub-categories subsumed under the level of competencies in local governance among the Punong Barangays in the municipality of Hadji Panglima Tahil, Province of Sulu in terms of Delivery of Basic Services, Executive Functions, and Legislative Functions is moderately correlated

6. Conclusion

The study discovered that respondents in Punong Barangays in Hadji Panglima Tahil, Province of Sulu, are well represented in terms of age, gender, civil status, average monthly income, and educational level. Age, gender, and income do not significantly influence respondents' evaluations of local governing competence. Employees who assessed their level of competence in local governance were most often the same people who assessed Executive and Legislative Functions. The findings corroborate Antal Szerletics, Gerry Stoker, and B. Guy Peters' concept highlights the significance of effective governance in achieving successful sustainability and responsibility programs.

7. Recommendation

Based on the findings and conclusions, this study forwards the following recommendations:

- 1) The Local Government Unit of Hadji Panglima Tahil may adopt the results of this study as baseline input for officials and functionaries in determining the type and focus of capability trainings and seminars that will enhance the competence of their respective Punong Barangays in their area, respectively.
- 2) The Punong Barangays may utilize results of this study to further empower and equip themselves with plans, programs, and activities that will further enhance their level of competencies in local governance and will allow them to dig deeper into their roles as barangay chief executives.
- 3) The Constituents may use the results of this study to assist the people in determining whom to choose as Punong Barangays during the local elections. Competent Punong Barangays will result to good governance that will facilitate to improve benefits for the people; and
- 4) Student-researchers in the field of public administration are encouraged to replicate this study but to include other variables like competencies of local government units in municipal level, work engagement among employees of local government units, and work stress and anxiety among employees of local government units in some other settings.

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