INTELLECTIVE AND NON-INTELLECTIVE FACTORS ASSOCIATED WITH GOOD LOCAL GOVERNANCE

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Abstract

The study investigated the influence of intellective factors (verbal comprehension, verbal, figural and quantitative reasoning) and the non-intellective factors (age, gender, educational qualification and length of service) on the performance of the barangay captains on governance, fiscal administration, development planning, barangay legislation, delivery of basic services and facilities and compliance to directives for the calendar year 2007 of Dapitan City.

Keywords: intellective and non-intellective factors, good local governance

Introduction

Public administration entails leadership. The primary aim of leadership in any organization or institution is the general welfare of its constituents. Support, cooperation and trust from the constituents can be derived depending on the kind of leadership that exists. Hence, there should be harmonious and mutual relationship between leaders and followers in establishing a strong organization, in building a strong society and eventually in achieving a strong republic.

Every local government unit created or recognized under the Local Government Code is a body politic and corporate, endowed with powers to be exercised by it in conformity with laws. As such, it exercises powers as a political subdivision of the national government and as a corporate entity or corporation representing the inhabitants of its territory. The barangay is the basic unit of the Philippine political system. Originally known as barrio, its name was changed to barangay under Presidential Decree No. 557, dated September 21, 1974, for purely historical and patriotic reasons (Orendain, 1996).

As the basic political unit, the barangay is the take-off point in the planning and implementation of most government programs and projects. Its powers, duties and functions are carried out through three main organs, namely, the barangay assembly, the sangguniang barangay, and the punong barangay.

As chief executive of the barangay government, the barangay captain shall exercise such powers and perform such duties and functions as provided by the Local Government Code and other laws, ordinances and resolutions promulgated by the sangguniang barangay. The principal concern of his governance is the general welfare of his barangay and its inhabitants.

Hence, the proponents believe that barangay captains are agents of the national government. They play a
paramount role in the development and progress of our country. If the government aspires to build a strong republic, then it should have a strong barangay local government.

This premise motivates and interests the researchers to investigate what one makes effective and successful in running the affairs of barangay local government. This study examines the intellective and non-intellective aspects of barangay leaders and the influence on these on public administration.

The results of the study somehow serve as template or model towards effective barangay development and governance system.

**Theoretical/Conceptual Framework**

This study is anchored on Trait Theory of Dessler (1982) which supports the view that there are inborn traits that make for leaders. The theory identified six traits that make managers/leaders effective, namely, supervisory ability, intelligence, decisiveness, self-assurance, achievement-orientedness and self-actualization. Dessler further added that certain traits may make for effective leadership in one organization but may not yield similar result in another organization.

Considering intelligence as one of the leadership traits, its components like verbal comprehension, verbal reasoning, figural and quantitative reasoning may eventually influence leadership effectiveness of the barangay leaders.

In Fielder’s Contingency Model, leadership is effective when the leader’s style is appropriate to the situation. This model identifies leader-member relation which is the nature of the interpersonal relationship between leader and follower. It is obvious that the leader’s personality and the personalities of subordinates play important roles in this variable. In this regard, the proponents assume that the leader’s personality is relatively influenced by age, gender, educational qualification and length of service.

The model likewise recognizes the importance of situational factors in explaining success or failure of leaders. A leadership style appropriate for one situation may be inappropriate for another situation. Leadership is therefore situational. It varies with the values of a group. Certain situations may require certain leadership patterns. Leaders are made, especially in crisis situations, either to direct or redirect mass followership provided they possess the capability to make on-the-spot decisions in a given situational context.

Another theory of Dessler (Behavioral Style Theory) focuses on what the leader does, like accomplishing tasks or satisfying group needs. Group followers need a leader to make them stable, function smoothly, reduce or do away with uncertainty and confusion in realizing the goals of an organization. The task-oriented leader defines and specifies the work to be done and encourages people to do their work. The people-oriented leader helps create an atmosphere of harmony, a condition needed to reduce tension and conflict. By instilling a sense of belonging and pride in the organization and the values of the organization, he boosts morale.
This is strengthened in Charismatic Leadership Model (www.stewart-associates.co.uk/leadership-models) which suggests that people usually feel personally attracted to a charismatic leader. And the attraction can lead to a powerful leadership. Phenomena that can be observed in charisma include: the followers trust the correctness of the leader’s beliefs; the followers feel affection to the leader and obey the leader willingly and the followers feel an emotional involvement in the mission they are led to do. Hence, both are agents of transformation geared towards development and progress.

In James MacGregor Burns’ concept of ‘transforming leadership’, he states that leadership is relationship of mutual stimulation and elevation that converts followers into leaders and may convert leaders into moral agents. It occurs when one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of motivation or morality.

In the thoughts of Bass and Avolio (1994), the goal of transformational leadership is to transform people and organizations in a literal sense— to change them in mind and heart; enlarge vision, insight, and understanding; clarify purposes; make behavior congruent with beliefs, principles, or values; and bring about changes that are permanent, self-perpetuating, and momentum building.

**Schema of the Study**

**Research Method and Design**

The researchers administered a standardized test to the 44 barangay captains of Dapitan City to determine the following intellective abilities: verbal comprehension, verbal reasoning, figural and quantitative reasoning. The Part I of the answer sheet contained items to derive data for the age, gender, length of service and the educational qualification of the respondents.

Data were also obtained from the Department of Interior and Local Government Office for the performance of the barangay captains on governance, fiscal administration, development
planning, barangay legislation, basic services and facilities and compliance to directives. The data gathered were treated using statistical software with multiple regression as the statistical tool.

Results and Discussion

Governance

The regression equation is

\[
Gvr = 88.1 - 2.5 \text{ Gender} - 0.106 \text{ Age} + 0.19 \text{ EQ} - 0.60 \text{ LS} - 0.60 \text{ VR} + 0.69 \text{ VC} + 0.59 \text{ FR} + 0.30 \text{ QR}
\]

\[
\begin{array}{|c|c|c|c|c|}
\hline
\text{Predictor} & \text{Coef} & \text{SE Coef} & \text{T} & \text{P} \\
\hline
\text{Constant} & 88.1100 & 34.1200 & 2.58 & 0.049 \\
\text{Gender} & -2.4600 & 16.2100 & -0.15 & 0.886 \\
\text{Age} & -0.1060 & 0.3515 & -0.30 & 0.775 \\
\text{EQ} & 0.1940 & 6.2720 & 0.03 & 0.977 \\
\text{LS} & -0.6000 & 3.5030 & -0.17 & 0.871 \\
\text{VR} & -0.6030 & 1.4940 & -0.40 & 0.703 \\
\text{VC} & 0.6920 & 1.5560 & 0.44 & 0.675 \\
\text{FR} & 0.5910 & 3.3230 & 0.18 & 0.866 \\
\text{QR} & 0.2970 & 1.4510 & 0.20 & 0.846 \\
\hline
\end{array}
\]

\[S = 10.94 \quad \text{R-Sq} = 21.8\% \quad \text{R-Sq(adj)} = 0.0\%
\]

The data show that barangay captains who have higher educational qualification, verbal comprehension, figural reasoning and quantitative reasoning would have better performance on governance. However, the older they are and the longer they have served would indicate declining performance on governance as well as those who have higher verbal reasoning. Male barangay captains are better on governance.

Fiscal Administration

The regression equation is

\[
\text{Fis Ad} = 85.9 - 3.74 \text{ Gender} - 0.072 \text{ Age} + 0.33 \text{ EQ} + 0.26 \text{ LS} - 0.187 \text{ VR} - 0.509 \text{ VC} + 0.32 \text{ FR} - 0.245 \text{ QR}
\]

\[
\begin{array}{|c|c|c|c|c|}
\hline
\text{Predictor} & \text{Coef} & \text{SE Coef} & \text{T} & \text{P} \\
\hline
\text{Constant} & 85.9100 & 10.3400 & 8.31 & 0.000 \\
\text{Gender} & -3.7350 & 4.9140 & -0.76 & 0.481 \\
\hline
\end{array}
\]

This means that the more educated the barangay captain, the firmer he would be in enforcing laws and ordinances, the careful he would be in negotiating, entering and signing contracts on behalf of the barangay upon authorization of the sangguniang barangay. It implies that those who aspire to become barangay leaders need to possess higher educational qualification.
It shows that male barangay captains are better on fiscal administration. Those who have higher educational qualification, longer length of service and figural reasoning would likely have better performance on fiscal administration, yet older leaders and those with higher verbal reasoning, verbal comprehension and quantitative reasoning would have lower performance on fiscal administration.

This means that male barangay captains including those with higher educational qualification, longer length of service and figural reasoning have effectively exercised their functions on resource generation, resource allocation, resource accountabilities and supply management.

Further, higher abilities in verbal reasoning, verbal comprehension and quantitative reasoning do not assure better performance on fiscal administration.

Development Planning

The regression equation is
Dev Pln = 76.7 + 11.7 Gender - 0.112 Age - 2.63 EQ + 5.15 LS - 1.04 VR
+ 1.80 VC + 0.87 FR - 0.99 QR

This reveals that female barangay captains are better in development planning with those having longer length of service and higher verbal comprehension and figural reasoning. And the equation still indicates that older
barangay captains would have deteriorating performance in development planning as well as those with higher educational qualification, verbal and quantitative reasoning.

The results validate the fact that it is the innate tendency of women to excel in this aspect since the descriptors of development planning are congruent to the women responsibilities like care and commitment towards protection of children, anti-drug abuse, public safety plan/disaster preparedness, solid waste management, nutrition and other concerns.

Barangay Legislation

The regression equation is

\[ \text{Bar Legis} = 92.6 - 1.96 \text{Gender} - 0.0090 \text{Age} - 3.40 \text{EQ} + 1.11 \text{LS} - 0.986 \text{VR} + 1.21 \text{VC} + 0.371 \text{FR} - 0.042 \text{QR} \]

<table>
<thead>
<tr>
<th>Predictor</th>
<th>Coef</th>
<th>SE Coef</th>
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<th>P</th>
</tr>
</thead>
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<tr>
<td>Constant</td>
<td>92.60900</td>
<td>8.45500</td>
<td>10.95</td>
<td>0.000</td>
</tr>
<tr>
<td>Gender</td>
<td>-1.96000</td>
<td>4.01800</td>
<td>-0.49</td>
<td>0.646</td>
</tr>
<tr>
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<td>0.08710</td>
<td>-0.10</td>
<td>0.922</td>
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<tr>
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<tr>
<td>LS</td>
<td>0.00280</td>
<td>0.86800</td>
<td>1.28</td>
<td>0.256</td>
</tr>
<tr>
<td>VR</td>
<td>-0.98630</td>
<td>0.37020</td>
<td>-2.66</td>
<td>0.045</td>
</tr>
<tr>
<td>VC</td>
<td>1.20540</td>
<td>0.38560</td>
<td>3.13</td>
<td>0.026</td>
</tr>
<tr>
<td>FR</td>
<td>0.37070</td>
<td>0.82350</td>
<td>0.45</td>
<td>0.671</td>
</tr>
<tr>
<td>QR</td>
<td>-0.04190</td>
<td>0.35970</td>
<td>-0.12</td>
<td>0.912</td>
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</table>

S = 2.711 R-Sq = 84.1% R-Sq(adj) = 58.7%

The equation reveals that male barangay captains are better in barangay legislation with those having longer length of service, verbal comprehension and figural reasoning. The older the barangay captain, the performance in barangay legislation would go down as well as those with higher educational qualification, verbal and quantitative reasoning.

This means that male barangay captains and those who have served longer in the public are very much familiar and have performed their duties and functions to include the organization of mandatory committees for appropriation, women and family, human rights, youth and sports development, environmental protection and others. Barangay captains who have higher educational qualification tend not to delineate other functions to other sangguniang members by reason of trust and confidence, perfection and excellence.

Basic Services and Facilities

The regression equation is
Bsc Serv = 97.7 + 2.29 Gender - 0.013 Age - 3.48 EQ - 0.38 LS - 0.123 VR + 0.640 VC - 0.95 FR + 0.161 QR

<table>
<thead>
<tr>
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<th>Coef</th>
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<tr>
<td>Constant</td>
<td>97.6500</td>
<td>20.7100</td>
<td>4.72</td>
<td>0.005</td>
</tr>
<tr>
<td>Gender</td>
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<td>9.8430</td>
<td>0.23</td>
<td>0.825</td>
</tr>
<tr>
<td>Age</td>
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<td>0.2133</td>
<td>-0.06</td>
<td>0.953</td>
</tr>
<tr>
<td>EQ</td>
<td>-3.4810</td>
<td>3.8080</td>
<td>-0.91</td>
<td>0.402</td>
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<tr>
<td>LS</td>
<td>-0.3850</td>
<td>2.1260</td>
<td>-0.18</td>
<td>0.0864</td>
</tr>
<tr>
<td>VR</td>
<td>-0.1226</td>
<td>0.9068</td>
<td>-0.14</td>
<td>0.898</td>
</tr>
<tr>
<td>VC</td>
<td>0.6396</td>
<td>0.9445</td>
<td>0.68</td>
<td>0.528</td>
</tr>
<tr>
<td>FR</td>
<td>-0.9500</td>
<td>2.0170</td>
<td>-0.47</td>
<td>0.658</td>
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<tr>
<td>QR</td>
<td>0.1612</td>
<td>0.8811</td>
<td>0.18</td>
<td>0.862</td>
</tr>
</tbody>
</table>

S = 6.642 R-Sq = 35.7% R-Sq(adj) = 0.0%

As shown above, female barangay captains are better in the delivery of basic services and facilities as well as those with higher verbal comprehension and quantitative reasoning. Those with higher educational qualification, length of service, verbal and quantitative reasoning and the older ones would have lower performance in basic services and facilities.

This corroborates the fact that women leaders have the passion to accommodate the needs of their constituents. They care and think of the constituents’ comfort and satisfaction. In this study, it validated that female barangay captains have adequately delivered to the barangay constituents the following: health care and social services, food security and nutrition, care and maintenance of facilities, education and functional literacy and others.

Compliance to Directives

The regression equation is
Direct = 108 + 2.99 Gender - 0.231 Age + 1.22 EQ - 0.07 LS - 0.285 VR + 0.138 VC - 0.95 FR + 0.270 QR

<table>
<thead>
<tr>
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<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant</td>
<td>108.3700</td>
<td>18.4000</td>
<td>5.89</td>
<td>0.002</td>
</tr>
<tr>
<td>Gender</td>
<td>2.9950</td>
<td>8.7470</td>
<td>0.34</td>
<td>0.746</td>
</tr>
<tr>
<td>Age</td>
<td>-0.2311</td>
<td>0.1896</td>
<td>-1.22</td>
<td>0.277</td>
</tr>
<tr>
<td>EQ</td>
<td>1.2160</td>
<td>3.3840</td>
<td>0.36</td>
<td>0.734</td>
</tr>
<tr>
<td>LS</td>
<td>-0.0710</td>
<td>1.8900</td>
<td>-0.04</td>
<td>0.971</td>
</tr>
<tr>
<td>VR</td>
<td>-0.2854</td>
<td>0.8058</td>
<td>-0.35</td>
<td>0.738</td>
</tr>
<tr>
<td>VC</td>
<td>0.1385</td>
<td>0.8393</td>
<td>0.17</td>
<td>0.875</td>
</tr>
<tr>
<td>FR</td>
<td>-0.9540</td>
<td>1.7930</td>
<td>-0.53</td>
<td>0.617</td>
</tr>
<tr>
<td>QR</td>
<td>0.2699</td>
<td>0.7830</td>
<td>0.34</td>
<td>0.744</td>
</tr>
</tbody>
</table>

S = 5.902 R-Sq = 33.3% R-Sq(adj) = 0.0%
As revealed above, female barangay captains are better in compliance to directives including those with higher educational qualification, verbal comprehension and quantitative reasoning. Nevertheless, the older they become, the lower performance in this aspect as well as those with longer length of service, verbal reasoning and figural reasoning.

This means that female barangay captains including those with higher educational qualification, verbal comprehension and quantitative reasoning have faithfully discharged and have willingly complied the directives of higher authorities in the creation or organization of barangay-based organizations like barangay tanod, lupong tagapamayapa, BNC and others.

Conclusions

1. Male barangay captains are better on governance, fiscal administration and barangay legislation, while female barangay captains are better on development planning, delivery of basic services and facilities and the compliance to directives.

2. Age has greatly influenced the performance on public administration. The older he becomes, the lower his performance would be on governance, fiscal administration, development planning, barangay legislation, delivery of basic services and facilities and compliance to directives.

3. Higher educational qualification would mean better performance on governance, fiscal administration and compliance to directives, but would be lower on development planning, barangay legislation and delivery of basic services and facilities.

4. Higher verbal comprehension would positively influence the performance on governance, development planning, barangay legislation, delivery of basic services and compliance to directives, but not on fiscal administration.

5. Longer length of service would have negative indication on governance, delivery of basic services and facilities and the compliance to directives, but not on fiscal administration, development planning and barangay legislation.

6. Higher figural reasoning would mean better performance on governance, fiscal administration, development planning and barangay legislation, but not on the delivery of basic services and facilities and compliance to the directives.

7. Higher verbal reasoning has negative influence on governance, fiscal administration, development planning, barangay legislation,
delivery of basic services and facilities and compliance to the directives.

8. Governance, delivery of basic services and facilities and compliance to the directives are positively influenced by quantitative reasoning, but not on fiscal administration, development planning and barangay legislation.

Recommendations

1. Extensive and periodic performance evaluation to the barangay captains should be done by the Department of Interior and Local Government to institute reforms in the administration and to ensure effective barangay development and governance system.

2. Conduct seminars, training and conferences to increase awareness on the power, duties and functions of the barangay captains as provided by the Local Government Code and other laws, ordinances, resolutions promulgated by the sangguniang barangay and to uplift the sensitivity and understanding of how the barangay as a local government organization works and how the parts should fit together in support of the shared vision.

Acknowledgment

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References


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