

LEADING WITH PURPOSE: HOW BARANGAY LEADERSHIP AND GOVERNANCE SHAPE ORGANIZATIONAL SUCCESS

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ABSTRACT: This study revealed that the majority of respondents were male (79%), married (86%), had undergone over 81 hours of training (88%), had served 1–2 years as Barangay Captain (52%), were Roman Catholic (77%), had 3–4 children (50%), were at the college level of education (51%), derived their income from farming (63%), were aged 41–50 at the time of election as Punong Barangay (45%), and were currently within the 41–50 age group.

The study introduces a novel framework examining the intersection of leadership styles and governance practices in Philippine barangays, focusing on the impact of strategic, charismatic, and service-oriented leadership on transparency, accountability, and inclusivity. Using a descriptive survey and correlational method, the research shows a strong link between different leadership styles and successful governance results, with findings indicating a very high connection between leadership styles and the work environment (p -value = 0.0012). Charismatic leadership emerged as the most effective in fostering trust and engagement within local government units.

This study provides actionable recommendations for leadership development programs and offers ideas for replicating these findings in similar rural governance contexts. It offers fresh ideas for strengthening community governance structures and enhancing public trust at the grassroots level.

Keywords: Leadership styles, good governance, organizational climate, Punong Barangay, community development.

1. INTRODUCTION

In the barangay, the smallest political unit in the Philippines, having a strong leader is fundamental. This leader, the barangay captain, is crucial for providing essential services, encouraging people to participate, and ensuring the local government responds to the community's needs. As such, it involves handling administrative tasks, pushing for development that includes everyone, and maintaining peace and order. How a barangay captain leads significantly impacts how things are governed and the overall atmosphere within the local government. According to Beshi and Kaur [1], Public trust is a critical element for effective democratic governance and the legitimacy of government institutions; good governance practices serve as both a precondition and a result of public trust, and trusting in government reflects citizens' confidence in their government's ability to act appropriately, honestly, and effectively. Being transparent reduces secrecy in government operations, enhances public trust, and fosters open communication between citizens and government, and being accountable ensures that government officials are answerable for their actions, strengthening citizens' confidence in governance, and being responsive refers to the government's ability to address citizens' needs effectively and promptly. Furthermore, Flores [2] defines good governance as the process of decision-making and implementation that addresses the needs of the general population rather than specific groups; barangays, the smallest political units in the Philippines, play a crucial role in implementing government policies and programs. They have the autonomy to manage their affairs, raise financial resources, and enhance the welfare of their constituents. Additionally, effective governance at this level has a direct impact on the community's quality of life. Everyone agrees

that strong leadership and good governance are crucial for local governments to thrive. We still do not have precise, data-driven data on how different leadership styles affect the quality of governance and the overall atmosphere within rural barangay organizations. Much of the research out there either assesses these things separately or focuses on big cities and national-level politics, ignoring the unique challenges faced by leaders in rural areas. Transparency, accountability, and responsiveness are critical components of good governance that significantly influence public trust in local government. Citizens who perceived higher levels of these practices exhibited greater trust in their local government when the governments provided clear and accessible information about their actions. Citizens are more likely to trust them; being responsible or the ability of governments to promptly address citizens' needs will directly influence trust levels. Good governance practices meet citizens' needs and enhance the overall perception of government performance, thereby increasing trust [3]. Although everyone agrees that strong leadership and good governance are crucial for local governments to thrive, we still do not have precise, data-driven data on how different leadership styles affect the quality of governance and the overall atmosphere within rural barangay organizations. Much of the research out there either assesses these things separately or focuses on big cities and national-level politics, ignoring the unique challenges faced by leaders in rural areas Subedi & Subedi; Kalla & Metaxas [4].

2. RESEARCH OBJECTIVES

The study intends to conduct a correlational assessment of the relationship between leadership styles, good governance practices, and the effectiveness. The objective is to showcase the socio-demographic profile of the Barangay Captains.

Collecting comprehensive demographic information, including age, sex, civil status, education, years of service, and additional elements such as income sources and governance training hours, is essential. This data will help identify patterns influencing leadership styles and governance practices. To assess the extent of effectiveness of different leadership styles, it will evaluate the effectiveness of various leadership styles employed by Barangay Captains, such as strategic, charismatic, servant, and democratic leadership, in influencing good governance practices and the organizational climate within their barangays; To assess the extent of interpretation of the practices of good governance, it focuses on understanding how Barangay Captains interpret and apply good governance practices like transparency, accountability, responsiveness, and inclusiveness in their daily operations; To evaluate the extent of implementation of an effective organizational climate, it will explore how the organizational environment within the barangay is influenced by the leadership styles and governance practices, focusing on elements such as communication, service orientation, and innovation in the workplace; To examine the relationship between leadership styles and the practical implementation of good governance practices, it will analyze the correlation between the leadership approaches used by Barangay Captains and the effectiveness of good governance practices within their local government units (LGUs); and This study will evaluate how the leadership styles of Barangay Captains and the support from their councils impact the creation of a positive and effective organizational climate within the barangay.

3. THEORETICAL FRAMEWORK

This research used James MacGregor Burns's (1978) transformational leadership theory [5]. This theory is about leaders who energize and drive their followers to look beyond their interests and work for the benefit of the group, organization, or community. These leaders set a shining example, acting with integrity and strong ethics and holding themselves to high standards. They craft a compelling and inspiring future vision that motivates people, sets the bar high, and creates an environment where everyone feels driven to do more than they ever thought possible [6]. These leaders encourage creativity, critical thinking, and problem-solving; they are unafraid to challenge how things are usually done, making space for new ideas and innovative solutions, and taking the time to understand each individual's needs for growth and development [7]. They become mentors, offering support, encouragement, and guidance to help their followers reach their personal and professional aspirations [8].

4. MATERIALS AND METHODS:

This study employs a descriptive and correlational research design combining correlational and descriptive survey methodologies. This study gives qualitative details about the lived experiences of barangay captains while exploring the

relationship between leadership styles and governance outcomes. The study focuses on Barangay Captains in Surigao del Sur, with a sample size of 60 participants selected through stratified sampling. We used random sampling to ensure that the demographic selected was representative. The Selection criteria included years of service, educational background, and leadership training, which examined how different sociodemographic factors affect leadership effectiveness. Survey Questionnaire: [9] A self-administered Likert-scale questionnaire was developed to measure leadership styles (strategic, charismatic, service-oriented, etc.), governance practices (transparency, accountability, inclusiveness), and organizational climate (communication, service orientation). A panel of governance experts pre-tested and validated the instrument to ensure reliability. Semi-structured Interviews: These interviews were conducted to capture in-depth qualitative data on the perceived impact of leadership styles on governance and organizational climate, allowing for nuanced responses beyond the structured survey data. [10] A descriptive survey is a research design and data collection technique that uses researcher-made questionnaires that undergo validation by a panel of experts. The statistical treatments were simple frequency, mean, and Pearson's r . [11] A correlational approach is beneficial in studying problems in education and other behavioural sciences, and its principal advantage is that it permits one to measure a significant number of variables of their interrelationship simultaneously.

Null Hypothesis (H₀): The effectiveness of barangay governance practices is significantly correlated with leadership styles, according to the alternative hypothesis (H₁). There is a significant relationship between leadership styles and the effectiveness of governance practices in barangays. Quantitative data were analyzed using Pearson's correlation coefficient (r) and analysis of variance (ANOVA) to test for significant relationships between leadership styles and governance practices. Qualitative data were thematically analyzed to identify patterns and insights that explain the quantitative findings. The study adhered to ethical guidelines, ensuring informed consent from all participants, maintaining confidentiality, and providing participants with the right to withdraw at any point during the study.

5. CONCEPTUAL FRAMEWORK

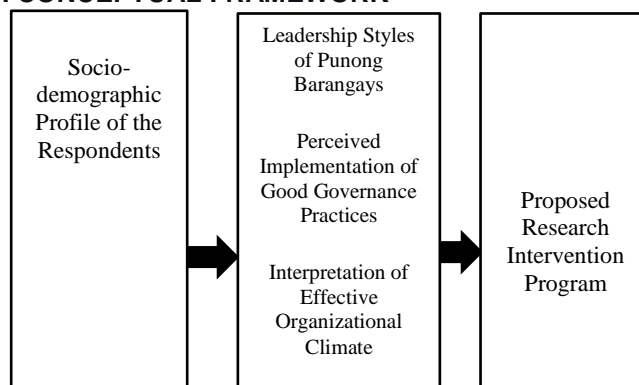


Figure 1. Conceptual Framework of the Study

6. RESULTS AND DISCUSSIONS:

Table 1. The Demographic Profile of the Respondents

Indicators	Frequency	Percentage
1.1. Sex		
Male	66	79%
Female	18	21%
1.2. Civil Status		
Single	6	7%
Widow	3	3.5%
Widower	3	3.5%
Separated	0	0%
Married	72	86%
1.3. Number of hours of training in effective governance		
8 – 20 hours	1	1%
21 – 30 hours	1	1%
31 – 40 hours	2	2%
41 – 50 hours	1	1%
51 – 60 hours	1	1%
61 – 70 hours	3	4%
71 – 80 hours	1	1%
Above 81 hours	74	88%
1.4. Number of Years in Service as Punong Barangay		
1-2 years	44	52%
3-4 years	2	2%
5-7 years	20	24%
8-10 years	12	14%
Above 11 years	6	7%
1.5. Religion		
Assembly of God	2	2%
Evangelical	6	7%
Roman Catholic	65	77%
Phil. Independent Church	3	3.5%
Seventh Day Adventist	3	3.5%
Iglesia ni Cristo	0	0%
Muslim	0	0%
Protestant	0	0%
Baptist	1	1%
Others	4	5%
1.6. Number of Children		
1-2	26	31%
3-4	42	50%
5-6	6	7%
7-8	3	3.5%
9-10	2	2%
N/A	5	6%
1.7. Educational Attainment		
Elementary Graduate	4	4%
High School Graduate	15	18%
College Level	43	51%
College Graduate	22	26%
MA Units	0	0
MA Graduate	0	0
1.8. Other Sources of Income		
Farming	53	63%
Fishing	5	6%
Carpentry	5	6%
An entrepreneur	15	18%

NGO Worker	1	1%
Others	5	6%
1.9. Age when elected as Punong Barangay or Barangay Captain		
18 – 30 years old	2	2%
31 – 40 years old	20	24%
41 – 50 years old	38	45%
51 – 60 years old	13	16%
61 years old & above	11	13%
1.10. Age at Present		
18 – 30 years old	0	0%
31 – 40 years old	14	17%
41 – 50 years old	30	36%
51 – 60 years old	18	21%
61 years old & above	22	26%

Table 1. Most barangay captains are men (79%) aged between 41 and 50, with 77% having a college or higher education. These leaders tend to be experienced, with 88% receiving over 81 hours of governance training. The predominance of married males suggests stability but raises concerns about the lack of gender and age diversity. Future leadership programs should emphasize inclusive participation to address these gaps and improve governance adaptability.

Table 2. Distributions of the Extent of Effectiveness of the Different Leadership Styles

Indicators	Weighted Mean	Verbal Description
1. Strategic Leadership	4.69	Very Effective
2. Charismatic Leadership	4.74	Very Effective
3. Coach-style Leadership	4.73	Very Effective
4. Servant Leadership	4.64	Very Effective
5. Work Output-Oriented Leadership	4.65	Very Effective
6. Quality Service-Oriented Leadership	4.62	Very Effective
7. Laissez-Faire Leadership	4.56	Very Effective
8. Human Relation-Oriented Leadership	4.45	Very Effective
9. Democratic Leadership	4.57	Very Effective
Mean	4.63	Very Effective

Table 2: All leadership styles evaluated—charismatic, strategic, and service-oriented—were rated as "very effective," with charismatic leadership receiving the highest rating (4.74). This study suggests that charismatic leaders are perceived as most successful in fostering trust and promoting transparency in governance, which are crucial for good governance practices. Interestingly, human relation-oriented leadership received the lowest rating (4.45), pointing to the need to identify potential areas for improvement in managing interpersonal relationships and fostering a more inclusive leadership environment.

Table 3. Distributions of the Extent of Implementation of the Practices of Good Governance

Indicators	Weighted Mean	Verbal Description
1. The Barangay Local Government Unit regularly performs or undertakes assessments to evaluate local communities' current state and needs.	4.55	Outstanding
2. The Barangay Local Government Unit checks and observes the participation of various sectors.	4.64	Outstanding
3. The Barangay Local Government Unit installed a public bulletin to promote transparency.	4.69	Outstanding
4. The Barangay Local Government Unit adhered to the rule of law as outlined in the Barangay Code.	4.71	Outstanding
5. The Barangay Local Government Unit observed responsiveness to the community.	4.58	Outstanding
6. The Punong Barangay/Barangay Captain is consensus-oriented in Barangay meetings.	4.58	Outstanding
7. The Barangay Local Government Unit observed the efficiency and effectiveness of the Barangay meetings and Barangay Assemblies.	4.56	Outstanding
8. The Barangay Local Government Unit observed the participation and involvement of vulnerable sectors in the barangay assemblies, thus promoting inclusiveness and equity.	4.62	Outstanding
9. The Punong Barangay is consensus-oriented.	4.55	Outstanding
10. The Punong Barangay is accountable to the community/populace.	4.57	Outstanding
11. The Punong Barangay is transparent about the barangay's expenses.	4.64	Outstanding
Mean	4.61	Outstanding

Table 3, The Barangay Local Government Units (LGUs) demonstrated outstanding implementation of good governance practices, particularly in transparency, accountability, and the rule of law. Indicators such as public bulletins and adherence to the rule of law were highly rated. This highlights the barangays' commitment to transparency and legal compliance. However, responsiveness and inclusiveness could be improved, as these areas showed

slightly lower ratings, suggesting a need for more proactive community engagement.

Table 3. Distributions of the Extent of Implementation of an Effective Organizational Climate

Indicators	Weighted Mean	Verbal Description
1. The Barangay Local Government Unit observed an effective organizational structure.	4.63	Outstanding
2. The Barangay Captain, or Punong Barangay, practices a service-oriented governance.	4.70	Outstanding
3. The Barangay Local Government Unit observed that effective communication methods, such as memorandums, instructions, and social media, are correctly served.	4.62	Outstanding
4. Barangay staff members demonstrate the values and goals of good governance.	4.60	Outstanding
5. The Barangay Local Government Unit observed a client-oriented work environment in the Barangay office and outside it.	4.58	Outstanding
6. The Barangay Local Government Unit observed a rule/policy-oriented work climate.	4.54	Outstanding
7. The Barangay Local Government Unit observed an innovation-oriented work climate.	4.52	Outstanding
8. The Barangay Local Government Unit observed positive interpersonal relationships.	4.61	Outstanding
9. The barangay reviews and observes the use of various conflict-handling skills by the barangay captain or punong barangay.	4.41	Outstanding
10. The Barangay Local Government Unit observed the provision of quality-assured services and the leadership skills of the Barangay Kagawad and Barangay Captain or Punong Barangay.	4.48	Outstanding
Mean	4.57	Outstanding

Table 3. The organizational climate within the barangays was also rated as outstanding, particularly in areas like service orientation and effective communication. However, the relatively lower score in conflict resolution (4.41) highlights an area for improvement. Conflict management should be a

focus in future leadership development programs to enhance cohesion and productivity within the barangay office.

Table 4.

Distributions of the Significant Relationship between Leadership Styles of Barangay Captains and the Effective Implementation of Good Governance Practices of BLGUs in Surigao del Sur

Source of Variances	P-value	Decision	Conclusion
Mean Scores of the Leadership Styles of Barangay Captains and the Effective Implementation of Good Governance Practices	0.0012	Reject H_0	Significant

The null hypothesis was rejected due to the highly significant relationship between leadership styles and the effectiveness of governance practices (p -value = 0.0012). This finding confirms that leadership styles influence governance effectiveness in barangays, supporting the theoretical framework of transformational leadership, which emphasizes the role of leaders in shaping organizational outcomes.

Table 5.

Distributions of the Effective Organizational Climate Change is/are Attributed to the Punong Barangays' Leadership Styles and the Supportive Barangay Councils

Source of Variances	P-value	Decision	Conclusion
Mean Scores of the Effective Organizational Climate Change is/are Attributed to the Punong Barangays' Leadership Styles and the Supportive Barangay Councils	0.0000	Reject H_0	Statistically Attributed

Similarly, the relationship between leadership styles and organizational climate was also statistically significant (p -value = 0.0000), emphasizing the critical role of adaptive leadership and council support in fostering a positive workplace environment.

These findings offer new insights into how transformational leadership can drive good governance practices at the grassroots level. By aligning leadership styles with governance outcomes, this research highlights the importance of leadership development programs tailored to the unique needs of barangay leaders. Additionally, the study advocates for inclusive leadership and community-driven governance as key strategies for improving local government effectiveness.

7. CONCLUSIONS

1. **Barangay Leadership and Governance:** This study demonstrates that leadership styles—particularly charismatic, strategic, and service-oriented—play a pivotal role in shaping the effectiveness of good governance

practices and creating a favourable organizational climate. These findings emphasize the value of adaptive leadership in rural governance, where leaders must balance the demands of community development with the practicalities of local governance.

2. **Leadership Styles and Organizational Climate:** The results revealed a significant relationship between leadership styles and organizational climate, suggesting that leadership impacts governance practices and shapes the internal work environment. Charismatic leadership, in particular, was found to foster trust, inclusivity, and accountability, essential components of a thriving governance model at the barangay level.
3. **Implications for Barangay Governance:** The study's findings provide compelling evidence that enhancing leadership skills in transparency, accountability, and responsiveness can significantly improve the performance and perception of barangay governance. This is especially crucial in rural areas, where leadership effectiveness directly influences public trust and community engagement.
4. **Demographic Considerations:** The demographic profile of barangay captains reveals a lack of gender and age diversity, which may limit the inclusivity of leadership approaches. Therefore, fostering diversity in leadership positions should be a key focus of future local governance reforms.
5. **Future Research Directions:** This study opens avenues for future research, particularly exploring how leadership styles in barangays influence citizen participation and socio-economic development. The research also suggests a need for comparative studies on leadership styles in urban and rural contexts to understand how local governance dynamics differ across settings.

8. RECOMMENDATIONS

1. **Leadership Development Programs for Barangay Captains:** To enhance leadership effectiveness, capacity-building programs for barangay captains should be established. These programs should focus on developing transformational leadership skills, particularly charismatic, strategic, and service-oriented leadership. Workshops and training sessions could include conflict resolution, community engagement, and technological integration to improve governance practices.
2. **Promoting Diversity in Leadership:** Given the lack of gender and age diversity among barangay captains, it is crucial to implement policies encouraging the participation of women, youth, and individuals from varied socio-economic backgrounds in local leadership roles. These goals could be achieved through leadership mentoring programs targeting underrepresented groups and inclusive leadership training to foster a more diverse and representative governance structure.
3. **Strengthening Good Governance Practices:** Barangay councils should be encouraged to implement regular assessments of governance practices. Conducting assessments is essential to ensuring ongoing transparency, accountability, and responsiveness. Establishing feedback mechanisms where community members can actively evaluate governance practices will promote trust and inclusivity.

4. Focus on Conflict Resolution Training: Given the relatively lower rating of conflict resolution skills, it is recommended that barangay captains and their councilors undergo specialized training in dispute resolution and peace building. Such training would help improve interpersonal relationships, reduce internal conflicts, and create a more harmonious and productive organizational climate.

5. Leveraging Technology for Governance: To enhance transparency and community engagement, it is recommended that barangays invest in digital platforms for public communication. These platforms could include online town halls, social media updates, and digital records of barangay activities, enabling better access to information and participation in decision-making processes.

6. Comparative Studies on Rural vs. Urban Governance: Future research should compare leadership styles and governance outcomes in rural and urban barangays. A comparative study would offer important information about how different contexts affect leadership effectiveness, governance practices, and organizational climate. Such findings could inform tailored governance strategies across various settings.

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