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Leadership styles among barangay councilors in Tangub City

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Abstract

Aim: This study aimed to assess the leadership styles of barangay councilors in Tangub City, with particular focus on determining the least prevalent leadership dimension among structured, facilitative, supportive, and participative leadership styles. The study is relevant to local governance because barangay councilors play a critical role in community leadership, public service delivery, and grassroots decision-making.

Methodology: The study employed a quantitative descriptive research design. Data were gathered through an adopted and modified survey questionnaire administered to 385 barangay councilors in Tangub City, Misamis Occidental. The instrument measured four leadership dimensions: structured, facilitative, supportive, and participative leadership. The data were analyzed using frequency count, percentage distribution, and weighted mean to determine the prevailing and least prevalent leadership styles of the respondents.

Results: The findings revealed that all four leadership dimensions were generally rated at a high level. Among these, participative leadership emerged as the most dominant leadership style, indicating that barangay councilors strongly practice collaboration, shared decision-making, and teamwork in the performance of their duties. Supportive and structured leadership were also highly manifested. In contrast, facilitative leadership was found to be the least prevalent leadership dimension, suggesting that aspects such as scheduling, delegation, and coordination of activities require further strengthening.

Conclusion: The study concludes that barangay councilors in Tangub City generally demonstrate strong leadership styles that support effective local governance and public service delivery, particularly through participative and supportive leadership practices. However, the relatively lower manifestation of facilitative leadership highlights the need for targeted leadership development interventions to improve coordination, time management, and adaptive governance practices at the barangay level. Strengthening these capacities may contribute to more responsive, organized, and effective grassroots governance.

Keywords: *leadership styles, barangay councilors, local governance, participative leadership, facilitative leadership, supportive leadership, structured leadership, public service, Tangub City*

INTRODUCTION

Leadership has long been recognized as a fundamental determinant of organizational effectiveness, institutional performance, and public service delivery. In the public sector, leadership extends beyond directing personnel and managing organizational resources; it encompasses fostering accountability, promoting collaboration, facilitating participatory decision-making, and ensuring that government institutions remain responsive to citizens' needs. Nguyen et al. (2022) emphasized that effective public leadership is grounded in the integration of public values into leadership practices, enabling public officials to promote ethical governance, accountability, and citizen-centered decision-making. Similarly, Blanco and Pano (2022) argued that institutional leadership and collaboration among local government stakeholders are fundamental in achieving sustainable governance and improving public sector performance. As governments continue to confront increasingly complex governance challenges, effective leadership has become indispensable in promoting resilient institutions, democratic governance, and responsive public service delivery.



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Contemporary public administration has increasingly shifted from traditional hierarchical governance toward collaborative and participatory approaches that emphasize transparency, stakeholder engagement, accountability, and shared decision-making. In support of this perspective, Kinder et al. (2021) emphasized that effective leadership within collaborative governance ecosystems strengthens institutional responsiveness by fostering interorganizational cooperation, innovation, stakeholder engagement, and collective problem-solving. These leadership capabilities enable public institutions to respond more effectively to complex governance challenges while promoting accountability and organizational effectiveness. In the Philippine setting, Medina-Guce and Sanders (2024) argued that strengthening institutional capacity and leadership is essential to improving local government performance and governance outcomes through initiatives such as the Seal of Good Local Governance. These perspectives collectively demonstrate that leadership is not merely an individual competency but a strategic institutional capacity that shapes governance effectiveness, organizational performance, and public trust.

In the Philippine context, local government units (LGUs) play a vital role in promoting responsive governance and delivering essential public services through a decentralized system of governance. As the smallest political and administrative units, barangays are responsible for delivering basic services, maintaining peace and order, implementing community development programs, and encouraging citizen participation. Barangay councilors, in particular, occupy strategic roles in legislative decision-making, policy implementation, committee work, and community consultation. Their leadership capabilities directly influence institutional coordination, governance effectiveness, transparency, accountability, and the quality of public service delivery. Supporting this view, Kikuchi (2023) found that the competencies, policy orientation, and collaborative networks of senior public managers significantly influence local government performance in the Philippines, highlighting the importance of effective leadership in achieving responsive and efficient governance, while Deleña et al. (2025) found that effective leadership among barangay officials strengthens governance effectiveness, public service delivery, and community responsiveness.

Although leadership has been extensively studied across educational institutions, healthcare organizations, private corporations, and other organizational settings, comparatively fewer studies have focused on elected local government officials, particularly barangay councilors operating within decentralized governance systems. Existing research has generally examined leadership effectiveness as a broad organizational construct without simultaneously investigating structured, facilitative, supportive, and participative leadership within a local government context. Furthermore, recent studies have emphasized the need for greater empirical evidence linking leadership capabilities with governance outcomes at the barangay level. Rodriguez (2025) noted that leadership styles among barangay officials significantly influence local governance and local political development, yet empirical evidence remains limited regarding the specific leadership dimensions demonstrated by barangay councilors. This research gap is particularly evident in Tangub City, where barangay councilors perform diverse governance functions requiring effective leadership, collaborative decision-making, and responsive public service delivery, yet limited empirical evidence exists regarding their prevailing leadership capabilities and the leadership dimensions that require further strengthening.

The present study addresses this gap by assessing the leadership capabilities of barangay councilors in Tangub City across four leadership dimensions: structured leadership, facilitative leadership, supportive leadership, and participative leadership. By examining these dimensions within a local government context, the study contributes to the growing body of knowledge on public leadership, local governance, and public administration while providing empirical evidence that may guide leadership development initiatives for local government officials. More importantly, the findings are expected to assist local government administrators, policymakers, and capacity-building institutions in strengthening institutional performance, participatory governance, and responsive public service delivery. As governments continue to prioritize accountable, transparent, and citizen-centered governance, understanding leadership capabilities at the barangay level contributes to broader discussions on governance reform, institutional strengthening, and sustainable local development.

Review of Related Literature and Studies

Leadership is widely recognized as a key determinant of effective governance because it influences decision-making, organizational performance, accountability, and public service delivery. In local government, leaders are expected to promote collaboration, transparency, and citizen participation to achieve responsive governance. According to Dzordzormenyoh (2021), facilitative leadership enhances institutional effectiveness by encouraging collaboration and stakeholder engagement. Khassawneh and Elrehail (2022) reported that involving employees in decision-making significantly improves organizational performance and motivation.



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Recent governance research supports these findings. Winsvold and Vabo (2023) emphasized that participatory governance strengthens political leadership by improving citizen engagement and democratic decision-making, while Din et al. (2025) concluded that collaborative governance enhances public service delivery by strengthening the relationship between leadership and institutional performance. Collectively, these studies indicate that effective leadership in local government depends on collaboration, participation, and accountability, which are essential competencies for barangay councilors.

Leadership styles influence how public officials interact with employees, implement programs, and respond to community needs. Structured leadership provides direction through planning and goal setting, facilitative leadership encourages collaboration, supportive leadership promotes trust and employee well-being, while participative leadership emphasizes shared decision-making. Although these leadership styles differ in their approaches, researchers agree that each contributes to organizational effectiveness when appropriately applied.

Previous studies consistently demonstrate the positive effects of participative and supportive leadership on organizational performance and employee engagement, a relationship thoroughly explored by Khassawneh and Elrehail (2022). Building on these concepts, gerage (2021) highlighted the importance of facilitative leadership in strengthening collaboration within local governments. Ultimately, these findings suggest that no single leadership style is universally effective; instead, leaders should integrate different leadership approaches depending on organizational and community needs.

The reviewed literature consistently demonstrates that leadership significantly influences governance effectiveness, employee performance, and organizational outcomes. While previous studies have examined leadership in public organizations and local governments, most focus on general public leadership or barangay chairpersons rather than barangay councilors. Moreover, recent studies primarily examine participative and collaborative leadership without simultaneously assessing structured, facilitative, supportive, and participative leadership within the same local governance context.

Therefore, there remains limited empirical evidence regarding the leadership styles of barangay councilors in the Philippines, particularly in Tuguegarao City. This study addresses this gap by examining the four leadership dimensions among barangay councilors and identifying the least prevalent leadership style. The findings are expected to contribute to leadership development programs and strengthen evidence-based local governance.

Theoretical Framework

This study is primarily anchored on Public Leadership Theory, which emphasizes that leadership in the public sector is essential for achieving effective governance, improving public service delivery, strengthening institutional performance, and encouraging citizen participation. Hartley (2018) noted that unlike leadership in private organizations, public leadership focuses on serving the public interest through accountability, collaboration, transparency, and participatory decision-making.

Likewise, recent public administration scholarship continues to recognize public leadership as a critical factor in strengthening institutional effectiveness and improving governance outcomes. Dandalt (2024), through a systematic review of public sector leadership research, emphasized that contemporary public leadership extends beyond administrative functions by fostering organizational innovation, collaborative relationships, accountability, and adaptive leadership practices. These perspectives reinforce the continuing relevance of public leadership theories in guiding local government officials toward responsive, effective, and citizen-centered governance.

The study is further supported by the principles of Participatory Governance Theory, which asserts that effective local governance is achieved when public officials actively involve citizens and stakeholders in decision-making processes. Participatory governance promotes collaboration, responsiveness, and shared responsibility among government officials and the communities they serve. According to Ansell and Gash (2007), this theory is particularly relevant to barangay governance because barangay officials regularly engage citizens in planning, implementing, and evaluating community programs.

The collaborative governance framework of Ansell and Gash (2007) continues to provide a strong theoretical basis for understanding stakeholder engagement and collective decision-making in public administration. Recent governance scholarship further confirms the continuing relevance of collaborative governance in addressing contemporary local governance challenges. According to Yi and Qiu (2024), effective local governance has evolved beyond traditional government-centered administration toward collaborative governance that emphasizes public participation, partnerships, accountability, institutional performance, and shared responsibility among multiple stakeholders. Their systematic review also highlights that collaborative governance remains essential for improving local governance outcomes and responding to increasingly complex governance environments.



Guided by these theories, the study examines four leadership dimensions that influence governance effectiveness among barangay councilors:

Structured Leadership emphasizes planning, organization, clear communication, and effective coordination of government programs. Leaders practicing this style establish clear goals and ensure that public services are delivered efficiently and consistently.

Facilitative Leadership focuses on collaboration, consensus-building, and stakeholder engagement. Facilitative leaders encourage teamwork and strengthen partnerships among barangay officials, government agencies, and community members.

Supportive Leadership emphasizes trust, motivation, and employee development. Leaders practicing supportive leadership create positive working relationships that enhance organizational commitment and improve public service responsiveness.

Participative Leadership promotes shared decision-making and citizen involvement in governance. Leaders encourage community participation, transparency, and accountability, resulting in more responsive and inclusive local governance.

The integration of these leadership dimensions provides the theoretical basis for assessing the leadership styles practiced by barangay councilors in Tangub City. The framework assumes that these leadership dimensions influence governance effectiveness by improving coordination, participatory decision-making, institutional performance, and public service delivery. Consequently, identifying the least prevalent leadership style will provide evidence for leadership development initiatives and strengthen governance practices at the barangay level.

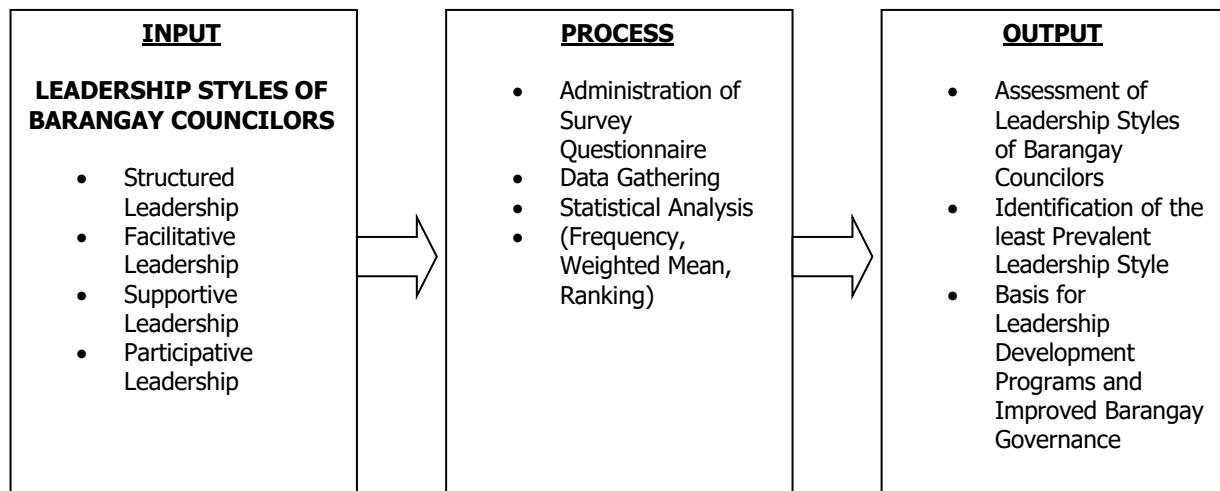
Based on the Public Leadership Theory and Participatory Governance Theory, the study developed the following conceptual framework to illustrate the variables examined and the expected outcome of the study.

Conceptual Framework

The conceptual framework of this study illustrates the flow of the research using the Input–Process–Output (IPO) Model. The framework presents the relationship between the study variables, the research procedures, and the expected outcomes.

Figure 1

Conceptual Framework of the Study Using the IPO Model



Note. Developed by the researchers based on the study variables and research objectives.

As shown in Figure 1, the Input stage comprises the four leadership style dimensions of barangay councilors: structured, facilitative, supportive, and participative leadership. The Process stage involves the administration of the survey questionnaire, data gathering, and statistical analysis using frequency, weighted mean, and ranking. The Output stage includes the assessment of the leadership styles of barangay councilors, the



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identification of the least prevalent leadership style, and the formulation of recommendations for leadership development and improved barangay governance.

Statement of the Problem

Barangay councilors play a crucial role in local governance because they participate in decision-making, community problem-solving, public service delivery, and the implementation of programs and policies at the grassroots level. As frontline local officials, their leadership capabilities influence the quality of governance, the responsiveness of public service, and the effectiveness of barangay operations. In particular, leadership styles such as structured, facilitative, supportive, and participative leadership may shape how barangay councilors coordinate with fellow officials, engage with community members, and carry out their responsibilities in local governance. Despite the importance of barangay leadership in strengthening local governance and public administration, limited empirical evidence exists regarding the leadership styles exhibited by barangay councilors in Tangub City. Examining these leadership dimensions is important in order to determine the extent to which barangay councilors demonstrate structured, facilitative, supportive, and participative leadership in the performance of their roles. More specifically, identifying the least prevalent leadership dimension may help inform leadership development interventions, capacity-building programs, and governance improvement efforts among barangay officials. Hence, this study was conducted to assess the leadership styles of barangay councilors in Tangub City and determine which leadership dimension is least demonstrated among them.

General Objective:

To assess the leadership styles of barangay councilors in Tangub City in terms of structured, facilitative, supportive, and participative leadership, and to determine which among these leadership styles is least prevalent

Specific Objectives:

1. To determine the extent to which barangay councilors in Tangub City exhibit structured leadership.
2. To determine the extent to which barangay councilors in Tangub City exhibit facilitative leadership.
3. To determine the extent to which barangay councilors in Tangub City exhibit supportive leadership.
4. To determine the extent to which barangay councilors in Tangub City exhibit participative leadership.
5. To identify which among the four leadership styles is least prevalent among the barangay councilors.

Research Questions:

1. To what extent do barangay councilors in Tangub City exhibit structured leadership?
2. To what extent do barangay councilors in Tangub City exhibit facilitative leadership?
3. To what extent do barangay councilors in Tangub City exhibit supportive leadership?
4. To what extent do barangay councilors in Tangub City exhibit participative leadership?
5. Which among the structured, facilitative, supportive, and participative leadership styles is the least prevalent among barangay councilors in Tangub City?

METHODOLOGY

Research Design

This study employed a descriptive-quantitative research design to determine the extent of the prevailing and least prevalent leadership styles among barangay councilors in Tangub City, Misamis Occidental, Philippines. This design was appropriate because the study aimed to measure the extent of leadership styles across four dimensions—structured, facilitative, supportive, and participative—based on the perceptions of the respondents. Rather than establishing cause-and-effect relationships or manipulating variables, the study sought to describe existing leadership styles and identify patterns in the leadership styles demonstrated by barangay councilors. The quantitative approach enabled the collection of numerical data through a structured survey questionnaire, allowing the researchers to objectively summarize, compare, and interpret the perceived leadership styles using appropriate statistical techniques. Consequently, the descriptive-quantitative research design provided a suitable methodological framework for achieving the study's objectives and generating empirical evidence on leadership styles in local governance.



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Population and Sampling

The study was conducted in Tangub City, Misamis Occidental, Philippines, during the first semester of Academic Year 2023–2024. The respondents consisted of 385 elected barangay councilors, representing all 55 barangays in the city, with seven councilors from each barangay.

The study employed total enumeration (census sampling), wherein all eligible barangay councilors were included as respondents. This sampling technique was deemed appropriate because the target population was manageable in size, allowing the researchers to gather comprehensive information from all qualified participants. The inclusion criteria required respondents to be duly elected barangay councilors who were actively serving during the conduct of the study and who voluntarily agreed to participate. Councilors who were unavailable during data collection or declined participation were excluded from the study.

For international readers, barangays are the smallest local government units in the Philippines, and barangay councilors are elected public officials responsible for local governance and community administration.

Instruments

The study utilized an adopted and modified questionnaire based on the instrument developed by Bocar and Pasok (2008), which measures four leadership style dimensions: Structured Leadership, Facilitative Leadership, Supportive Leadership, and Participative Leadership. The questionnaire consisted of 26 items rated using a 4-point Likert scale, where 4 = Strongly Agree, 3 = Agree, 2 = Disagree, and 1 = Strongly Disagree. Higher weighted mean scores indicate stronger agreement with the statements describing the corresponding leadership style. Minor modifications were made to ensure the instrument's suitability for the context of barangay governance while preserving the conceptual framework of the original instrument. Specifically, selected questionnaire items were contextually adapted to reflect the roles, functions, and responsibilities of barangay councilors. Minor wording revisions were also made to improve grammatical clarity, readability, and contextual appropriateness for the respondents. These modifications did not alter the four leadership dimensions or the intent of the original instrument but were introduced solely to enhance its applicability to the present study.

The adopted and modified questionnaire underwent content validation by a panel of experts in research and public administration to evaluate its relevance, clarity, and suitability for the objectives of the study. Their comments and recommendations were incorporated into the final version of the instrument.

Subsequently, the revised questionnaire was pilot-tested among 30 barangay councilors who were not included in the actual study. The instrument's internal consistency was assessed using Cronbach's alpha. The Cronbach's alpha coefficients were 0.931 for Structured Leadership, 0.941 for Facilitative Leadership, 0.941 for Supportive Leadership, and 0.943 for Participative Leadership. These coefficients indicate excellent internal consistency, demonstrating that the instrument is highly reliable for measuring the leadership styles of barangay councilors. As emphasized by Kalkbrenner (2021), Cronbach's alpha remains one of the most widely used measures for evaluating the internal consistency reliability of research instruments. Similarly, Taber (2017) highlighted that Cronbach's alpha is an appropriate and widely accepted reliability estimate for research instruments. Therefore, the instrument was considered reliable and appropriate for use in the present study.

Data Collection

Prior to the conduct of the study, the researchers secured permission from the appropriate authorities to administer the survey among the barangay councilors in Tangub City, Misamis Occidental. Upon approval, the researchers personally distributed the questionnaires to the respondents in their respective barangays. The purpose of the study, the procedures involved, and the instructions for answering the questionnaire were clearly explained to ensure that the respondents understood the objectives of the research.

The actual data collection was conducted in October 2023, during the first semester of Academic Year 2023–2024. The researchers personally administered and retrieved the completed questionnaires to maximize the response rate and ensure the completeness of the collected data. After retrieval, all questionnaires were carefully checked for completeness and consistency before the responses were encoded, organized, and prepared for statistical analysis.

Treatment of Data

The data collected from the completed questionnaires were encoded, organized, and analyzed using appropriate descriptive statistical tools. Frequency count and percentage distribution were used to describe the respondents' profile, including their demographic characteristics.



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To determine the extent of the leadership styles practiced by the barangay councilors in terms of Structured, Facilitative, Supportive, and Participative Leadership, the weighted mean was computed for each indicator and leadership dimension. The weighted mean was also used to identify the prevailing and least prevalent leadership styles among the respondents.

Table 1 presents the interpretation scale used in interpreting the computed weighted mean. The weighted mean values were interpreted using the respondents' verbal response categories of the 4-point Likert scale.

Table 1

Interpretation Scale for the Computed Mean

Numerical Value	Hypothetical Range	Qualitative Description
4	3.26 – 4.00	Strongly Agree
3	2.51 – 3.25	Agree
2	1.76 – 2.50	Disagree
1	1.00 – 1.75	Strongly Disagree

Ethical Considerations

The study adhered to established ethical principles throughout the research process. Prior to data collection, permission to conduct the study was acquired from the concerned authorities. Participation in the study was entirely voluntary, and informed consent was acquired from all respondents before they completed the questionnaire.

The researchers assured the participants that all information collected would be treated with the utmost confidentiality and would be used solely for academic and research purposes. No identifying personal information was disclosed, and respondents' privacy and anonymity were strictly protected throughout the conduct of the study. The researchers likewise complied with the ethical policies and institutional guidelines governing the conduct of research involving human participants.

RESULTS and DISCUSSION

This section presents the analysis and interpretation of the findings on the leadership styles of barangay councilors in Tangub City, Misamis Occidental, specifically in terms of structured, facilitative, supportive, and participative leadership. The results are presented according to the study's research objectives and are discussed in relation to relevant governance, public administration, and leadership literature. The discussion highlights the implications of the findings for barangay governance, local decision-making, institutional effectiveness, and public service delivery, providing insights into how leadership styles may contribute to strengthening local governance and informing leadership capacity-building initiatives for barangay councilors and other local government officials.

Table 2

Extent of Structured Leadership Among Barangay Councilors

Indicators	Weighted Mean	Interpretation
1. I enact ordinances to improve socio-economic conditions.	3.59	Strongly Agree
2. I implement programs and improvement initiatives.	3.62	Strongly Agree
3. I develop a vision and establish clear goals.	3.63	Strongly Agree
4. I perceive the needs and concerns of all residents in the barangay.	3.60	Strongly Agree
5. I take prompt actions as issues and problems emerge.	3.57	Strongly Agree
6. I estimate the likelihood of possible outcomes for each alternative or decision.	3.24	Agree
Grand Mean	3.54	Strongly Agree

As presented in Table 2, the computed grand mean for structured leadership was 3.54, which is interpreted as Strongly Agree. This indicates that the barangay councilors consistently demonstrate structured leadership in performing their roles and responsibilities. Among the indicators, developing a vision and establishing clear goals



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recorded the highest weighted mean of 3.63, while estimating the likelihood of possible outcomes for each alternative or decision recorded the lowest weighted mean of 3.24, interpreted as Agree.

The findings indicate that barangay councilors place strong emphasis on establishing a clear vision and setting attainable goals, reflecting their commitment to organized planning and effective implementation of barangay programs. These practices contribute to administrative coordination and help ensure that community initiatives are aligned with local development priorities. In contrast, the relatively lower rating on estimating the likelihood of possible outcomes for alternative decisions suggests that analytical and evidence-based decision-making may require further enhancement. Strengthening this competency may improve strategic planning, resource allocation, and the ability to address complex community concerns effectively.

These findings are consistent with Dzordzormenyoh (2021) who emphasized that effective leadership strengthens local government performance through improved coordination, accountability, and institutional effectiveness. Likewise, Qing and JinHua (2023) reported that strategic leadership enhances organizational performance and public service responsiveness in public organizations. The findings reinforce these governance-related studies by demonstrating that structured leadership among barangay councilors contributes to effective planning, organized implementation of community programs, and responsive public service delivery. This consistency suggests that structured leadership remains a critical governance mechanism for promoting institutional effectiveness and achieving local development objectives within the barangay system.

Building on these findings, the results further emphasize the importance of structured leadership in promoting effective governance and public administration at the grassroots level. The high level of structured leadership demonstrated by barangay councilors indicates their ability to establish clear direction, implement strategic plans, and respond effectively to community needs. These findings contribute to governance scholarship by providing empirical evidence that structured leadership supports institutional effectiveness and accountable public service delivery in local governments. From a policy perspective, strengthening leadership development programs focused on planning, decision-making, and organizational management may further enhance institutional capacity and promote responsive and sustainable local governance.

Table 3

Extent of Facilitative Leadership Among Barangay Councilors

Indicators	Weighted Mean	Interpretation
1. I know what to delegate and to whom.	3.54	Strongly Agree
2. I secure commitment to a course of action from individuals or groups.	3.56	Strongly Agree
3. I make the decision but try to persuade the councilors to accept it.	3.56	Strongly Agree
4. I resolve short term issues while balancing them against long term objectives.	3.59	Strongly Agree
5. I schedule the flow of activities according to the agreed-upon time frame.	3.24	Agree
6. I improve the councilors' readiness to accept change.	3.51	Strongly Agree
Grand Mean	3.50	Strongly Agree

Table 3 presents the computed grand mean for facilitative leadership, which was 3.50, which is interpreted as Strongly Agree. This indicates that the barangay councilors consistently demonstrate facilitative leadership in performing their duties. Among the indicators, resolving short-term issues while balancing long-term objectives recorded the highest weighted mean of 3.59, suggesting that the barangay councilors effectively address immediate community concerns while considering long-term development goals. In contrast, scheduling activities according to agreed time frames recorded the lowest weighted mean of 3.24, interpreted as Agree, indicating that time management and coordination remain areas with opportunities for further improvement.

The findings suggest that barangay councilors are capable of balancing operational concerns with strategic community objectives, reflecting their commitment to responsive and adaptive leadership. However, the relatively lower rating on scheduling activities indicates that greater emphasis may be placed on strengthening coordination, time management, and the timely implementation of barangay programs. These competencies are essential for



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ensuring that local projects, community consultations, and public services are carried out efficiently and according to planned schedules.

The findings are supported by Qing and JinHua (2023) who reported that effective leadership enhances collaboration, organizational performance, and service responsiveness in public organizations. Similarly, Khassawneh and Elrehail (2022) emphasized that leadership practices promoting coordination and communication contribute to improved organizational effectiveness. The findings are consistent with and extend the governance literature by demonstrating that facilitative leadership among barangay councilors strengthens collaboration, enhances administrative coordination, and supports responsive public service delivery. This consistency highlights the importance of facilitative leadership as a governance mechanism for improving organizational performance and community responsiveness at the local government level.

These findings demonstrate the importance of facilitative leadership in enhancing collaborative governance and effective public administration. Although facilitative leadership recorded the lowest mean among the four leadership styles, it was still interpreted as Strongly Agree, indicating that barangay councilors demonstrate strong capabilities in coordination, delegation, and managing organizational processes. These findings contribute to governance scholarship by emphasizing the value of facilitative leadership in strengthening institutional effectiveness and collaborative decision-making at the local level. From a policy perspective, strengthening leadership development programs focused on communication, coordination, conflict resolution, delegation, and change management may further enhance institutional capacity and improve governance performance, ultimately promoting more responsive, participatory, and sustainable local governance.

Table 4

Extent of Supportive Leadership Among Barangay Councilors

Indicators	Weighted Mean	Interpretation
1. I support group accomplishment.	3.65	Strongly Agree
2. I accept suggestions from councilors regarding solutions to problems.	3.68	Strongly Agree
3. I provide the required resources/logistics for projects/management.	3.54	Strongly Agree
4. I am concerned with the needs, status, and well-being of councilors.	3.63	Strongly Agree
5. I treat councilors as equals.	3.77	Strongly Agree
6. I am friendly and approachable.	3.77	Strongly Agree
7. I go out of my way to make the work environment more pleasant and enjoyable.	3.61	Strongly Agree
Grand Mean	3.66	Strongly Agree

The findings presented in Table 4 demonstrate that the computed grand mean for supportive leadership was 3.66, which is interpreted as Strongly Agree. This indicates that the barangay councilors consistently demonstrate supportive leadership in the performance of their responsibilities. Among the indicators, treating councilors as equals and being friendly and approachable recorded the highest weighted mean of 3.77, while providing the required resources and logistics for projects recorded the lowest weighted mean of 3.54, which was still interpreted as Strongly Agree.

The findings indicate that barangay councilors foster positive interpersonal relationships by treating fellow councilors with respect, promoting approachability, and encouraging teamwork. These leadership practices help build trust, strengthen collaboration, and create a supportive working environment that contributes to effective barangay governance. Although the provision of resources and logistics also received a very high rating, its relatively lower score suggests that ensuring the availability of adequate resources may further strengthen the implementation of barangay programs, community projects, and public service delivery.

These findings are consistent with Khassawneh and Elrehail (2022), who emphasized that supportive leadership strengthens communication, collaboration, and organizational performance. Similarly, Biloa (2023) reported that effective leadership positively influences employee performance by fostering trust, motivation, and



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productive working relationships. In the context of barangay governance, supportive leadership promotes stronger teamwork, improved coordination, and greater responsiveness to community needs, thereby enhancing institutional effectiveness and the delivery of quality public services.

Collectively, these findings suggest that supportive leadership plays a vital role in fostering effective governance and public administration at the barangay level. The consistently high level of supportive leadership demonstrated by barangay councilors reflects their commitment to promoting collaboration, trust, and positive working relationships within the organization. These findings contribute to governance scholarship by providing empirical evidence that supportive leadership enhances institutional effectiveness, teamwork and responsive public service delivery in local governments. From a policy perspective, strengthening leadership development initiatives that emphasize communication, collaboration, employee engagement, and interpersonal skills may further improve organizational performance, enhance the quality of public service delivery, and reinforce citizen-centered governance.

Table 5
Extent of Participative Leadership Among Barangay Councilors

Indicators	Weighted Mean	Interpretation
1. I make decisions together with councilors.	3.76	Strongly Agree
2. I help councilors come up with excellent ideas.	3.75	Strongly Agree
3. I consult with subordinates concerning work-related matters.	3.75	Strongly Agree
4. I solicit the opinions of others in making a decision.	3.74	Strongly Agree
5. I encourage involvement in implementing program improvements.	3.75	Strongly Agree
6. I attempt to use councilors' ideas in decision-making.	3.73	Strongly Agree
7. I develop teamwork and morale.	3.75	Strongly Agree
Grand Mean	3.75	Strongly Agree

As shown in Table 5, the computed grand mean for participative leadership was 3.75, which is interpreted as Strongly Agree. This indicates that participative leadership is the most dominant leadership style demonstrated by the barangay councilors in Tangub City. Among the indicators, making decisions together with councilors recorded the highest weighted mean of 3.76, while using councilors' ideas in decision-making recorded the lowest weighted mean of 3.73, which was still interpreted as Strongly Agree.

The findings indicate that barangay councilors highly value collaboration and shared decision-making in carrying out their responsibilities. The consistently high ratings of both indicators suggest that they encourage active participation, consider the perspectives of fellow councilors, and promote teamwork in addressing community concerns. These leadership styles support inclusive governance by fostering collective responsibility, strengthening accountability, and improving responsiveness to the needs of the community.

These findings are consistent with Qing and JinHua (2023) who reported that participative leadership encourages public employees to actively contribute to decision-making and enhances organizational effectiveness. Similarly, the current findings demonstrate that participative leadership among barangay councilors strengthens collaborative decision-making, promotes accountability and transparency, and improves responsiveness to community concerns. This alignment with previous governance research emphasizes the continuing importance of participative leadership in enhancing institutional effectiveness and the delivery of quality public services at the local government level.

These findings indicate that participative leadership is a fundamental component of collaborative governance and effective public administration. The very high level of participative leadership demonstrated by barangay councilors reflects their commitment to inclusive decision-making, stakeholder engagement, and shared responsibility in addressing community concerns. These findings enrich governance scholarship by providing empirical evidence that participative leadership strengthens institutional capacity, promotes transparency and accountability, and supports responsive and citizen-centered public service delivery. From a policy perspective, reinforcing leadership development programs that encourage participatory governance, collaborative decision-making, and active community engagement may further strengthen local institutions and improve governance outcomes.



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Table 6

Summary of the Leadership Styles of Barangay Councilors

Leadership Styles	Grand Mean	Interpretation	Rank
Participative Leadership	3.75	Strongly Agree	1
Supportive Leadership	3.66	Strongly Agree	2
Structured Leadership	3.54	Strongly Agree	3
Facilitative Leadership	3.50	Strongly Agree	4

Table 6 presents the overall summary of the leadership styles demonstrated by the barangay councilors. The findings revealed that participative leadership recorded the highest grand mean (3.75), followed by supportive leadership (3.66), structured leadership (3.54), and facilitative leadership (3.50). All four leadership styles were interpreted as Strongly Agree, indicating that the barangay councilors consistently demonstrate structured, facilitative, supportive, and participative leadership styles in performing their roles and responsibilities. Although facilitative leadership recorded the lowest computed grand mean among the four dimensions, it was likewise interpreted as Strongly Agree, suggesting that it remains an important leadership capability while presenting opportunities for further improvement.

Overall, the findings indicate that barangay councilors place greater emphasis on participative and supportive leadership, reflecting their commitment to collaborative decision-making, teamwork, and positive interpersonal relationships. These leadership practices contribute to effective local governance by promoting accountability, responsiveness, cooperation, and citizen-centered public service delivery. Conversely, although facilitative leadership received the lowest overall ranking, its Strongly Agree rating indicates that it remains a valuable leadership capability while presenting opportunities for further enhancement in coordination, delegation, scheduling, and administrative facilitation.

These findings further demonstrate that effective barangay governance is strengthened through the integration of structured, facilitative, supportive, and participative leadership practices. Although participative leadership emerged as the most dominant style, the consistently high weighted mean scores across all four leadership dimensions indicate that barangay councilors apply a balanced combination of leadership approaches in carrying out their governance responsibilities. These findings contribute to governance and public administration scholarship by providing empirical evidence that the integration of multiple leadership styles enhances institutional effectiveness, accountability, collaborative governance, and responsive public service delivery at the local level. From a policy perspective, local government units may continue investing in comprehensive leadership development programs that reinforce these complementary leadership competencies to strengthen institutional capacity, promote good governance, and sustain responsive, inclusive, and citizen-centered public service delivery.

Conclusion

The study found that barangay councilors in Tangub City generally demonstrated high levels of structured, facilitative, supportive, and participative leadership. Among the four dimensions, participative leadership emerged as the most dominant, while facilitative leadership was identified as the least prevalent. These findings suggest that barangay councilors strongly practice collaborative decision-making, interpersonal support, and goal-oriented leadership, which are important in strengthening local governance, teamwork, and community responsiveness at the barangay level.

At the same time, the relatively lower manifestation of facilitative leadership indicates a need to strengthen leadership practices related to scheduling, coordination, delegation, and the management of short-term and long-term concerns. From a governance perspective, these areas are important because they affect the efficiency of barangay operations, the implementation of local programs, and the responsiveness of barangay officials to community needs. The study contributes to local governance and public administration research by providing empirical evidence on the leadership patterns of barangay councilors and by identifying a specific leadership dimension that may be improved through targeted capacity-building interventions and institutional support mechanisms.

Recommendations

1. A leadership capability-building seminar on scheduling, coordination, and time management may be developed for barangay councilors in Tangub City to strengthen facilitative leadership practices. Such an



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intervention may help improve the organization of barangay activities, the timely implementation of programs, and the overall productivity of local governance operations.

2. A workshop on decision-making, risk assessment, and strategic problem-solving may be implemented to help barangay councilors strengthen their ability to assess alternatives, anticipate possible outcomes, and make informed leadership decisions. Enhancing these competencies may contribute to more responsive and effective governance at the barangay level.
3. The city local government and other institutions involved in local governance capacity-building may consider integrating leadership development programs for barangay officials into their training and professional development initiatives, particularly in the areas of facilitative leadership, coordination, participatory governance, and community-responsive leadership.
4. Future researchers may conduct similar studies involving other local government officials or different governance settings to broaden understanding of leadership practices in grassroots governance and to generate comparative evidence that may inform local governance reform and leadership development programs.

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