

TRAVERSING THE LEADERSHIP QUALITIES OF THE LOCAL GOVERNEMENT EXECUTIVES AND OFFICIALS

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Abstract: *The focus of the article points on the three pillars that support good governance are an unshakeable moral basis, a commitment to openness in all dealings, and a code of conduct that emphasizes effectiveness in all actions. In this study, the descriptive approach was utilized to describe the socio-economic profiles of the executives of the Local Government Units as well as the leadership styles they employed. Interviews guided by a standardized survey questionnaire served as the medium for gathering the necessary information and data for analysis. According to the findings of the survey, these qualities include command responsibility, being easy to work with, being honest, having commitment and determination, and being able to make independent decisions. These are the characteristics that set an effective and efficient leader apart from other possible candidates for leadership positions. The characteristic of leadership that has the most impact on the choices voters make about candidates for public office. This suggests that the respondents are against graft and corruption being used in the process of providing the services to the customers.*

Keyword: *leadership qualities, local government executives, local government officials, local government code.*

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1. INTRODUCTION

The three pillars that support good governance are an unshakeable moral basis, a commitment to openness in all dealings, and a code of conduct that emphasizes effectiveness in all actions. When it comes to the provision of public goods and services, having a government that is performance-based and results-oriented is necessary in order to achieve more success with a lower allocation of resources. The Philippine government is committed to the construction of policies that are plain, equitable, open, and transparent in order to cut down the overall cost of investing in the country. This is done in an effort to attract more foreign direct investment. The increase of accountability that would result from reforming institutions will also result in the public interest being served more effectively. Reforms in the way the government purchases goods and services are a crucial component of any effort to combat graft and corruption. Efforts will be made to reform both the electoral system and the judicial system in order to maintain political stability, and these changes will be coordinated with one another. The current government is dedicated to demonstrating strong and effective leadership at all times.

The improvement of governance and the reduction of a nation's vulnerability to unethical behavior are essential concerns in the development process. The major objective of current global development efforts is the alleviation of poverty. On the other hand, there is a wealth of evidence pointing to the fact that those with lower incomes are more prone to corruption and are forced to face the brunt of the bad effects brought about by inefficient governance and institutions.

There is a universal agreement that raising the quality of governance is necessary for accomplishing development and growth goals, as well as reducing levels of poverty. This is the case despite the fact that there is some debate on the exact nature of these goals. The conversations that have taken place between different governments and different development partners over the course of the past decade have adjusted their focus to place a larger emphasis on institutional transformation and governance. As a direct response to this problem, a substantial number of international and bilateral development organizations have shifted their major focus to the reduction of poverty. This gives rise to two questions: (i) why has governance and institutional reform gotten such a large lot of attention, and (ii) what is the connection between increased levels of governance and decreased levels of poverty?

The Democratic Republic of the Philippines has made significant strides toward decentralization and democratic reform over the course of the past decade, and these efforts have been met with widespread success. Its devolution legislation as well as its system of municipal administration is often analyzed as a model for decentralization in other Asian countries. a. Having said that, the process has not been completely problem-free all throughout. It is possible that significant progress has been achieved toward the implementation of devolution in the government of the Philippines since 1991, when the first iteration of the Local Government Code was enacted by Congress. The power structures that exist between the national government and the local governments have been reorganized as a result of recent events. Twenty years after decentralization was implemented, there are still a range of issues that need to be resolved, despite the fact that decentralization was responsible for a number of positive outcomes. Because of this, the primary objective of the study is to investigate the qualities of leadership possessed by the local executives and authorities of the province of Quirino.

1.1 Statement of the Problem

Generally, this study focused on exploring the executive officials of the local government executives in the province of Quirino.

Specifically, this study sought to answer the following questions:

1. What is the profile of the local executives and officials in the province of Quirino?
2. What are the leadership qualities of the local executives and officials in the province of Quirino?

2. RESEARCH METHODOLOGY

2.1 Research Design

To answer the objectives and hypotheses of the study, the descriptive and inferential methods of research was used. The descriptive method was used to describe the socio-economic profile and leadership styles of Local Government Unit executives. The inferential method of research was used to draw conclusion about the study and help to answer the hypotheses post in this Simple random sampling was employed to draw the member of barangay captains as samples. The Slovin's formula as shown below was used to determine sample size

$$N = \frac{N}{1 + Ne^2}$$

where:

n= sampling size

N= Population

e= allowance error, 5%

1=constant

Total enumeration was used to represent the head of offices, vice mayor, and sangguniang bayan members, Sangguniang Kabataan Federation Presidents and Liga ng Mga Barangay Presidents.

Table 1. Shows the Locale of Respondents

Municipalities	Barangay Captains		Head of Office		Vice Mayor		SB Member		Liga ng Mga Barangay		SK Fed Pres
	N	n	N	n	N	n	N	n	N	n	N
Aglipay	25	11	8	8	1	1	8	8	1	1	1
Cabarroguis	17	7	8	8	1	1	8	8	1	1	1
Diffun	32	14	8	8	1	1	8	8	1	1	1
Maddela	32	14	8	8	1	1	8	8	1	1	1
Nagtipunan	16	7	8	8	1	1	8	8	1	1	1
Saguday	9	4	8	8	1	1	8	8	1	1	1
Total	132	57	8	8	6	6	48	48	6	6	6

Note: Only 126 Barangay Captains were included as population since the elected Liga ng mga Barangay which is 6 of them were deducted from the 132 Brgy. Captains.

Rating Scale	Range	Quantitative Description		
		Management Function/Styles	Extent of Implementation of Programs and Projects	Efficiency
5	4.50-5.0	Strongly Agree	Highly Implemented	Very Efficient
4	3.50-4.49	Agree	Implemented	Efficient
3	2.50-3.49	Moderately Agree	Averagely Implemented	Moderately Efficient
2	1.50-2.49	Disagree	Lowly Implemented	Inefficient
1	1.00-1.49	Strongly Disagree	Not Implemented	Very Inefficient

Data Gathering and Research Instruments

The Data collection was done through interview using a structured survey questionnaire where to record data and information.

Secondary data was secured at the Local Government Unit's record offices and Personnel offices.

Statistical Treatment of Data

The data were processed using the Statistical Packages for Social Sciences (SPSS) software applying the following statistical tools.

1. Frequencies and percentages were used to analyzed the perceptions of respondents in the implementation of projects and the socio economic profile of respondents.

Simple Arithmetic mean was used to determine the respondents perception on the level of implementation, efficiency, management function and leadership style using the 5-point Likert Scale with the corresponding range and descriptions as shown in Table 2.

3. DISCUSSION OF RESULTS AND FINDINGS

A. Profile of Respondents

Table 3 shows the profile of the respondents in terms of Gender, Civil Status, Age, Highest Educational Attainment, Years in the Service, Annual salary and Number of Children are presented as follows:

Gender: As shown in the table, majority of the respondents . Are males comprised 124 or 71.26% among the 174 respondents.

Civil Status: Table shows, that; from the 174 respondents, majority are married comprised of 161 or 92.53% followed by single comprised of 11 or 6.32% and widow/er comprised of 2 or 1.15%.This indicates that all SK Federation Presidents as member of the Sangguniang Bayan are single.

Age: Table shows that, majority of the ages of the respondents are ranging to 46-55 which comprised 73 or 41.95% of the total of 174 respondents, followed by age ranging 36-45 which comprised 54or 31.03%.

Highest Educational Attainment: Table shows that, among the 174 respondents, 87 or 50% are College Graduate, 41 or 23.56% are college level, 29 or 16.67% are High School Graduate, 8 respondents or 4.60% are high school level and Masters Degree Holder and 1 respondent who finished Doctoral Degree.

Years in the Service: Table shows that majority of the respondents whose year in the service is 5 years and below comprised 91 or 52.30%.

Annual Salary: Table shows that, out of 174 respondents, 78 or 44.83% whose annual salary ranging from 300,000 to 400,000 annually.

Number of Children: As shown in the table, out of 174 respondents, 81 or 46.55% of the respondents whose children ranges to 3 to 4, followed by 40 or 22.99% whose children ranges to 1 to 4 and 5 and above, and there are 13 respondents with no children.

Table 3. Socio-Economic Profile of Respondents in the Province of Quirino, 2011.

Profile	Frequency	
	n=174	Percent
Gender		
Male	124	71.26
Female	50	28.74
Civil Status		
Single	11	6.32
Married	161	92.53
Widow/er	2	1.15
Age		
25 and below	9	5.17
26 to 35	14	8.05

36 to 45	54	31.03
46 to 55	73	41.95
56 and above	24	13.79
Highest Educational Attainment		
High School Level	8	4.6
High School graduate	29	16.67
College Level	41	23.56
College Graduate	87	50
Masters degree	8	4.6
Doctorate degree	1	0.57
Years in the Service		
5 and below	91	52.3
6 to 10	55	31.61
15-20	15	8.62
16 and above	13	7.47
401 and above	23	13.22
Annual Salary (in Thousand Pesos)		
100 and below	53	30.46
101 to 200	11	6.32
200 to 300	9	5.17
300 to 400	78	44.83
401 and above	23	13.22

Table 3

<u>Number of Children</u>		
None	13	7.47
1 to 2	40	22.99
3 to 4	81	46.55
5 and above	40	22.99

As can be seen in Table 3, the most important factor in ranking order is leadership quality, which was rated highly by 93 out of 174 respondents. (1). This suggests that leadership quality is a priority for Quirino residents when selecting or deciding upon elective officials to serve in that municipality. Following this, Educational Attainment comes in at Rank 2, with 47 of the 174 respondents selecting it as their top priority. This suggests that the electorate takes educational attainment into consideration as one of the elements that impact how they vote for elected politicians. Religion is so low on the list that it has the least impact on the electorate's ability to vote.

This indicates that respondents chose their officials on the basis of leadership skills. These attributes include command responsibility, being easy to deal with, being honest, having commitment and determination, and having independent decision making. These are the qualities that distinguish an effective and efficient leader from other potential candidates.

According to Smith (2021), voters are increasingly taking into consideration the educational attainment of their local government executives when casting their ballots (p.15)

Table 4. Respondents' Perception on Factors that Influence toVote Elective Officials in the Province of Quirino.

Factors	No. of Respondents Reporting	Rank
Age	30	13
Civil; Status	47	7.5
Educational Attainment	78	2
Work Experience	57	4.5
Political Affiliation	57	4.5
Leadership Quality	93	1
Economic Status	31	12
Social Status	47	7.5
Previous Elective Position	38	11
Religion	27	14
Party Affiliation	47	7.5
Administrative Capability	56	6
Popularity	67	3
Intellectual Capacity	45	7.5

The perceptions of the respondents are displayed in Table 5 regarding the Leadership Qualities that impact the electorate to Vote for Elective Officials.

The table makes it quite evident that honesty, which accounted for 127 occurrences and ranked first, is the leadership trait that most strongly influences voters' decisions regarding electoral officials. This indicates that the respondents are opposed to the use of graft and corruption in the process of providing the services. Next to honesty, commitment and dedication of elective officials comprised the frequency of 104 or rank 2, and charisma is the least influential of the leadership attributes that affect electorate voting for elective officials. "Honesty is the best policy," so the proverb goes. The respondents were of the opinion that holding public office is a trust held by the people. At all times, public officials and personnel must be accountable to the people they serve, provide them with the utmost responsibility, honesty, and loyalty, behave with patriotism and fairness, and lead lives that are consistent with their positions. (article XI section 1 1987 constitution).

This indicates that in accordance with provisions of Republic Act 7550, the Local Government Code, decentralization principles must be followed. The electorate must correctly elect local authorities who are devoted, dedicated, honest and well competent for the delivery of services to be effective and efficient.

According to Althaus & Bridgman (2016), honesty is the key leadership quality for effective governance. Similarly, Feldman &Khademian (2018) emphasize the importance of trust and honesty in government leaders in their book on public leadership. Kellerman (2018) argues that lack of honesty and transparency in leadership can lead to a breakdown of democracy and public trust. In his article on ethical leadership, brown (2015) highlights how honesty and

integrity are essential traits for ethical government leaders. Finally Kouzes & Posner (2017) discuss honesty as one of the fundamental characteristics of exemplary leaders in their book, *The Leadership Challenge*.

Table 5 Respondents' Perception on the Leadership Qualities that Influence the Electorate to Vote Elective Officials in the Province of Quirino, .

Factors	Number of Respondents Reporting	Rank
Positive will	88	3
Honesty	127	1
Democratic Style	65	5
Dictatorship Style	7	11
Commitment and Dedication	104	2
Administrative Capability	66	4
Work Experience	43	7
Righteousness	26	9
Courage	33	8
Charisma	3	12
Authoritative	14	10
Humility	60	6

4. Discussion

It is imperative for politicians and other officials in government to have a number of attributes that are associated with effective leadership. To begin, having strong communication skills is absolutely necessary in order to effectively convey ideas and policies to the constituents. In addition, having a strong moral compass and having integrity are both crucial components of making decisions that are both intelligent and conscientious, (Si Ying Tan, 2019) . In conclusion, one of the most important characteristics of a successful political leader is an unwavering dedication to the improvement of society and public service. In addition to being able to effectively solve problems and collaborate with others, the capacity to deliver results and thrive in one's role is one of the most important traits a leader may possess.

Sincerity is an essential characteristic of effective leaders, and it plays a significant part in the process of swaying voter opinion. Leaders that act in an honest manner earn the trust and credibility of their constituents, which enables their constituents to make confident judgments based on the information they have. When leaders are honest and forthright about their views, plans, and actions, they have a better chance of earning the respect and admiration of the people who follow them. Communication that is open, honest, and straightforward between a leader and their constituency makes it simple for those constituents to comprehend the leader's vision, goals, and intentions. They are not afraid to acknowledge their shortcomings, accept responsibility for their behaviors, and actively work toward making apologies. This strategy contributes to the development of a culture of responsibility in which leaders and followers collaborate for the advancement of the organization as a whole.

5. Conclusions and Recommendations

The following policy recommendations have been put forward for consideration in light of the findings of the study in order to improve the efficiency and performance of local executives in the delivery of critical services. This was done with the intention of improving the effectiveness and performance of local executives. If the Local Government Unit is going to be able to be more responsive in the delivery of basic services, it needs to follow a strategy of maximum local taxes rather than borrowing money or obtaining financial resources from the central government to support the provision of local services. This will allow the LGU to raise more money locally. In addition to this, they need to utilize their strong and effective administrative style while still maintaining a decent leadership style.

Local government officials are expected to receive a master's degree in public administration or a master's degree in business administration, as well as engage in conferences, trainings, and workshops that center on topics such as policy analysis, development administration, economics, and business. In addition, they must pass a background check. They will be able to build and increase their managerial capacities if they follow this course of action.

There are common leadership qualities that one must possess, first would be integrity and trustworthiness - Leaders in the local government unit must be honest, transparent and ethical in their decision-making processes to earn the trust of the residents. Secondly, effective communication skills is a crucial for a leader in a local government unit to convey policy updates, news and respond to issues raised by the community members. Thirdly, vision, a leader should have a clear vision for the community and plan to execute this vision in their tenure.

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