

# Barangay Governance in Northeast of Catanduanes, Philippines: Basis for Catanduanes State University Panganiban Campus Extension Program

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## ABSTRACT

Governance is an act or a process of governing with power and performing the duties and functions within one's jurisdiction. Barangay governance gives an important role in setting direction to the people in the barangay level. It is an empowerment of the local government units in the country where this present study is interested. This quantitative-qualitative research study intended to look into the Barangay Governance Capabilities among Barangay Captains in Northeast of Catanduanes, Philippines as basis for Catanduanes State University Panganiban Campus Extension Program. The data gathered through the questionnaire and interview guide concluded that the Respondent-Barangay Officials in Northeast of Catanduanes are in the Middle Age, Male, College Level in Educational Attainment, Barangay Council Members and a neophyte in barangay governance having served for three years and below as barangay officials. The indicators of governance revealed that Barangay Captains are more equipped with Barangay Fiscal Administration than in Legislative and Judicial functions. The unstructured interview about the problems regarding the governance capabilities of barangay captains reveals the incompetence of the Barangay Captains, the non-cooperation of the residents or the constituents themselves, and the non-cooperative Barangay Kagawad that genuinely affects the capability of the Barangay

Captain. Given the situation, the study recommends that barangay officials, particularly the barangay captains, are enjoined to attend Barangay Governance Capability training seminar. Intensive monitoring and assessment of their barangay performance should be done regularly. A proposed training package will be carried out where all Catanduanes State University Panganiban Campus Faculty-Extensionists will be involved.

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**Keywords:** barangay governance competency; barangay officials; Local governance; local government code of 1991

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## 1. Introduction

In the broadest sense, governance is an act governing with power and exercise of authority within one's jurisdiction (Boysillo 2017; Aquino et al. 2017). Governance is a process of administering with authoritative direction or control (Boysillo 2017). It is also a leader's continuous exercise of authority and performs functions as a Government unit.

In a specific sense, Barangay governance sets directions to the people in the barangay level. It is empowering Local Government Units (LGUs), particularly in the barangay level, where this present study is focused. In the Philippine setting, the barangay is the least political and yet significant political figure in the community (Flores 2019). It is more inclusive and participatory rather than exclusive barangay governance (Shore 2011).

One introduced a connection with the concept of good governance and decentralization in the light of connected thoughts and theories. The idea of 'governance' to 'good governance' to 'local government' is based on the socio-economic and the socio-political context (Nadeem 2016). Another author concludes the concept of networked governance that promotes democratization while establishing allied power (Porio 2012).

In the same manner, The Commission on Higher Education Memorandum Order No. 52, series of 2016 states that the Philippine higher education institutions are mandated to engage in Extension programs to allow faculty members discover practical, evidence, and science-based answers that can address real-world social, cost-effective, and environmental challenges of partner communities.

The concepts of governance at the barangay level and community outreach programs of higher education institutions both required partnerships and, therefore, this research is abstracted.

The product of this research will be used as a basis for the Catanduanes State University Panganiban Campus (CatSU PC) Extension Program activities and rerouting its priorities. Community outreach programs are a way to express a deep sense of responsibility of the faculty members in Higher Education Institutions (HEIs). The faculty members are more knowledgeable and highly skilled than those in the community sectors. Through the extension program activities, they are not only delivering academic matters but also performing community service (Rubio et al. 2016). Thus, the present study is significant.

The study identified the Barangay Governance in Northeast of Catanduanes, Philippines as the basis for CatSU PC Extension Program. This research specifically presented the Respondent-Barangay Officials profile in Northeast of Catanduanes in terms of Age; Sex; Educational Attainment; Position in the Barangay and Number of Years as Barangay Official. It determined the Respondent-Barangay Officials' perception in Northeast of Catanduanes regarding their Barangay Captain's Governance Capabilities in terms of Legislation; program/project implementation; barangay justice system; barangay fiscal administration. It further ascertained the problems do the Respondent-Barangay Officials considered that affect the barangay governance capabilities of the Barangay Captain; and the significant difference in the Summary Responses of the Respondent-Barangay Officials in Northeast of Catanduanes regarding their Barangay Captain's Governance Capabilities in terms of their Position in the Barangay. Based on the findings, a three-year extension program can be proposed to enhance barangay governance capabilities among Barangay Captains in Northeast of Catanduanes.

## 2. Literature Review

The legislation of the Philippine Republic Act (RA) 7160, which recognized as the Local Government Code (LGC) of 1991, transformed many of the laws and regulations governing national down to barangay units by decentralizing many of the tasks previously performed by the central government. The Philippines has a comprehensive decentralization in governance. That includes a high amount of discretion among barangay officials leading to ineffectiveness in local management (Yilmaz & Venugopal 2013). The inability to deliver better essential services in the barangay is also evident (Layug et al. 2010). The barangay units perform as the principal authority in developing and implementing government guidelines, plans, programs, projects, and activities. However, to fulfill the barangays' mandates confined in the LGC, the Punong Barangays must be prepared with the necessary capabilities. They should observe not only the orders but also practice morally upright actions. One argued that competency measures of the local barangay officials are monitored rarely (Caldo 2015). In some cases, it is evaluated subjectively through intuitions and their impressions and feeling to the barangay officials, and therefore this process is not helpful to the elected barangay officials. At the same time, Capuno (2005) said to formalize simple yet realistic citizen-feedback systems to let clients express their agreement or disagreement with barangay officials' quality of service without fear and with the guarantee to address the issues of concern. The self-assessed survey tool for barangay officials suggests identifying performance gaps. That includes administration, social services, economic development, and environmental management. The issues posed in the present study may awaken awareness and commitment to perform duties and functions expected to the barangay officials (Medina-Guce et al. 2018). Their political ideals and governing procedures is a significant indication of active local community building (Nalbandian et al. (2013).

The community development depends on the capability of leaders at the national level and, more particularly, on LGU to the lowest political unit of governance, which is the barangay. It is then essential that we look at the barangay level's leadership aspect through the barangay captains. The

formulation of an intervention mechanism reveals a significant concern for good governance (Nalbandian et al. 2013).

There also suggests creating additional funding in barangays considering minimal budget allotment (Medina-Guce et al. 2018) that may help the kind of governance and performance of the barangay officials' duties. The study on the development of barangay legislators' leadership scale in Davao City determined that to become a good leader, one should set directions on good and personal qualities and primary values (Padilla & Eguia 2010).

Further, studies revealed that the punong barangays have a satisfactory performance level in implementation, legislation, peacekeeping, planning, and fiscal management (Noble-Nur 2018) and "very competent" in barangay governance. Nevertheless, the respondents identified the community residents' lack of planning and decision-making as one of the significant problems that affected Good Governance (Noble-Nur 2018).

Another study on Barangay Governance concluded that the majority of the Barangay Chairpersons deliver very satisfactory public services in their barangays, which indicated that governance core values are being fair, transparent, and accountable (Boysillo 2017). One proposed that the local officials stay self-reflective or aware of their accountabilities in the barangay to maintain barangay governance (Nalbandian et al. 2013) to provide vital services and increase the excellence of their capability to render community services (Flores 2019).

The different contentions of the authors mentioned guided the discussion of the present study. Yet, they are challenged further to increase their impact on other local and international academic communities through information dissemination for an effective research output.

### 3. Theoretical Framework

This present study anchor on constructivism theory and human capital theory to further discuss barangay governance. Constructivism is a knowledge theory that originated in the field of psychology, explaining how individuals obtain knowledge and learn from it. It involves a

participatory process, contemplation, deliberation, collaboration as a way of discoveries, and learning (Yoders 2014). The theory indicates that individuals build knowledge and their meaning based on experiences. While Human capital theory implies that people compensate human capital ventures through excellence in intelligence and skills of the labor force. Productivity enhancement among the labor force serves as an essential part of economic development (Zeynalli 2020).

The lack of skilled human resources is one of the main obstacles for the Social entrepreneurs' development yet they could create positive social impact to ensure profit despite the lack of managerial skills (Urmanaviciene & Arachchi 2020)

With the given context, constructivism theory; and human capital theory harmonizes with the problems posed by the present paper since the Respondents-Barangay-Officials are considered human capital who are always learning through their experiences and enhances their Barangay Governance Capabilities.

## **4. Methods**

### *4.1 Nature of Research*

This study used a quantitative-qualitative type of research intended to look into the Barangay Governance Capabilities among Barangay Captains in Northeast of Catanduanes, Philippines. This investigation is quantitative since it collects, analyzes, and interprets the present phenomena while qualitative because it collects and reports data that differs from traditional-quantitative methods. This study is also a descriptive type of research since it describes the honest responses of the respondent-barangay officials about barangay governance indicated in the questionnaire that depended much on the correctness of the gathered data.

### *4.2 Research*

The Northeast of the island province comprises the Municipalities of Bagamanoc, Panganiban, and Viga in Catanduanes, Philippines. It is roughly 63 kilometers away from the Municipality of Virac, Catanduanes that is considered as the principal town or city-to-be of the province.

### 4.3 Sampling Design

The word 'population' refers to an assembly of people, events, or things of interest that the researcher wants to examine or investigate. In the present study, this considers the Barangay Officials of the Northeast of Catanduanes. Moreover, it is presented in table 1 the 73 Respondent-Barangay Officials from Bagamanoc; 82 Respondents from Panganiban; and 118 Respondent-Barangay Officials from Viga, Catanduanes. There are 273 Respondent-barangay Officials from the Northeast of Catanduanes, or 38.61% participation.

Table 1. Population of the Study

Municipality/Number of Barangays	Position in the Barangay	Population	Sample Size	Participation Percentage
Bagamanoc (18)	Barangay Captain	18	15	83.33
	Barangay Council Member	126	30	23.81
	Barangay Secretary	18	15	83.33
	Barangay Treasurer	18	13	72.22
Panganiban (23)	Barangay Captain	23	15	65.22
	Barangay Council Member	161	36	22.36
	Barangay Secretary	23	16	69.57
	Barangay Treasurer	23	15	65.22
Viga (31)	Barangay Captain	31	21	67.74
	Barangay Council Member	217	54	24.88
	Barangay Secretary	31	22	70.97
	Barangay Treasurer	31	21	67.74
<b>TOTAL</b>		<b>707</b>	<b>273</b>	<b>38.61</b>

Source: Developed by the author

There were two sampling techniques used in the study; the quota sampling and complete enumeration. The Quota Sampling was applied to identify the Barangay Councilor's sample size, while for the Barangay Captain, Barangay Secretary, and Barangay Treasurer, a complete enumeration, was used since there are only one of them for each of the barangay. The quota sampling is considered a non-probability method that aims to make the sample representative of the population by setting and filling quota control. This researcher found the most appropriate procedure in determining the respondent-barangay councilor in the barangays of the three Municipalities of the Northeast of Catanduanes.

## *4.4 Survey Instrument*

The study's primary instrument is a set of researcher-made questionnaires formulated to gather data to answer the research questions posed in this inquiry. The Part-I of the Questionnaire is the Profile of the Respondents that includes the name of the Respondent-Barangay Officials, the Barangay; Age; Sex; Educational Attainment; Position in the Barangay; and the Number of Years as Barangay The official that includes their previous term/s). The Part-II of the Questionnaire are the 16-item Barangay Governance Indicators categorized into Legislation; Program/Project Implementation; Barangay Justice System; and Barangay Fiscal Administration. The study used the Five-Point Likert Scale in determining the barangay governance capabilities are ranging from fully capable of not capable. Part III of the instrument is an open-ended question about the problems the respondents they considered that affects the barangay governance capabilities of the Barangay Captain done in a semi-structured interview.

The instrument was shown to former barangay officials to solicit comments and suggestions along with Barangay Governance indicators that made the questionnaire to be revised and improved. With the establishment of the questionnaire's validity, the researcher ensures clarity, completeness, and acceptability of the instrument using a comprehensive and realistic formulation of items/statements included in the Questionnaire. To establish the instrument's reliability, this researcher got 0.96 Cronbach's Alpha Coefficient from the 16-item Questionnaire, and therefore, the research instrument was considered "reliable."

The researcher first sought approval from the office of the Mayor of the three (3) municipalities before floating the questionnaires to the respondents. Upon the mayors' support, the float of the Questionnaire has been administered to the targeted respondents in the Third Quarter of 2019.

## *4.5 Ethical Considerations*

The respondents are fully informed and free to participate in the conduct of research. Ethical considerations for human participants were strictly followed (Gajjar 2013). The study did not include Respondents-barangay officials who refused to participate during the data gathering. Duly signed Informed Consent Form was obtained individually for every Respondents-barangay

officials. The study observed the utmost confidentiality of the gathered data. Only this faculty-researcher has access to the collected data to ensure data privacy.

## *4.6 Statistical Treatment*

In computing the replies, a five-point Likert scale was used. Every answer was given value and was tallied through frequency count to determine the degree of capability of the barangay officials in barangay governance. The ANOVA F-Test was used as statistical tool to test the significant difference in the Summary Responses of the Respondent-Barangay Officials in Northeast of Catanduanes regarding their Barangay Captain's Governance Capabilities in terms of their Position in the Barangay.

## **5. Results and Discussion**

### *5.1 Respondents*

**Table 2** shows that most of the respondents were aged ranged from 36 to 50 years old. In terms of their sex, the male is higher in figure than female. In terms of Educational Attainment, most of them are at the college level. In terms of position in the barangay, most of the respondents are the barangay council three years and below as barangay officials.

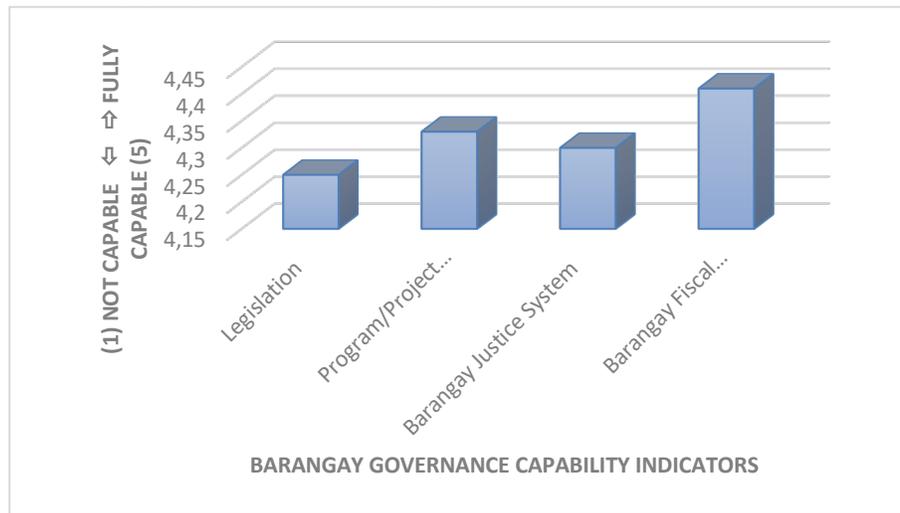
Table 2: Profile of the Respondent-Barangay Officials in Northeast of Catanduanes

Profile		Frequency	Percent
Age	35 years old and below (Young Age)	48	17.58
	36 years old to 50 years old (Middle Age)	130	47.62
	51 years old and above (Old Age)	95	34.80
	<b>Total</b>	<b>273</b>	<b>100</b>
Sex	Male	156	57.14
	Female	117	42.86
	<b>Total</b>	<b>273</b>	<b>100</b>
Educational Attainment	Elementary Level	11	4.03
	High School Level	80	29.30
	College Level	177	64.84
	Masteral Level	5	1.83
	<b>Total</b>	<b>273</b>	<b>100.00</b>
Position in the Barangay	Barangay Captain	52	19.05
	Barangay Council Member	122	44.69
	Barangay Secretary	52	19.05
	Barangay Treasurer	47	17.22
	<b>Total</b>	<b>273</b>	<b>100.00</b>
Number of Years as Barangay Official	3 yrs. and below	127	46.52
	4 yrs. to 6 yrs.	65	23.81
	7 yrs. to 9 yrs.	28	10.26
	10 yrs to 12 yrs.	19	6.96
	13 yrs. to 15 yrs.	15	5.49
	16 yrs. to 18 yrs.	8	2.93
	19 yrs. and above	11	4.03
	<b>Total</b>	<b>273</b>	<b>100.00</b>

Source: Developed by the author

Figure 1 presents the Bar-graph view of the Barangay Captain’s Governance Capabilities to show that the Barangay Captains are *fairly* capable (in higher degree’) in ‘Barangay Fiscal Administration’ while *fairly* capable (in lower degree’) in ‘Legislations’ in Barangay Governance. Given this finding, it generally shows that the Respondent-Barangay Officials can still initiate, establish, disseminate, and implement barangay ordinances, but the struggle to discharge their duty along with legislation.

Figure 1: Over-all Barangay Captain’s Governance Capabilities



Source: Developed by the author

Table 3.1. The Perception of the Respondent-Barangay Officials in Northeast of Catanduanes regarding their Barangay Captain’s Governance Capabilities (a) LEGISLATION

Item No.	Indicators	Fully Capable (5)	Fairly Capable (4)	Capable (3)	Less Capable (2)	Not Capable (1)	Summary of Responses		
							AvR	QnR	QIR
<b>Legislation</b>									
1	Initiates the Implementation of barangay ordinances.	138	78	48	6	3	4.25	4	Fairly Capable
2	Establishes barangay policies for better community development.	127	97	40	7	2	4.25	4	Fairly Capable
3	Disseminates properly barangay ordinances.	135	86	39	10	3	4.25	4	Fairly Capable
4	Implements fairly barangay ordinances.	137	86	33	14	3	4.25	4	Fairly Capable
<b>Sub Average</b>							4.25	4	Fairly Capable

Source: Developed by the author

Table 3.1 presents the perception of the 273-Respondent-Barangay Officials in Northeast of Catanduanes regarding their Barangay Captain’s Governance Capabilities in terms of Legislation. All four statements have the same Average Response (AvR) of 4.25 and Qualitative Response (QIR) of Fairly Capable and they are: (1) Initiates the Implementation of barangay ordinances; (2) Establishes barangay policies for better community development; (3) Disseminates properly barangay ordinances; and (4) Implements fairly barangay ordinances.

In terms of Program/Project Implementation (Table 3.2), among the 4-item statements, the following three (3) statement garnered AvR of 4.40 and they are also presented with their corresponding item number before the number indicated in the questionnaire: (5) Encourages the community residents to participate in planning activities of the barangay; (6) Monitors and evaluate the implementations of programs and activities in the barangay; (7) Participates and represents the barangay in the municipal level activities while the item statement (8) Consults the community residents in decision making and other barangay undertakings got the lowest AvR of 4.10 with a QIR of Fairly Capable.

Table 3.2. The Perception of the Respondent-Barangay Officials in Northeast of Catanduanes regarding their Barangay Captain’s Governance Capabilities (b) PROGRAM/PROJECT IMPLEMENTATION

Item No.	Indicators	Fully Capable (5)	Fairly Capable (4)	Capable (3)	Less Capable (2)	Not Capable (1)	Summary of Responses		
							AvR	QnR	QIR
<b>Program/Project Implementation</b>									
5	Encourages the community residents to participate in planning activities of the barangay.	158	75	32	7	1	4.40	4	Fairly Capable
6	Monitors and evaluate the implementations of programs and activities in the barangay.	161	70	33	9	0	4.40	4	Fairly Capable
7	Participates and represents the barangay in the municipal level activities	157	77	32	6	1	4.40	4	Fairly Capable
8	Consults the community residents in decision making and other barangay undertakings.	113	95	48	14	3	4.10	4	Fairly Capable
<b>Sub Average</b>							4.33	4	Fairly Capable

Source: Developed by the author

Given the findings, the research data shows that the Barangay Captains find difficulty in involving the community residents in decision making and other barangay undertakings which following Aquino et al. (2017) study revealing that the punong barangay is “not competent” in encouraging the community residents to participate in planning activities of the barangay and do not encourage the participation of the community residents in decision-making.

The given finding is challenged by ur Rehman et al. (2020) arguing that sustainable development that is mainly influenced by the organizational hierarchy internal polices and strategies and their operational implementation that is purely dependent on the top management. If the Barangay Captain manifests lack of skills along project implementation particularly involving the community in decision making and any other barangay undertaking, sustainable development may be difficult to achieve in the barangay level.

Table 3.3. The Perception of the Respondent-Barangay Officials in Northeast of Catanduanes regarding their Barangay Captain’s Governance Capabilities (c) BARANGAY JUSTICE SYSTEM

Item No.	Indicators	Fully Capable (5)	Fairly Capable (4)	Capable (3)	Less Capable (2)	Not Capable (1)	Summary of Responses		
							AvR	Qn R	QJR
<b>Barangay Justice System</b>									
9	Settles conflict among community residents.	136	78	49	9	1	4.24	4	Fairly Capable
10	Keeps himself available when conflicts arises in the community.	135	83	45	8	2	4.25	4	Fairly Capable
11	Shows good leadership in the implementation of barangay justice system.	165	64	38	5	1	4.42	4	Fairly Capable
12	Observe neutrality in settling conflicts.	152	66	41	11	3	4.29	4	Fairly Capable
<b>Sub Average</b>							4.30	4	Fairly Capable

Source: Developed by the author

Moreover, in Table 3.3 which in terms of Barangay Justice System, given the 4-item statements, they all garnered a QJR of Fairly Capable and are presented below arranging from highest to lowest AvR with their corresponding item number before the number indicated in the questionnaire: (11) Shows good leadership in the implementation of barangay justice system. (4.42); (12) Observe neutrality in settling conflicts. (4.29); (10) Keeps himself available when conflicts arise in the community. (4.25); (9) Settles conflict among community residents. (4.24).

Given the findings, the research data shows that the Barangay Captains are Fairly capable in their discharge of duty along with the Barangay Justice System and are considered to possess good leadership in its implementation. As Labawig (2011) and Padilla and Eguia (2010) argued also

that the Development depends on the capability of leaders and Barangay leaders must be monitored to ensure that proper leadership skills are being imposed and exercised not only in the justice system but also in other aspects of Barangay Governance.

Table 3.4. The Perception of the Respondent-Barangay Officials in Northeast of Catanduanes regarding their Barangay Captain’s Governance Capabilities (d) BARANGAY FISCAL ADMINISTRATION

Item No.	Indicators	Fully Capable (5)	Fairly Capable (4)	Capable (3)	Less Capable (2)	Not Capable (1)	Summary of Responses		
							AvR	Qn R	QIR
<b>Barangay Fiscal Administration</b>									
13	Shows accountability in allocating the barangay budget.	184	51	28	8	2	4.49	4	Fairly Capable
14	Observe transparency in Public Fund Disbursement.	177	59	26	6	5	4.45	4	Fairly Capable
15	Apportions budget efficiently based on the needs of the community.	164	68	32	7	2	4.41	4	Fairly Capable
16	Implements Tax Collection/Revenue Raising as sourcing fund for the development of the barangay.	146	68	48	8	3	4.27	4	Fairly Capable
<b>Sub Average</b>							4.41		Fairly Capable

Source: Developed by the author

Ultimately, in Table 3.4 which in terms of Barangay Fiscal Administration, given the 4-item statements, they all garnered too a QIR of Fairly Capable and are presented below arranging from highest to lowest AvR with their corresponding item number before the number indicated in the questionnaire: (13) Shows accountability in allocating the barangay budget. (4.49); (14) Observe transparency in Public Fund Disbursement. (4.45); (15) Apportions budget efficiently based on the needs of the community. (4.41); (16) Implements Tax Collection/Revenue Raising as sourcing fund for the development of the barangay. (4.27). With the findings, it proves generally that the Barangay Captains are Fairly capable in their discharge of duty along with Barangay Fiscal Administration. And their strengths are being manifested in being accountable in budget allocation and transparency observance while their weakness is on the implementation of Tax Collection and/or Revenues. The statement ‘Implements Tax Collection/Revenue Raising as sourcing fund for the development of the barangay.’ that garnered the lowest AR among other statements on

Barangay Fiscal Administration indicates the constraints of the Barangay Officials is obtaining money to support the programs and activities in the barangay. This finding aggravates incapability of the Barangay Captains in their discharge of duties as divulged in the interview since how are the programs and activities if they lack budget which is also the same with the contentions of Guce et al. (2018) and Boysillo (2017) papers saying that barangays lack funds because of not raising enough own-source revenues in their localities and improving their use of corporate powers.

de Nichilo (2020) reveals the issues of budgetary constraints that may affect future policies and thus suggests budgetary operations that follows a clear logic of decision-making, research, analysis, drafting and reporting. Policy-makers may focus on issues of performance in audit and financial issues to support the programs in a certain organization.

And with this finding of the present study that the barangay officials are ineffective with the implementation of Tax Collection and/or Revenues, the challenge of de Nichilo (2020) and the suggestions of Guce et al. (2018) may be considered. The collection of barangay fees and taxes that may be implemented on the use of barangay properties and facilities; Peddlers; Breeding of fighting cocks; Use of barangay roads, waterways, bridges, and parks; Parking; Clearance/certification; Fines/penalties for violation of barangay ordinances and among other fees may be imposed such as Commercial breeding of fighting cocks and on cockpits and cockfights; Places of recreation with admission fees; Billboards, signboards, neon signs and other outdoor advertisements and among other fees.

In summary, the present study discovered that the Barangay Captain's Governance Capabilities is 'fairly capable' is substantiated by Noble-Nur study (2018), revealing that the punong barangays have a satisfactory level of performance in areas of implementation, legislation, peacekeeping, planning, and fiscal management. The study of Boysillo (2017) entitled Governance of the Barangay Chairpersons in the Municipality of Ubay Bohol revealed that the Barangay Chairmen's Level of Performance of Governance on the three indicators namely the Executive Functions, Legislative Functions, and Judicial Functions indicated that the majority of the 44 Barangay Chairpersons were able to deliver a very satisfactory public service in their barangays. Hence they were able to cope up with all the roles and responsibilities. However, when the weighted mean of

the responses was looked into, among the three functions, the Legislative and Judicial Functions are lower than the Executive Function. The reactions may infer that the barangay officials themselves need to capacitate in Legislative and Judicial functions, following the present finding that among the indicators of Barangay Governance capabilities, 'legislation' is the lowest weighted mean, among other signs.

The general finding of the present study that the Barangay Captain's Governance Capabilities are 'fairly capable.' The given finding was validated through unstructured interview among the subordinates of the barangay captains *i.e.* Barangay Kagawad, Barangay Secretary, and Treasurer. Generally, they claimed that their barangay captains are capable of barangay governance, which is actually in conformity with the quantitative data gathered by this researcher. However, when the researcher asked them what problems do they considered that affects the barangay governance capabilities of the Barangay Captain, three themes appeared in the common responses presented below:

The first theme is related to the incompetence aspect of the Barangay Captain. Other barangay officials and selected constituents verbalized the following comments:

*'Inadequate knowledge about the ordinances'; 'Lack of pieces of training.'; 'Not firm in the decision-making.'; 'Favoritism'; 'Lack of Technical Knowledge.'; 'Family problem'; 'Barangay captain does not listen to suggestions'; 'The barangay captain does not agree with the suggestions or proposals of constituents'; 'Lack of Education'; 'Political party affiliation.'; 'Lack of training and expertise.'; 'Lack of Knowledge / not correctly oriented.'; 'Not capable.'; 'Focus on the next election.'; 'Disrespectful to the barangay kagawad.'; 'Mismanagement'; 'Lack of capabilities'; 'Barangay Captain – No action'; 'Miscommunication....do not follow official protocol in communication...using the verbal mode of communication in the conduct of special meeting'; 'Lack of Proper communication and making decisions on her own without consultation with the barangay officials.'; 'Poor communication by not following steps and processes'; 'Do not care about the works in the barangay.'; 'Barangay Captain is not a resident in the barangay of his jurisdiction'; and 'Lack of budget.'*

The second theme is about non-cooperation of the residents or the constituents themselves, and most of the respondents mentioned the following observations:

*-'No cooperation among community residents to participate in the planning activities of the barangay.'; 'Less cooperation of the constituents'; 'Constituent Lack of interest to participate.'; 'Lack of participation of the constituents in the planning activities'; 'Lack of community participation.'; 'Residents do not follow the rules and regulations'; 'Negative thinking, Constituent.'; 'Constituent negative attitude.'; 'Barangay constituents do not follow barangay ordinances.'; 'Hard-headed constituents' and 'Constituents are not concerned with the welfare of the barangay.'*

The third theme identified was being a non-cooperative Barangay Kagawad aspect that affects the capability of the Barangay Captain. The respondents mentioned the following remarks:

*-'Barangay Kagawad are disrespectful to the Barangay Captain --- they have no plan during the meeting.'; 'Lack of Awareness of the barangay ordinances'; 'Lack of Quorum'; 'No unity between and among barangay officials and residents'; 'Lack of discipline.'; 'Lack of Education'; 'Poor cooperation. The barangay has Excellent Programs for the welfare of the barangay as a body. But the Punong Barangay cannot carry out all the implementation process due to Lack of cooperation by other members of the Sanguniang Bayan'; and 'some Barangay Kagawad members are not participating in the barangay activities.'*

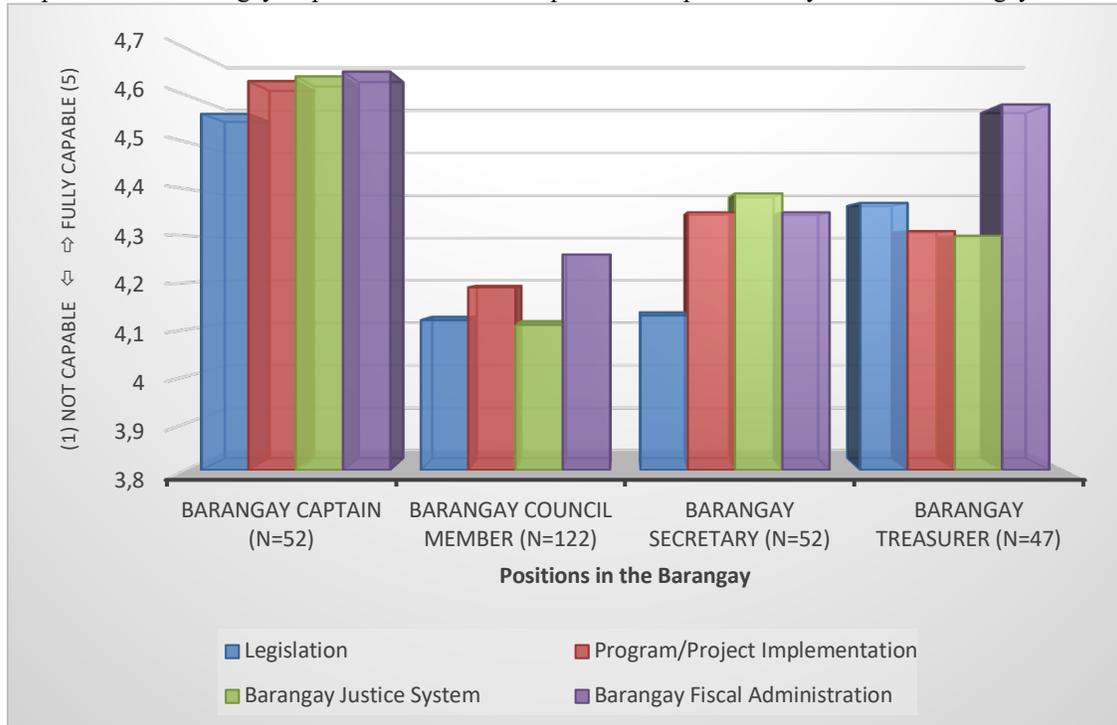
From the ideas shared by the barangay kagawad, barangay secretary and treasurer-respondents on their perception of the governance capability of Barangay Captains. Particularly the factors that affect their governance capability, it can be deduced that truly Barangay Captain is relatively capable in barangay governance considering the quantitative data yet with the qualitative data established from the statements mentioned above hinders the Barangay Captains' capability in governing the barangay. We can genuinely conclude that the different themes discussed above, such as the incompetence aspects of the Barangay Captain; the non-cooperation of the residents; and the non-cooperative Barangay Kagawad aspect truly affect the efficiency and effectiveness in the discharge of duties and functions of the barangay captains. The above discussions that are attested by Medina-Guce et al. (2018), Padilla and Eguia (2010) on the argument that monitoring

and assessment of barangay officials may maximize the potentials of local officials in collaboration with the various groups or organizations to address the different concerns in the barangay that impedes the performance of the barangay officials. The idea of positive role expectations to the general public is quite unclear, resulting in passive and non-cooperative residents and inactive barangay officials are participating in barangay concerns and activities. The research of Padilla and Eguia (2010) on the development of barangay legislators' leadership scale in Davao City determined the appropriate leadership scale. These are the setting directions, qualities, personal qualities, full scanner, and primary values that the local government should take concrete actions to develop and establish a continuing professional leadership education program for barangay councils to cope with increasingly complex demands of the environment and other constraints within their barangays. With these arguments, the Barangay Officials' ineffectiveness and inefficiency, particularly the Barangay Captain mentioned above, may be considered to address the present study's issues.

Therefore, the over-all Barangay Captain's Governance Capabilities that is 'Fairly capable rests on perceptions of the barangay officials themselves because, in reality, all the limitations and inefficiencies of the barangay captains revealed in the interview, as mentioned above.

A bar-graph view in figure 2 shows how confident the Barangay Captains about their Governance Capabilities while other Barangay Officials show fairly capabilities of their Barangay Captains' Governance. Given these findings, it generally indicates that the Respondent-Barangay Officials proved the difference in perception-rating since it manifests self-confidence on the Barangay Captains' part about their 'Full Capabilities' in Barangay Governance. In contrast, other Barangay Officials show 'fair capabilities' of their perception of their Barangay Captains' Barangay Governance.

Figure 2 presents the Barangay Captain's Governance Capabilities as perceived by Different Barangay Officials.



Source: Developed by the author

Table 4. Test of significant difference in the Summary Responses of the Respondent-Barangay Officials regarding their Barangay Captain's Governance Capabilities in terms of their Position in the Barangay

Respondents according to their Position in the Barangay	Statistical Test Used	Computed Value	Tabular Value at .05 Probability	Degrees of Freedom	Decision	Interpretation
Barangay Captain (n=51)	F – Test	33.32	2.76	3/60	Reject Ho	There is a significant difference
Barangay Council Member (n=120)						
Barangay Secretary (n=53)						
Barangay Treasurer (n=49)						

Source: Developed by the author

Utilizing ANOVA F-Test in Table 4, it proved that there is a significant difference in the Summary Responses of the Respondent-Barangay Officials in Northeast of Catanduanes regarding

their Barangay Captain's Governance Capabilities in terms of their Position in the Barangay given the  $F(3, 60) = 33.32, p \approx 0$ . The data demonstrates the difference of the perception-rating of the respondent-barangay officials since it manifests confidence of the Barangay Captains about their Fully Capabilities in Barangay Governance. In contrast, other Barangay Officials show the fair capabilities of their Barangay Captains' Barangay Governance.

This finding aligns with Caldo (2015) paper that revealed that selected respondents are uncertain of their Punong Barangay competence. The research data may infer that the barangay officials except for the barangay captain themselves are also hesitant about their respective Barangay captain's ability.

## 6. Conclusion and Recommendation

The outcomes of the baseline information study revealed that the barangay captains are relatively capable in barangay governance. Furthermore, looking at the indicators of governance, Barangay Captains showed that they are more equipped with Barangay Fiscal Administration than in Legislative and Judicial functions; hence they needed to be capacitated in the weak areas of their governance. The responses according to the type of respondents revealed differences, showing the confidence of the Barangay Captains about their Full Capabilities in Barangay Governance. In contrast, the rest of the Barangay Officials demonstrated the perception of being fair capabilities of their Barangay Captains' Barangay Governance. With the different results, the study further validated through an unstructured interview among the barangay kagawad, barangay secretaries and treasurers with an open-ended question about the problems they encountered on their respective barangay captains' governance capabilities. It arrived with the three common themes revealing the incompetence of the Barangay Captains; the non-cooperation of the residents or the constituents themselves; and the non-cooperative Barangay Kagawad that genuinely affects the capability of the Barangay Captain.

Given the situation, the study recommends that all barangay officials, particularly the barangay captains, are urged to attend Barangay Governance Capability training program and seminar to improve and enrich their Barangay Governance Capability skills and strategies. Intensive monitoring and assessment of their barangay performance may be regularly to awaken their awareness and commitment to perform their duties and functions expected of them is also considered. The study may find a proposed training package where all Catanduanes State University Panganiban Campus Faculty-Extensionists will be involved in the extension services program. The programs and activities geared towards strengthening more their Barangay Governance Capability Skills and Strategies. The results of this study will be presented in a Research Fora, be discussed with all concerned for information purposes, and published for widest dissemination. Lastly, the conducted extension-based research in the future is in line with the programs of the Catanduanes State University – Panganiban Campus, such as Bachelor of Elementary Education, Bachelor of Technical and Vocational Teacher Education, and Bachelor of Science in Agriculture. Further, future researchers may consider research-based extension programs that the community needed.

This study has limitations: First, the interpretations of the gathered data rely purely on the answers of the respondents in the questionnaire, where this writer relies on their honest replies. Second, the present study results may not be generalized in provincial or regional levels because it only represents the three municipalities of Catanduanes i.e. Viga, Panganiban, and Bagamanoc. In future research, this writer will consider specific aspects of Barangay Governance, specifically on Education and Literacy aspects, in the Barangay Level since the Faculty Extensionists are experts in Education.

### **Conflicts of interest**

This researcher declares no conflict of interest in this manuscript.

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