

Exploring Governance Satisfaction Among Rural Barangay Leaders in the City of Calamba, Philippines

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Abstract. This study investigated the quality of governance among rural barangay chairmen and its impact on constituents' satisfaction in the City of Calamba. It aimed to evaluate how well principles of good governance—such as accountability, transparency, responsiveness, fairness, legitimacy, effectiveness, and participation—are practiced. This study aimed to address these gaps by examining the qualities of leadership and governance practices at the barangay level. By identifying the strengths and weaknesses of barangay leadership in promoting good governance, this study contributed to the broader discussion on local governance and its significance in national development. A causal research design was employed, using a self-administered questionnaire to gather data from 17 barangay chairmen and 340 constituents, totaling 357 respondents. Findings indicated that good governance was rated as "Extremely Manifested" across all measured dimensions, with high satisfaction levels among constituents regarding policy implementation, fund disbursement, and barangay operations. However, even though the findings indicate that transparency and responsiveness are manifested, these principles do not significantly influence constituents' satisfaction with good governance in rural barangays of Calamba City. On the other hand, a significant positive relationship was found between the level of good governance practices and constituents' satisfaction. Governance in rural barangays of Calamba City shows a strong commitment to budget accountability, with a need to strengthen adherence to treasury regulations for comprehensive governance excellence. These findings highlight the effectiveness of current governance practices and suggest areas for continued focus to overcome governance challenges and promote sustainable development. The results revealed that there was a significant relationship between the levels of manifestation and constituents' satisfaction.

Keywords: Accountability; Barangay; Governance; Satisfaction.

1.0 Introduction

Governance, as the practice of employing reason and strategic decision-making to manage state and government functions effectively, continues to evolve in response to the growing complexity of public administration and the increasing demands of modern society. Good governance is recognized as a cornerstone for national growth, prosperity, and social cohesion. It facilitates sustainable development, empowers citizens, and strengthens democratic institutions. Central to this endeavor is the role of bureaucracy—the primary administrative mechanism that operationalizes governance by executing government objectives and programs efficiently. Bureaucracy and governance are intertwined, sharing similar goals of serving the public interest and fostering societal well-being.

In the Philippine context, effective governance is particularly critical due to the country's socio-economic challenges and its history of political instability. Governance in the Philippines is seen as a tool for administrative efficiency and a mechanism for transformative social change. This is especially important at the grassroots level, where local government units (LGUs) are pivotal in empowering citizens and fostering accountability. Among LGUs, barangays—the smallest political units—are uniquely positioned to directly address community concerns, implement development initiatives, and ensure that government services reach even the most marginalized populations.

Despite the recognized importance of governance, the Philippines continues to face significant challenges in ensuring responsiveness, accountability, and citizen participation in public administration. Inefficiency, corruption, and inadequate representation persist, undermining public trust and the democratic process (Office of the Ombudsman & United Nations Development Programme, n.d.). The Philippines' position in the global good governance index declined, falling three places to 66th out of 104 countries. This marked the Philippines' lowest performance since the annual index began in 2021, when it ranked 61st. In 2022, the country was ranked 63rd (Atienza, 2023). Effective governance requires the active participation of civil servants who adhere to principles of impartiality, fairness, and accountability in their roles. Equally, citizens must remain vigilant in evaluating leadership quality, particularly during elections, to ensure that capable and ethical individuals are entrusted with public office.

Globally, governance is understood as a framework within which institutions and individuals interact to promote societal development, particularly among the most disadvantaged (United Cities and Local Governments Asia-Pacific, 2021). The World Bank emphasizes the significance of robust public institutions in delivering essential services, fostering economic growth, and engaging citizens in governance processes (World Bank Group, 2019). Similarly, the United Nations advocates for collective global efforts to transform governance mechanisms, addressing modern challenges through collaboration and innovation (United Nations, 2022). In this global discourse, good governance emerges as a guarantor of human rights, the rule of law, and societal dignity—a vision that remains highly relevant to the Philippine setting.

At the barangay level, good governance is essential to fostering participation, transparency, accountability, and efficiency in local decision-making and service delivery. Barangay officials, particularly the barangay chairperson, play a vital role in shaping their communities by acting as role models and implementing development initiatives. Their ability to lead impartially and uphold ethical governance practices significantly impacts the quality of life of their constituents. However, gaps in leadership quality, lack of transparency, and insufficient adherence to governance principles have been observed in many barangays, hindering their potential as drivers of local development.

Existing literature underscores the importance of grassroots governance in achieving broader national goals. Studies highlight the role of barangays in mobilizing community participation and delivering essential services. However, few address the specific leadership qualities at the barangay level that contribute to effective governance. Furthermore, while global frameworks provide valuable insights into the principles of good governance, their contextual application at the barangay level in the Philippines remains underexplored.

This study aims to address these gaps by examining the qualities of leadership and governance practices at the barangay level, specifically focusing on Calamba City. By identifying the strengths and weaknesses of barangay leadership in fostering good governance, the research seeks to contribute to the broader discourse on local governance and its role in national development. The significance of this study lies in its potential to inform policy recommendations and capacity-building initiatives for barangay leaders, ensuring that they can effectively serve their constituents and uphold the principles of good governance.

2.0 Methodology

2.1 Research Design

This study employed a quantitative research design using a causal approach to examine the relationship between good governance among rural barangay chairmen and constituents' satisfaction. This approach facilitated the collection of numerical data, which was subsequently analyzed using statistical techniques. According to Creswell

(2014, as cited in Savin-Baden & Major, 2023), a causal approach is essential for understanding the mechanisms underlying observable phenomena, aiming to determine whether changes in one variable directly influence changes in another. One limitation of this design was the reliance on self-reported data, which may be prone to response bias or social desirability bias, potentially affecting result accuracy. To address this limitation, the study ensured the anonymity and confidentiality of respondents during data collection, encouraging honest and unbiased responses.

2.2 Research Locale

The study focused on good governance in 17 rural barangays in the City of Calamba: Barandal, Batino, Bubuyan, Bunggo, Burol, Camaligan, Kay-Anlog, Laguerta, Mabato, Makiling, Masili, Maunong, Palo-Alto, Punta, Puting-Lupa, Saimsim, and Ulango. These barangays are on the city's outskirts and are characterized by low population densities. Most residents are engaged in agricultural and animal husbandry-related livelihoods, reflecting the rural economic landscape of the area.

2.3 Research Participants

A simple random sampling technique was employed to ensure representative selection from the population. According to Noor et al. (2022), simple random sampling provides every individual an equal chance of inclusion, as the selection is entirely random. A total of 357 respondents were determined using a 0.714 effect size and a 95% confidence level, calculated through the G*-Power sample size computation application. The participants comprised 17 barangay chairmen and 340 constituents, with 20 respondents selected per barangay to provide a balanced representation.

2.4 Research Instrument

The primary data collection tool was a researcher-designed survey questionnaire, which included sections on the respondents' profiles, the manifestation of good governance, and constituents' satisfaction levels. The first section gathered demographic and background information such as type (Barangay Chairman or Resident), barangay, age, gender, civil status, occupation, educational attainment, years of residency, and, for barangay chairmen, years or terms in public service. The second section was divided into two parts: Section A assessed the perceived level of good governance across indicators like accountability, transparency, responsiveness, fairness, legitimacy and voice, and performance, as evaluated by both barangay chairmen and residents.

The instrument underwent a rigorous validation process; five experts evaluated it (three from LCBA and two external validators). During pilot testing, it was also subjected to Cronbach's Alpha Reliability Test to assess reliability. A statistician analyzed the reliability results, and revisions were made in consultation with the adviser to address ambiguities and redundancies, ensuring the instrument's validity and reliability before final administration.

2.5 Data Gathering Procedure

Upon obtaining the necessary permissions, the survey questionnaires were administered personally to the participants, including barangay chairmen and residents. Completed questionnaires were collected, and the responses were meticulously tallied. The data was then organized and analyzed using statistical software. Inferential statistical methods, including significance tests, were applied to compare assessments between barangay chairmen and residents and to evaluate the relationship between governance manifestation and satisfaction levels. Findings were systematically presented using tables and charts, facilitating clear interpretation and the development of implications and recommendations.

2.6 Ethical Considerations

Prior to data collection, a letter of consent was sent to all respondents, explaining the purpose of the study, their role as respondents, and their rights, including the assurance of confidentiality and voluntary participation. Respondents were given ample time to review and sign the consent form, ensuring their informed agreement. This study adhered to the ethical standards outlined in the LCBA Research Manual and the Data Privacy Act (DPA) 2012. Ethical guidelines were strictly observed, ensuring that respondents' data was collected, analyzed, and stored accurately, accurately, and securely.

2.7 Treatment of Quantitative Data

The quantitative data was analyzed using Statistical Package for Social Sciences (SPSS) version 21.0. The statistical methods applied included: (a) mean to determine the levels of good governance manifestation among rural barangay chairmen and constituents' satisfaction, and (b) Pearson Product Moment Correlation Coefficient (Pearson r) to test the significant relationship between these two variables. Results were carefully interpreted to provide insights and actionable recommendations.

3.0 Results and Discussion

3.1 Level of Governance in Rural Barangays

Accountability

Good governance in rural barangays of Calamba City regarding Accountability was Extremely Manifested (4.57, $\sigma=0.00$, 0.74). Based on Table 1, effective governance in rural barangays of Calamba City demonstrates a robust commitment to budget accountability. However, further strengthening adherence to treasury regulations is needed to achieve comprehensive governance excellence. According to Devas and Grant (2003), as cited in Seetharam et al. (2020), factors such as dedicated leadership at the local level, monitoring of their performance by a higher-level authority, articulate civil society and community-based organizations, and the availability of information were critical in ensuring accountability. Additionally, public voice in democracy for citizens and government accountability when it came to the financial and budget aspects of the local barangays were important to note as assessed in the context of accountability of governance in a community (Chattopadhyay, 2015 as cited by Seetharam et al., 2020).

Table 1. Descriptive statistics of the level of governance in rural barangays in terms of accountability

Indicators	Chairmen		Constituents		Composite	
	Mean	Interpretation	Mean	Interpretation	Mean	Interpretation
1. Observe a regular reporting system on the achievements	5.00	EM	4.16	HM	4.58	EM
2. Follows budget rules and regulations in all circumstances	5.00	EM	4.17	HM	4.59	EM
3. Ensures proper budget in an authorized manner	5.00	EM	4.15	HM	4.58	EM
4. Recognizes its responsibility toward the community	5.00	EM	4.12	HM	4.56	EM
5. Follows treasury rules and regulations in all circumstances	5.00	EM	4.04	HM	4.52	EM
General Composite Assessment	5.00	EM	4.13	HM	4.57	EM

Legend: 4.20 -5.00 Extremely Manifested (EM), 3.40 - 4.19 Highly Manifested (HM), 2.60 - 3.39 Manifested (M), 1.80 - 2.59 Slightly Manifested (SM), 1.00 - 1.79 Not Manifested (NM)

Transparency

As shown in Table 2, good governance in rural barangays of Calamba City in Transparency was Extremely Manifested (4.59, $\sigma=0.00$, 0.86). This implies that the extremely high manifestation of transparency in governance across rural barangays in Calamba City underscores a strong implementation of plans and programs, readily available transaction and expenditure details, and comprehensive disclosure of administrative processes. This transparency enhances accountability and fosters trust and informed participation among residents, contributing significantly to effective local governance and community development. Transparency was one of the important principles of governance theory in making decisions and carrying them out in a way that complied with laws and regulations. It was significant in procuring goods and services (Aurangzeb, 2022). According to Savur et al. (2024), transparency ensured accountability in governance and the availability of data that could be used to assess the effectiveness of the authorities and prevent any potential fabrication.

Table 2. Descriptive statistics of the level of governance in rural barangays in terms of transparency

Indicators	Chairmen		Constituents		Composite	
	Mean	Interpretation	Mean	Interpretation	Mean	Interpretation
1. Implements plans and programs transparently	5.00	EM	4.20	HM	4.60	EM
2. Avails readily barangay transactions/expenditures	5.00	EM	4.19	HM	4.60	EM
3. Discloses sufficient information to residents about its performance	5.00	EM	4.13	HM	4.57	EM
4. Shows progress and situations to residents	5.00	EM	4.16	HM	4.58	EM
5. Discloses the entire process of barangay administration	5.00	EM	4.20	HM	4.60	EM
General Composite Assessment	5.00	EM	4.18	HM	4.59	EM

Responsiveness

As shown in Table 3, good governance in rural barangays of Calamba City regarding Responsiveness was Extremely Manifested (4.59, σ - 0.00, 0.86). This implies that the extremely high manifestation of responsiveness in governance across rural barangays in Calamba City signifies a commendable efficiency in promptly addressing citizens' appeals. Responsive public services are characterized by an organization's ability to identify community needs, prioritize those needs, and integrate those needs into a range of service offerings (Widanti, 2022). All stakeholders, notably citizens, had to be served by institutions and public servants in a fair amount of time. Elected officials were considerably responsive to the complaints and issues of the people. Due to the citizens' votes, they were likely to respond more quickly and effectively. The more responsive the government and bureaucracy were, the more easily they got the status of good governance (Aurangzeb, 2022).

Table 3. Descriptive statistics of the level of governance in rural barangays in terms of responsiveness

Indicators	Chairmen		Constituents		Composite	
	Mean	Interpretation	Mean	Interpretation	Mean	Interpretation
1. Responds to public requests quickly	5.00	EM	4.17	HM	4.59	EM
2. Makes a sincere effort to support residents who need help	5.00	EM	4.19	HM	4.60	EM
3. Provides quality solutions for public needs	5.00	EM	4.11	HM	4.56	EM
4. Becomes sensitive to public opinions	5.00	EM	4.18	HM	4.59	EM
5. Treats properly to citizens' appeals within a reasonable period	5.00	EM	4.23	HM	4.62	EM
General Composite Assessment	5.00	EM	4.17	HM	4.59	EM

Fairness

As shown in Table 4, good governance in rural barangays of Calamba City in Fairness was Extremely Manifested (4.61, σ -0.00, 0.95). This implies that the extremely high fairness in governance across rural barangays in Calamba City demonstrates robust adherence to impartial enforcement and citizen rights protection. There is an opportunity for equal access to essential services and addressing gender-sensitive issues with diligence. Fairness in good governance treats stakeholders and/or the people and communities fairly and equally. This also meant serving the people with the quality of making judgments free from discrimination (Scanlon, 2019). The citizens' judgments of relative deprivation, as determined by "social comparison," were the primary source of perceptions of social fairness; the lower the relative deprivation level, the higher the conceptions of social equality.

Table 4. Descriptive statistics of the level of governance in rural barangays in terms of fairness

Indicators	Chairmen		Constituents		Composite	
	Mean	Interpretation	Mean	Interpretation	Mean	Interpretation
1. Practices equal access to primary health, education, sanitation	5.00	EM	4.19	HM	4.60	EM
2. Handles gender-sensitive issues with diligence	5.00	EM	4.19	HM	4.60	EM
3. Observes fair and impartial enforcement of existing rules and regulations	5.00	EM	4.25	HM	4.63	EM
4. Protects the rights of the citizens	5.00	EM	4.25	HM	4.63	EM
5. Ensures fair treatment to all barangay constituents	5.00	EM	4.25	HM	4.63	EM
General Composite Assessment	5.00	EM	4.22	HM	4.61	EM

Legitimacy and Voice

As shown in Table 5, good governance in rural barangays of Calamba City regarding Legitimacy and Voice was Extremely Manifested (4.56, σ -0.00, 1.16). This implies that good governance in rural barangays of Calamba City demonstrates extremely high legitimacy and voice, particularly in using mass media to reach consensus on strategic decisions. There are opportunities for more active constituent participation in the barangay's development process. According to Haikio (2007), as cited in Da Cruz et al. (2019), legitimation was interpreted as a discursive process of acceptance wherein the constituents situated others and themselves inside the governing institutions. Citizens were a party whose voices had to be heard, and their participation was crucial for their community to progress and develop. Furthermore, giving local communities a voice in governance helped establish more open and transparent communication between the two parties.

Table 5. *Descriptive statistics of the level of governance in rural barangays in terms of legitimacy and voice*

Indicators	Chairmen		Constituents		Composite	
	Mean	Interpretation	Mean	Interpretation	Mean	Interpretation
1. Uses mass media for public consensus on major important and strategic decisions	5.00	EM	4.17	HM	4.59	EM
2. Consults with stakeholders through public dialogues at conferences	5.00	EM	4.12	HM	4.56	EM
3. Encourages participation of the constituents in the development process of the barangay	5.00	EM	4.09	HM	4.55	EM
4. Makes positive changes	5.00	EM	4.12	HM	4.56	EM
5. Strengthens the organization both strategically and financially	5.00	EM	4.13	HM	4.57	EM
General Composite Assessment	5.00	EM	4.12	H	4.56	EM

Performance

As shown in Table 6, good governance in rural barangays of Calamba City in Performance (effectiveness and efficiency) was Extremely Manifested (4.58, σ -0.00, 1.09). This implies extremely high effectiveness and efficiency in good governance in Calamba City. Encouraging resident involvement in barangay development is evident, and an opportunity for enhancing mechanisms to address public grievances and strengthen leadership accountability. The idea of efficiency included resource management and environmental protection, while the effectiveness of the policies and decisions of the government in favor of the public and the state were essential to get the desired results (Sternier and Coria, 2013, as cited in Howlett, 2019). Performance, which included efficiency and effectiveness of the government and bureaucracy, was also equally essential because efficient civil service helped the government to execute its policies, plans, and decisions (Aurangzeb, 2022).

Table 6. *Descriptive statistics of the level of governance in rural barangays in terms of performance*

Indicators	Chairmen		Constituents		Composite	
	Mean	Interpretation	Mean	Interpretation	Mean	Interpretation
1. Evaluate and improves performance	5.00	EM	4.18	HM	4.59	EM
2. Encourages the involvement of residents in the development of the barangay	5.00	EM	4.19	HM	4.60	EM
3. Practices mechanisms to listen, address, and act on public grievances and views	5.00	EM	4.14	HM	4.57	EM
4. Aligns with best practices and standards	5.00	EM	4.15	HM	4.58	EM
5. Demonstrates leadership and accountability	5.00	EM	4.14	HM	4.57	EM
General Composite Assessment	5.00	EM	4.16	HM	4.58	EM

Participation

As shown in Table 7, good governance in rural barangays of Calamba City in Participation was Extremely Manifested (4.59, σ -0.00, 0.98). This implies that good governance in rural barangays of Calamba City demonstrates extremely high participation, particularly in ensuring direct access to government systems and promoting active citizen engagement. There is also an opportunity to enhance initiatives to empower citizens in recognizing and advocating for their needs and rights. According to Krawczyk et al. (2017), as cited in Adegbola and Gearhart (2019), strengthening and increasing public participation became a crucial component of democratic growth, particularly when reducing the negative effects and mitigating setbacks arising from poor governance. Citizens' participation in democracy and individual dependency on media created a relationship between media use and political engagement that allowed them to further empower their authority.

Table 7. *Descriptive statistics of the level of governance in rural barangays in terms of participation*

Indicators	Chairmen		Constituents		Composite	
	Mean	Interpretation	Mean	Interpretation	Mean	Interpretation
1. Strengthens citizen participation in the development process of barangay	5.00	EM	4.17	HM	4.59	EM
2. Requires that all groups/constituents have direct access to the systems of the government	5.00	EM	4.19	HM	4.60	EM
3. Gives the citizens the power to recognize and promote their needs and rights	5.00	EM	4.16	HM	4.58	EM
4. Promotes spaces for active participation of the citizens	5.00	EM	4.20	HM	4.60	EM
5. Focuses on improving rights awareness and empowers the citizen to advocate for the respect of their rights	5.00	EM	4.18	HM	4.59	EM
General Composite Assessment	5.00	EM	4.18	HM	4.59	EM

3.2 Difference in the Assessment of Barangay Chairmen and Constituents

As shown in Table 8, there was a significant difference between the assessments of the rural barangay chairmen and constituents/residents on the manifestation level of good governance in the City of Calamba. This implies that the barangay chairmen have a role of public service, not of power, while the constituents are entitled to their own public opinion, either positive or negative. This indicates that perceptions of governance effectiveness vary notably between these two groups, highlighting the opportunity to explore potential adjustments in governance practices further.

Table 8. *Test of difference in the assessment of the rural barangay chairmen and constituents*

Variables	T-test	P value	Remarks	Decision
Accountability	21.7	.000	Significant	Reject Ho
Transparency	17.5	.000	Significant	Reject Ho
Responsiveness	14.0	.002	Significant	Reject Ho
Fairness	15.1	.001	Significant	Reject Ho
Legitimacy and voice	13.9	.002	Significant	Reject Ho
Performance	14.1	.002	Significant	Reject Ho
Participation	15.4	.001	Significant	Reject Ho

The ability to deliver adequate public services to citizens efficiently and effectively was a prerequisite for good government. Like good governance, effective constituent communication starts with the transparent exchange of important information (McMenamin, 2021). However, according to Menguin (2023), the perception of the performance of elected public officials depended on how the residents perceived it. Thus, in some instances, the performance of the barangay chairmen was misunderstood and underestimated by their constituents.

3.3 Level of Constituents' Satisfaction

As shown in Table 9, the constituents were Extremely Satisfied (4.57, $\sigma=0.00$, 0.99) with good governance of the rural barangay chairmen. This implies they are particularly pleased with policies and programs directly impacting them. There is an opportunity to improve processes related to approving vouchers for fund disbursement and administering the Katarungang Pambarangay. Constituents' satisfaction with their barangay chairman's work and performance was frequently the result of a confluence of real advancements, proficient communication, responsiveness to community demands, and a dedication to ethical leadership values (Abalos, 2019). Also, the extreme satisfaction was due to the manifestation of good governance's core values and principles.

Table 9. *Level of constituents' satisfaction with the governance of rural barangay chairmen in the City of Calamba*

Indicators	Chairmen		Constituents		Composite	
	Mean	Interpretation	Mean	Interpretation	Mean	Interpretation
1. Prepares the annual executive and supplemental budget of the barangay	5.00	ES	4.11	HS	4.56	ES
2. Approves vouchers relating to the disbursement of barangay funds	5.00	ES	4.02	HS	4.51	ES
3. Promotes the general welfare of the barangay through area assessment/study	5.00	ES	4.16	HS	4.58	ES
4. Administers the operation of the Katarungang Pambarangay	5.00	ES	4.01	HS	4.51	ES
5. Enforces all laws and ordinances applicable within the barangay	5.00	ES	4.14	HS	4.57	ES
6. Maintains public safety and security	5.00	ES	4.23	HS	4.62	ES
7. Implements policies and programs that impact the constituents	5.00	ES	4.27	HS	4.64	ES
8. Solicits and accepts funds for barangay projects	5.00	ES	4.16	HS	4.58	ES
General Composite Assessment	5.00	ES	4.14	HS	4.57	ES

Legend: 4.20 -5.00 Extremely Satisfied (ES), 3.40 – 4.19 Highly Satisfied (HS), 2.60 – 3.39 Satisfied (S), 1.80 – 2.59 Slightly Satisfied (SS), 1.00 – 1.79 Not Satisfied (NS)

3.4 Relationship Between Governance and Satisfaction

There was a significant relationship between the levels of manifestation and constituents' satisfaction with good governance among rural barangay chairmen in the City of Calamba, which included accountability, fairness, legitimacy, performance, and participation. This implies that higher levels of accountability, fairness, legitimacy, performance, and participation are associated with increased satisfaction among constituents. The results still

suggest a positive impact of effective governance practices on community satisfaction. These governance dimensions lead to greater satisfaction and improved governance outcomes in the barangays.

Table 10. *Test of significance in the relationship between governance and satisfaction*

Variables	r value	P value	Remarks	Decision
Accountability	0.22**	0.00	Significant	Reject Ho
Transparency	0.09	0.08	Not Significant	Accept Ho
Responsiveness	0.09	0.06	Not Significant	Accept Ho
Fairness	0.13*	0.01	Significant	Reject Ho
Legitimacy and voice	0.16**	0.00	Significant	Reject Ho
Performance	0.24**	0.00	Significant	Reject Ho
Participation	0.24**	0.00	Significant	Reject Ho

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed)

On the other hand, there was no significant relationship between the levels of manifestation and constituents' satisfaction with good governance among rural barangay chairmen in the City of Calamba, such as transparency and responsiveness. This implies that variations in transparency and responsiveness do not strongly correlate with varying satisfaction levels among constituents. Further exploration into factors influencing satisfaction in these areas may be necessary to enhance governance practices and better meet community expectations in Calamba City's rural barangays.

The manifestation of these good governance principles resulted in a system seen as accountable, fair, legitimate, efficient/effective, and participative, all of which were positively correlated with constituent satisfaction (Chien & Thanh, 2022). The public held all institutions engaged in good governance fully accountable for raising society's standards. Both locally and nationally, democratic governance and administration prioritize accountability and transparency. Transparent governance opens the behavior of public servants and their decision-making process to the public. In some instances, transparency among barangay officials was not positively responded to by the constituents or by the people (Castillo & Gabrielle, 2020).

4.0 Conclusion

Governance in rural barangays of Calamba City shows a strong commitment to budget accountability, with a need to strengthen adherence to treasury regulations for comprehensive governance excellence. Transparency is highly manifested, ensuring detailed transaction and expenditure disclosures and enhancing accountability, trust, and resident participation in community development. Responsiveness is also extremely high, efficiently addressing citizen appeals. Fairness is robust, emphasizing impartial enforcement and citizen rights, with opportunities for improving access to essential services and addressing gender-sensitive issues. Legitimacy and voice are notable, leveraging mass media for strategic decisions while encouraging more active constituent participation in barangay development. High participation ensures direct access to government systems and promotes citizen engagement, potentially empowering residents to advocate for their needs and rights.

Although, the findings indicate that transparency and responsiveness are manifested and present, these principles do not significantly influence constituents' satisfaction with good governance in rural barangays of Calamba City. It is recommended to conduct and study other factors that influence satisfaction, such as the effectiveness of service delivery, inclusivity, or the caliber of essential services for the constituents. Also, the barangay chairmen had a role of public service, not of power, while the constituents were entitled to their own public opinion, either positive or negative. This indicates that perceptions of governance effectiveness vary notably between these two groups, highlighting the need for further exploration and potential adjustments in governance practices to align perceptions and improve overall effectiveness.

In addition, constituents are particularly pleased with policies and programs that directly impact them. However, there is an opportunity to improve the processes related to approving vouchers for fund disbursement and administering the Katarungang Pambarangay. Addressing these areas could further enhance overall satisfaction and the effectiveness of governance in the barangays. Lastly, higher levels of accountability, fairness, legitimacy, performance, and participation are associated with increased satisfaction among constituents. The results still

suggest a positive impact of effective governance practices on community satisfaction. These governance dimensions lead to greater satisfaction and improved governance outcomes in the barangays.

5.0 Contribution of Authors

Exequiel Z. Aguilar III- sole author, editing, writing, supervising

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7.0 Conflict of Interest

The author certifies that there are no financial, personal, or professional conflicts of interest that could have influenced the research or its findings.

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