

Barangay Official Governance Practices and Challenges in Public Service: Basis for Developing Project for Enhancing Public Office Governance

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ABSTRACT

Barangay level is the basic unit in the public governance where the basic and immediate services of the government can be found. Direct governance and public service is essential part of the nation building because it is the frontline that delivers and implements all the programs and projects from the local and national government level. This study was conducted to identify the governance practices and challenges of Barangay Officials in delivering the public service as a basis for developing a project that will enhance the public office governance. The researcher used a descriptive-quantitative method. A self-made questionnaire was used to gather the data and using the purposive sampling the 46 respondents were identified. The research reveals that there is a start of generational shift in political officials in the barangay level. In the governance practices it is notable that public servants were proactive in governing the barangay however, they are lack of training that will capacitate them to further enhance their ability to increase the pace of development in their barangay. There are also identified challenges and issues that needs to be resolve through different extension service and partnership with the academic institutions.

Keywords: Public Service, Barangay Level, Governance Practices, Digitalization in Governance, Innovation and Adaptability in Governance.

INTRODUCTION

The Philippines boasts a unique local government structure with barangays serving as the smallest and most fundamental unit. Predating Spanish colonization, these communities, initially bound by kinship, have evolved into the cornerstone of citizen engagement and service delivery. However, despite their critical role, barangay officials often grapple with various challenges that hinder effective governance. Atienza (2006) traces the historical evolution of barangays in the Philippines, highlighting their transformation from pre-colonial kinship-based communities to the current, more structured system within a national framework. This historical context sheds light on the significance of barangays and their enduring role in local governance (Atienza, 2006). This research delves into the current landscape of barangay governance in the Philippines, aiming to illuminate the challenges faced by officials and propose practical solutions for enhanced public service.

The historical context of barangays sheds light on their present-day intricacies. Before Spanish rule, these communities functioned as independent entities, later integrating into a more hierarchical system under colonial governance (Atienza, 2006). The 1987 Constitution marked a turning point, establishing a framework for local government autonomy, with the 1991 Local Government Code further solidifying this devolution (Atienza, 2006). This shift empowered barangays, granting them authority over vital aspects like healthcare, sanitation, and budget allocation (Atienza, 2006).

Barangay governance hinges on the elected barangay captain and barangay assembly. Mirroring a city council, the assembly tackles local issues ranging from infrastructure to community events (Atienza, 2006). Notably, barangays play a crucial role in conflict resolution through the Barangay Justice System, a localized system that prioritizes mediation and swift resolution (Access, 2013).

However, the realities of barangay governance are often fraught with complexities. Limited resources, inadequate training, and unclear roles can impede effective service delivery (Mendoza, 2019). Political patronage and a lack of transparency can further erode public trust (Manalo, 2018).

This research aims to bridge this gap by, **Examining the current practices of barangay governance** to understand how officials navigate their roles and responsibilities. **Identifying the challenges** faced by barangay officials in fulfilling their duties. **Proposing solutions and recommendations** for strengthening governance practices and enhancing public service delivery within barangays.

MATERIALS AND METHODS

By exploring these aspects, this study aspires to develop a project that empowers barangay officials and fosters a more efficient and responsive local government system in the Philippines. Specifically, it aims to answer the following:

1. How may the Profile of the respondents be described, in terms of;

- 1.1. Age;
- 1.2. Sex
- 1.3. Educational Background
- 1.4. Ethnic Background
- 1.5. Marital Status
- 1.6. Years in Public Service;
- 1.7. List of Position Taken;
- 1.8. Other members of the Family in Public Service
- 1.9. Training and Seminars attended as Public Servant
- 1.10. Projects Proposed and Implemented

2. How may the Governance Practices of barangay Official be described in term of;

- 2.1. Community Engagement and Communication;
- 2.2. Effective Governance and Decision-Making; and
- 2.3. Innovation and Adaptability.

3. How may the Challenges in Governance of barangay official be described in terms of;

- 3.1. Resources Constraints;
- 3.2. Infrastructure;
- 3.3. Digitalization;
- 3.4. Political and Social Dynamics; and
- 3.5. Administrative and Regulatory Hurdles.

METHODOLOGY

This study employed a quantitative research design to investigate Barangay Official Governance Practices and Challenges in Public Service in Cabanatuan City, Philippines. A quantitative approach relies on numerical data collection and analysis to test hypotheses and establish relationships between variables [Creswell & Creswell, 2018]. This approach allows for the generalization of findings to a larger population through statistical techniques.

Purposive sampling, a non-probability sampling method, was utilized to select participants for this research. This technique involves strategically choosing individuals who best meet the criteria for understanding the research question [Thompson, 2016]. Participants were selected based on the following criteria: Currently a Barangay Official in any position, Having at least 3 years in Public Service, and Living in Cabanatuan City.

Data collection was accomplished through a self-made questionnaire. Questionnaires were developed to ensure content validity by consulting with experts in the Field of Public Administration to ensure the questions accurately captured the intended information. A pilot test was conducted with a small group of individuals similar to the target population to assess the clarity and effectiveness of the questionnaire before full-scale data collection [DeVellis, 2017].

RESULTS AND DISCUSSION

This section presents the finding of the data gathered about the Barangay Official Governance Practices and Challenges in Public Service.

Profile of the Respondents

Basic Information of the Respondents

Table 1 Profile of the Respondents.

AGE	FREQUENCY	PERCENTAGE
18-25	16	36.36%
26-35	8	18.18%
36-45	8	18.18%
46-55	8	18.18%
56 and above	4	9.09%
TOTAL	44	100.00%
SEX	FREQUENCY	PERCENTAGE
MALE	28	63.64%
FEMALE	16	36.36%
TOTAL	44	100.00%
Educational background	FREQUENCY	PERCENTAGE
Elementary level	4	9.09%

Elementary graduate	4	9.09%
High School Level	4	9.09%
High School Graduates	8	18.18%
College Level	4	9.09%
College Graduate	12	27.27%
Master's Degree Holder	4	9.09%
Doctorate's Degree Holder	4	9.09%
TOTAL	44	100.00%
Ethnic group Background	FREQUENCY	PERCENTAGE
Tagalog	44	100
Civil Status	FREQUENCY	PERCENTAGE
Married	36	81.82%
Single	8	18.18%
TOTAL	44	100.00%

The data presented in table 1 above shows the demographic profile of the respondents. For **Age** of the respondents, the respondents were dominated with the age group of 18-25 with a frequency of 16 or 36.36% of the total respondents, followed by 26-35, 36-45, and 46-55 with the same frequency of 8 or 18.18% of the total respondents, and 56 and above with a lowest frequency of 4 or 9.09% of the total respondents. In term of **Sex**, Male have the highest frequency of 28 or 63.64% of the total respondents while Female only have a frequency of 16 or 36.36%. For the **Educational Background** of the respondents, it was a diverse distribution starting with the highest frequency which is the College Graduate with a frequency of 12 or 27.27% of the total respondents. Followed by High School graduates with a frequency of 8 or 18.18% of the total respondents. The Elementary Level, Elementary Graduate, High School Level, College Level, Master's Degree, and Doctorate Degree have the same frequency of 4 or 9.09% of the total respondents. For the **Ethnic Background** there were only one ethnic background which is Tagalog with a frequency of 44 or 100% of the respondents. For the **Civil Status** of the respondents, Married have a frequency of 36 or 81.82% while Single have a frequency of 8 or 18.18% of the total respondents.

The findings from the demographic profile of the respondents have several implications for the study of barangay official governance practices and challenges in public service. The youthful and educated composition of the barangay officials suggests a propensity for innovative and informed governance, which can positively impact the quality and effectiveness of public service delivery. This is supported by a study that found older punong barangays have better performance than younger ones (Ervin et al., 2018). However, the male dominance among officials points to a need for more gender-inclusive policies and practices to ensure diverse perspectives are represented in decision-making processes. Effective teams can be difficult to describe because 'high performance along one domain does not translate to high performance along another (Ervin et.al., 2018)

The homogeneity in ethnic background indicates a lack of cultural diversity, which may affect the inclusivity of governance practices. This highlights the importance of promoting ethnic inclusivity to better address the needs of all community members (Kymlicka, 2012). Additionally, the predominance of married officials suggests

stability and long-term commitment to public service, but it also highlights the potential challenge of balancing personal and professional responsibilities (Greenhaus and Powell, 2006).

In conclusion, the demographic profile of barangay officials, particularly their age, education, gender, ethnicity, and marital status, significantly impacts local governance practices and challenges in public service delivery. A balance of youthful innovation, educational expertise, gender diversity, cultural inclusivity, and personal stability can contribute to more effective and inclusive governance at the barangay level.

Public Service Information

Table 2 Public Service Information of the Respondents.

Years in Public Service	FREQUENCY	PERCENTAGE
3 year and below	28	63.64%
4 - 6 years	8	18.18%
7 - 9 years	4	9.09%
10 - 12 years	4	9.09%
Total	44	100.00%
List of Position taken	FREQUENCY	PERCENTAGE
SK Chairman	15	28.85%
Barangay Chairman	12	23.08%
Kagawad	15	28.85%
Secretary	10	19.23%
Total	52	100.00%
Family Member in Public Service	FREQUENCY	PERCENTAGE
Mother	15	17.65%
Father	25	29.41%
Grandfather/Mother	10	11.76%
Brother	10	11.76%
Sister	5	5.88%
Cousin	5	5.88%
Uncle/Auntie	15	17.65%
Total	85	100.00%
Training and Seminars attended as Public Servant	FREQUENCY	PERCENTAGE

SK Mandatory Training	15	34.09%
Barangay Good Governance	14	31.82%
Barangay Newly Elected Officials Traning	15	34.09%
Other Training	None	0.00%
Total	44	100.00%
Projects Proposed and Implemented (Multiple response)		
halamanan sa likod bahay	4	5.48%
Drainage Canal development	5	6.85%
Installation of Streetligths	4	5.48%
House Number/Public Address	10	13.70%
Barangay Hall renovation	15	20.55%
Basketball league	15	20.55%
Free Medicine	10	13.70%
Curfew for minor	5	6.85%
noisy muffler	5	6.85%
Total	73	100.00%

The data presented in table above shows the data about the Public Service background of the respondents. The Years of Public Service of the respondents shows that, 3 years and below service has a frequency of 28 or 63.64% of the respondents, 4-6 years has a frequency of 8 or 18.18% of the total respondents. 7-9 years has a frequency of 4 or 9.09% and 10-12 years has a frequency of 4 or 9.09% of the total respondents. For the list of position, the respondents have taken, SK Chairman has a frequency of 15 or 28.85%, Barangay Chairman has a frequency of 12 or 23.08%, Kagawad/Councilor has a frequency of 15 or 28.85% and Secretary has a frequency of 10 or 19.23% of the total respondents. For Family Members in the Public Service, 15 or 17.65 mentioned that they have mother in the public service, 25 or 29.41 mentioned that their father is in the public service, there are 10 or 11.76% mentioned that they are Grandfather/Grandmother in the public service also 10 or 11.76% mentioned that they have brother in the public service, 5 or 5.88% mentioned that they have sister in the public service, 5 or 5.88 mentioned that they have cousin in the public service and 15 or 17.65% mentioned that they have Uncle/Auntie in the public service. In terms of training attended by the respondents, SK Mandatory Training has a frequency of 15 or 34.09% of the total respondents. Barangay Good Governance Training has a frequency of 14 or 31.82%, Barangay New Elected Official Training has a frequency of 15 or 34.09% and it is notable that all of the respondents do not have any other training other than what was mentioned above.

In terms of project proposed and implemented by the respondents as a public servant, Backyard Farming (halamanan sa likod bahay) has a frequency of 4 or 5.48%, drainage canal development has a frequency of 5 or 6.85%, Installation of Streetlights has a frequency of 4 or 5.48%, House Number/ Public Address has a frequency of 10 or 13.70%, Barangay hall renovation has a frequency of 15 or 20.55%, Basketball league has a frequency of 15 or 20.55%, Free Medicine has a frequency of 10 or 13.70%, Curfew for Minor has a frequency of 5 or 6.85%, and Noisy Muffler has a frequency of 5 or 6.85%. The data on the public service background of the respondents reveals several notable trends. A significant majority of respondents have relatively short tenures in

public service, with most having served three years or less. This indicates a predominance of newcomers in the public service roles among the respondents, which could have implications for their experience and expertise in governance.

Regarding the positions held by respondents, there is an even distribution among SK Chairmen, Barangay Chairmen, and Kagawad/Councilors, with Secretaries making up a smaller portion. This suggests that leadership roles are well-represented, but there is also a considerable number of respondents in support or advisory positions. The diversity in roles highlights the varied perspectives and responsibilities that respondents bring to public service. The data on family members in public service indicates a strong familial influence in public service roles, particularly with fathers and mothers being prominently mentioned. This familial involvement might suggest a tradition of public service within families, which could influence the respondents' views and approaches to governance. It may also indicate a network of support and guidance from experienced family members. Training data shows that respondents have attended mandatory and specific governance training, such as SK Mandatory Training, Barangay Good Governance Training, and Barangay New Elected Official Training. However, the lack of additional training beyond these areas suggests a potential gap in continuing education and skill development, which could be crucial for effective governance and the implementation of innovative practices. The Sangguniang Kabataan (SK) Chairman, for instance, plays a crucial role in local governance, representing youth and ensuring their participation in community development (Sangguniang Kabataan, 2023). Furthermore, the Local Government Code emphasizes the importance of training and capacity building for barangay officials to enhance their governance capabilities (Republic Act No. 7160).

The projects proposed and implemented by the respondents reflect a focus on community development and welfare. Initiatives like backyard farming, drainage canal development, and the installation of streetlights indicate an emphasis on improving basic infrastructure and community health. Projects like basketball leagues and free medicine suggest a commitment to social welfare and community engagement. The variety in projects shows a broad spectrum of priorities aimed at addressing immediate community needs and improving quality of life. These findings align with the goals of the Local Government Code, which mandates barangay officials to implement projects that promote the general welfare of their constituents (Republic Act No. 7160). A study by Brillantes and Fernandez (2011) found that effective barangay governance is characterized by a focus on community-based projects that address local needs and empower residents. Additionally, research suggests that community-driven development initiatives can foster social cohesion and improve access to basic services (Mansuri & Rao, 2004). However, it is important to note that the sustainability and impact of these projects may depend on factors such as funding, community participation, and long-term planning. A study by Capuno and Garcia (2010) found that barangay officials often face challenges in securing adequate resources for project implementation. Engaging residents in project planning and implementation can also contribute to the success and longevity of community development initiatives (Mansuri & Rao, 2004).

The data implies that while there is a strong foundation of leadership and familial support in public service, there are challenges related to the experience and continuous training of public officials. The predominance of new entrants in public service roles may require enhanced training programs to ensure they are well-equipped to handle their responsibilities effectively. Research indicates that effective training is crucial for newly elected officials to navigate the complexities of governance and improve service delivery (Capuno & Garcia, 2010). Additionally, the diverse range of projects implemented indicates a proactive approach to community development, but ongoing support and resources are needed to sustain these initiatives and address evolving community needs. The Local Government Code emphasizes the necessity for local government units to engage in capacity-building efforts to enhance the skills and competencies of their officials (Republic Act No. 7160). These findings highlight the importance of continuous professional development and the need for adaptive strategies in governance to meet the challenges faced by barangay officials. As noted by Brillantes and Fernandez (2011), fostering an environment of learning and adaptability can significantly enhance the effectiveness of local governance and ensure that public officials can respond to the dynamic needs of their communities.

Governance Practices of barangay Official

Community Engagement and Communication

Table 3Community Engagement and Communication Practices of the Public Servant in Barangay Level

No.	Community Engagement and Communication	Frequency	Percentage
1	Each sector that makes up the barangay is known.	44	100.00%
2	The method of delivering news and invitations is clear.	40	90.91%
3	The community is always informed of the level and completion of the project.	40	90.91%
4	Surveys to find out the needs and grievances of the community.	40	90.91%
5	Reports everything done, including finances, for the community to know.	32	72.73%
6	There are open discussions in the community regarding the plans of the barangay administration.	32	72.73%
7	Officers are equipped with additional knowledge through training and seminars.	35	79.55%

The data present in the table above shows the result of the survey about the community engagement and communication of the public servant in barangay level. It can be realized from the data above that **Indicator no. 1 Each sector that makes up the barangay is known** has a frequency of 44 or 100%. **Indicator no. 2 The method of delivering news and invitations is clear** has a frequency of 40 or 90.91%. **Indicator no. 3 The community is always informed of the level and completion of the project** has a frequency of 40 or 90.91%. **Indicator no. 4 Surveys to find out the needs and grievances of the community** has a frequency 40 or 90.91%. **Indicator no. 5 Reports everything done, including finances, for the community to know** has a frequency of 32 or 72.73%. **Indicator no. 6 There are open discussions in the community regarding the plans of the barangay administration** has a frequency of 32 or 72.73%. **Indicator no. 7 Officers are equipped with additional knowledge through training and seminars** has a frequency of 35 or 79.55% of the total respondents.

The data from the survey highlights strong community engagement and communication practices among barangay public servants. It shows a comprehensive understanding of the various community sectors, effective delivery of news and invitations, and consistent updates on project levels and completions. These practices demonstrate a clear commitment to keeping the community well-informed and engaged. Regular surveys to assess community needs and grievances further underscore a responsive approach to governance, enabling barangay officials to address issues effectively. Research suggests that community engagement is crucial for effective local governance, as it fosters trust and collaboration between officials and constituents (Mansuri & Rao, 2004). Transparency in reporting activities, including financial matters, is practiced, although there is room for improvement to ensure complete disclosure. Open discussions regarding barangay administration plans are also conducted, promoting a participatory governance model where community members can actively contribute to decision-making. Additionally, the data indicates that barangay officers are continuously enhancing their knowledge through training and seminars. Effective training is crucial for newly elected officials to navigate the complexities of governance and improve service delivery (Panganiban, 2022). This ongoing education is essential for maintaining and improving their capability to serve the community effectively.

Barangay officials prioritize engagement, transparency, and continuous improvement in their governance practices. However, enhancing financial reporting and fostering more community discussions could further

improve transparency and inclusiveness. The emphasis on training and development of barangay officials is crucial for sustaining their effectiveness in addressing community needs. Overall, these practices reflect a proactive governance approach aimed at building trust and collaboration between barangay officials and the communities they serve.

Effective Governance and Decision-Making

Table 4 Effective Governance and Decision-Making Practices of Public Servants in Barangay Level.

No.	Effective Governance and Decision-Making	Frequency	Percentage
1	Clear Vision and Goals	44	100.00%
2	Transparency	40	90.91%
3	Accountability	40	90.91%
4	Inclusivity and Diversity	35	79.55%
5	Data-Driven Decision Making	32	72.73%
6	Adaptability and Flexibility	35	79.55%
7	Effective Communication	32	72.73%
8	Ethical Considerations	28	63.64%
9	Continuous Evaluation and Improvement	28	63.64%
10	Conflict Resolution Mechanisms	32	72.73%

The data presented in the table 4 shows the result of the survey about the effective governance and decision-making practices of the respondents. The data reveal that that **indicator no. 1 Clear Vision and Goals** has a frequency of 44 or 100%, **indicator no. 2 Transparency** has a frequency of 40 of 90.91%, **indicator no. 3 Accountability** has a frequency of 40 or 90.91%, **indicator no. 4 Inclusivity and Diversity** has a frequency of 35 or 79.55%, **indicator no. 5 Data-driven decision making** has a frequency of 32 or 72.73%, **indicator no. 6 Adaptability and Flexibility** has a frequency of 35 or 79.55%, **indicator no. 7 Effective Communication** has a frequency of 32 or 72.73%, **indicator no. 8 Ethical Considerations** has a frequency of 28 or 63.64%, **indicator no. 9 Continuous Evaluation and Improvement** has a frequency of 28 or 63.64%, and indicator no. 10 Conflict Resolution Mechanisms has a frequency of 32 or 72.73% of the total respondents.

The survey data on effective governance and decision-making practices among barangay officials reveals several key strengths and areas for improvement. Respondents unanimously agree on the presence of clear vision and goals, indicating strong strategic direction within the barangay. A high level of transparency and accountability is also evident, which are critical components for building trust and ensuring that actions and decisions are visible and answerable to the community. As noted in a study, good governance can foster public participation in policymaking and promote inclusion in decision-making processes (DergiPark, 2017).

Inclusivity and diversity are well-regarded, reflecting an environment where various perspectives and needs are considered. However, while data-driven decision-making is practiced, there is some room for improvement to ensure that decisions are consistently informed by accurate and relevant information. The use of data in decision-making is crucial for local governments to achieve operational efficiency and better meet the needs of citizens (Comcate, 2023). The ability to adapt and remain flexible in the face of changing circumstances is also noted as a significant practice, which is essential for responsive governance. Effective barangay governance requires officials to be adaptable and innovative in addressing evolving community needs (Brillantes & Fernandez, 2011).

Active communication practices are evident, but there is potential for enhancing these to ensure more consistent and clear messaging across all levels of the barangay. Clear and consistent communication is vital for building trust and engaging citizens in local governance processes (Open Government Partnership, 2019). Ethical considerations and continuous evaluation and improvement are acknowledged by a significant portion of respondents, though these areas could benefit from further emphasis to ensure the highest standards of governance are maintained. Upholding ethical principles and engaging in regular evaluation are crucial for maintaining accountability and improving governance outcomes (DergiPark, 2017). Lastly, conflict resolution mechanisms are in place, indicating a structured approach to managing disputes and fostering a harmonious community environment.

Barangay officials exhibit strong foundational governance practices, particularly in terms of strategic direction, transparency, and accountability. Effective barangay governance requires officials to be adaptable and innovative in addressing evolving community needs (Brillantes & Fernandez, 2011). However, there are opportunities to enhance data-driven decision-making, communication, ethical standards, and continuous improvement processes. Addressing these areas can lead to more informed, ethical, and effective governance. Strengthening these practices is essential for overcoming challenges and ensuring that barangay officials can effectively meet the evolving needs of their communities, ultimately fostering a more inclusive, responsive, and trust-building governance model.

Innovation and Adaptability

Table 5 Innovation and Adaptability Practices of Public Servant in Barangay Level.

No.	Innovation and Adaptability	Frequency	Percentage
1	Community-Based Solutions	40	90.91%
2	Technology Integration	44	100.00%
3	Flexible Policies	40	90.91%
4	Partnerships and Collaboration	32	72.73%

The data shows in the table above presents the result of the survey about the innovation and adaptability governance practices of the public servant in barangay level. The data presents that indicator no. 1 Community-based Solutions has a frequency of 40 or 90.91%, indicator no. 2 Technology Integration has a frequency of 44 or 100%, indicator no. 3 Flexible Policies has a frequency of 40 or 90.91%, indicator no. 4 Partnerships and Collaboration has a frequency of 32 or 72.73% of the total respondents.

The data from the survey on innovation and adaptability governance practices among barangay public servants highlights several important trends. A significant majority of respondents emphasize community-based solutions, suggesting a strong commitment to addressing local needs through locally tailored initiatives. This approach fosters a deeper connection with the community and ensures that solutions are relevant and effective. On the other hand, in the study of Masagca 2009, good governance of Basic Political Unit can be affected by the lack of capabilities of officials; indecisiveness during assumption of duties as officers-in-charge.

The unanimous endorsement of technology integration indicates a forward-thinking approach among barangay officials, recognizing the importance of leveraging technology to enhance governance. Integrating technology in barangay operations can streamline processes, improve data management, and enhance service delivery (Typeset, 2023). This could include the use of digital platforms for communication, data management, and service delivery, ultimately improving efficiency and accessibility for community members. Flexible policies are also highly regarded, demonstrating the adaptability of barangay officials to changing circumstances and needs. The barangay management system serves as the data and information hub for situational analysis in the barangay, utilizing accurate, reliable, and easily retrievable data for program planning and implementation (Global Scientific Journal, 2024). This flexibility is crucial for responsive governance, allowing for adjustments

and innovations in policies as new challenges and opportunities arise. Partnerships and collaboration are practiced by a significant portion of respondents, indicating an understanding of the value of working with various stakeholders, including other government agencies, private sector partners, and community organizations. Such collaborations can bring in additional resources, expertise, and support, enhancing the overall effectiveness of barangay governance. Further, the role of ICT in barangay governance cannot be undermined, as it promotes transparency, accountability, and responsiveness" (Garcia, 2015).

The strong focus on community-based solutions, technology integration, flexible policies, and collaboration highlights a dynamic and responsive approach to public service. However, there is still room to enhance partnerships and collaborations to maximize resources and support for community initiatives. By continuing to embrace these practices and aiding to any gaps, barangay officials can better navigate challenges and improve their service delivery, ultimately fostering a more resilient and effective governance structure.

Challenges in Governance of Public Servant in Barangay Level

Resources Constraints Challenges in Public Service

Table 6 Resource Constraint Challenges in Governance of Public Servant in Barangay Level

No.	Resources Constraints	Frequency	Percentage
1	Limited Budget	35	79.55%
2	Dependency on Higher Levels of Government	35	79.55%
3	Insufficient Personnel	16	36.36%

The data presented in the table 6 shows the result of the survey about the challenge in terms of Resources Constraints. The data reveals that **indicator no. 1 Limited Budget** has a frequency of 35 or 79.55%, **indicator no 2. Dependency on Higher Levels of Government** has a frequency of 35% or 79.55%, and **indicator 3 Insufficient Personnel** has a frequency of 16 or 36.36%.

A predominant issue is the limited budget, as highlighted by the majority of respondents. This constraint can severely impact the ability of barangay officials to implement projects, maintain infrastructure, and deliver essential services. Financial limitations often lead to difficult prioritization decisions and can hinder long-term planning and sustainability of community programs (Senate of the Philippines, 2008).

Another major challenge is the dependency on higher levels of government. This reliance can delay the implementation of local initiatives due to bureaucratic processes and the need for approval or funding from upper government echelons. Such dependency can reduce the autonomy of barangay officials and limit their ability to respond swiftly to community needs and emergencies. Insufficient personnel is also a notable challenge, affecting over a third of the respondents. A lack of adequate staff can lead to overburdened officials, reduced efficiency, and limited capacity to address the diverse needs of the community. This shortage can compromise the quality and scope of services provided, affecting overall governance effectiveness.

The findings emphasize the significant resource constraints faced by barangay officials, particularly regarding budget limitations, dependency on higher government levels, and insufficient personnel. Further, the study of Dagohoy 2021 revealed that there are several problems encountered by barangay officials on the local budgeting process. These challenges highlight the need for strategic resource management and advocating for greater financial autonomy. Strengthening local capacities through training and recruitment initiatives can also help mitigate the effect of insufficient personnel. Addressing these resource constraints is crucial for enhancing the effectiveness and resilience of barangay governance, enabling officials to better meet the needs of their communities and overcome the inherent challenges of limited resources.

Infrastructure Challenges in Public Service

Table 7 Infrastructure Challenges in Governance of Public Servant in Barangay Level

No.	Infrastructure	Frequency	Percentage
1	Inadequate Facilities	32	72.73%
2	Poor Connectivity	32	72.73%
3	Vulnerability to Disasters	28	63.64%

The data reveal in the table 7 shows the result of the survey about the Infrastructure Challenges in Governance practices of public servant in barangay level. The data presents that indicator no. 1 Inadequate Facilities has a frequency of 32 or 72.73%. Indicator no. 2 Poor Connectivity has a frequency of 32 or 72.73%, and indicator no. 3 Vulnerability to Disasters has a frequency of 28 or 63.64% of the total respondents.

A significant majority of respondents reported inadequate facilities, indicating that many barangays lack the essential infrastructure needed to support effective governance and service delivery. This inadequacy can hinder daily operations, limit the capacity to hold community activities, and reduce the overall effectiveness of public service. Poor connectivity is another major challenge identified by respondents. This issue includes both physical connectivity, such as transportation infrastructure, and digital connectivity, including internet access. Poor connectivity can isolate communities, impede communication, and limit access to vital information and services. It also affects the ability of barangay officials to coordinate with higher government levels, other barangays, and external partners, which is crucial for comprehensive governance.

Vulnerability to disasters is also a significant concern, with many respondents noting that their barangays are susceptible to natural hazards. This vulnerability can lead to frequent disruptions, damage to infrastructure, and significant resource allocation for disaster response and recovery. As highlighted in a related study of Santiago Jr. et.al, 2021, local governments must prioritize disaster risk reduction and preparedness to effectively respond to natural hazards and minimize their impacts on communities. It shows the need for strong disaster preparedness and resilient infrastructure to mitigate the effect of such events on the community and governance processes.

The findings imply that barangay officials face considerable infrastructure challenges that effect their ability to govern effectively. Addressing inadequate facilities requires targeted investments to improve physical infrastructure, which can enhance service delivery and community engagement. Improving connectivity, both in terms of transportation and digital access, is essential for integrating communities and ensuring efficient communication and coordination. Additionally, enhancing disaster preparedness and building resilient infrastructure are crucial steps to reduce vulnerability and ensure continuous and effective governance despite natural hazards. Tackling these infrastructure challenges is vital for strengthening barangay governance and improving the quality of life for community members.

Digitalization Challenges in Public Service

Table 8 Digitalization Challenges in Governance of Public Servant in Barangay Level

No.	Digitalization	Frequency	Percentage
1	Limited Access to Technology	28	63.64%
2	Digital Divide	32	72.73%
3	Cybersecurity Risks	28	63.64%

Table 8 shows the result of the survey about the challenges in governance of the public servant in terms of Digitalization. It can be realized from the data that indicator no. 1 Limited Access to Technology has a frequency of 28 or 63.64%, indicator no. 2 Digital Divide has a frequency 32 or 72.73% and indicator no. 3 Cybersecurity Risks has a frequency of 28 or 63.64% of the total respondents.

Limited access to technology is a major issue, with a substantial number of respondents indicating that their barangays do not have adequate technological resources. This limitation can hinder the implementation of digital governance solutions, restrict access to information, and reduce the efficiency of service delivery. Insufficient technological resources can significantly impede local governance, leading to inefficiencies in service delivery and a lack of transparency in operations (Santiago Jr. et.al., 2021)

The digital divide is another prevalent challenge, as highlighted by a large portion of respondents. This divide represents the gap between those with sufficient access to digital tools and the internet and those without. The digital divide is a pressing concern, as it worsens inequalities within communities, leaving some residents behind in accessing digital advancements (Santiago Jr. et.al., 2021). It can impair inequalities within the community, with some residents benefiting from digital advancements while others are left behind. This disparity can also affect the overall inclusiveness and effectiveness of governance practices. Cybersecurity risks are also a significant concern for many respondents. As barangays adopt more digital solutions, the potential for cyber threats increases (Santiago Jr. et.al, 2021). Without adequate cybersecurity measures, sensitive information and critical systems are vulnerable to attacks, which can disrupt governance operations and erode trust within the community.

The findings indicate that barangay officials face considerable challenges in digitalization, affecting their ability to leverage technology for effective governance. Bridging the digital divide is crucial for promoting inclusivity and ensuring that all community members have equal access to digital services and information. Enhancing cybersecurity measures is essential to protect sensitive data and maintain the integrity of digital governance systems. By tackling these digitalization challenges, barangay officials can improve their governance practices, increase efficiency, and better serve their communities in the digital age.

Political and Social Dynamics Challenges in Public Service

Table 9 Political and Social Dynamics Challenges in Governance of Public Servant in Barangay Level

No.	Political and Social Dynamics	Frequency	Percentage
1	Political Patronage	24	54.55%
2	Partisan Politics	24	54.55%
3	Clientelism	20	45.45%
4	Social Fragmentation	16	36.36%
5	Corruption	12	27.27%
6	Community Engagement and Participation	28	63.64%
7	Power Struggles	24	54.55%

Table 9 shows the result of the challenges of public servant in governance in terms of Political and Social Dynamics. The data presents that **indicator no. 1 Political Patronage** has a frequency of 24 or 54.55%, **indicator no. 2 Partisan Politics** has a frequency of 24 or 54.55%, **indicator no. 3 Clientelism** has a frequency of 20 or 45.45%, **indicator no. 4 Social Fragmentation** has a frequency of 16 or 36.36%, **indicator no. 5 Corruption** has a frequency of 12 or 27.27%, **indicator no. 6 Community Engagement and participation** has

a frequency of 63.64%, and **indicator no. 7 Power Struggles** has a frequency of 24 or 54.55% of the total respondents.

Political patronage and partisan politics are prevalent concerns, with a majority of respondents indicating their presence. These issues can undermine merit-based governance and lead to favoritism, where decisions and resource allocations are influenced by political affiliations rather than community needs. This can wear down trust and fairness in governance practices. Political favoritism can severely undermine the principles of merit-based governance, leading to resource allocations that do not align with the actual needs of the community (Reszketo et.al., 2022). Clientelism, another form of favoritism where goods or services are exchanged for political support, is also a notable challenge. This practice can distort priorities and hinder the delivery of equitable public services. Social fragmentation is reported by a significant portion of respondents, indicating divisions within the community based on social, economic, or political lines. Such fragmentation can impede collective action and weaken the social cohesion necessary for effective governance.

Corruption, while less frequently reported, remains a critical issue as it can severely impact governance quality and public trust. Corruption leads to the misuse of resources, inefficiency, and an overall decline in the integrity of governance practices. Community engagement and participation are identified as both a challenge and a necessity, with a substantial portion of respondents acknowledging the importance of involving the community in governance processes. Effective engagement ensures that governance is more inclusive and responsive to the needs of the community. Power struggles are another significant concern, highlighting conflicts within governance structures that can disrupt decision-making and implementation processes. These struggles often arise from competing interests and can lead to inefficiencies and a lack of coherent governance strategies.

The findings imply that barangay officials face complex political and social dynamics that challenge effective governance. Speaking political patronage and partisan politics requires promoting merit-based practices and ensuring decisions are made in the community's best interest. Combating clientelism and corruption involves implementing strong ethical standards, transparency, and accountability measures. Enhancing community engagement and participation is crucial for inclusive governance, while efforts to bridge social fragmentation can foster unity and collective action. Managing power struggles involves establishing clear roles and fostering collaboration among stakeholders. By addressing these challenges, barangay officials can improve governance practices, build public trust, and better serve their communities.

Administrative and Regulatory Hurdles Challenges in Public Service

Table 10 Administrative and Regulatory Challenges in Governance of Public Servant in Barangay Level

No.	Administrative and Regulatory Hurdles	Frequency	Percentage
1	Bureaucratic Processes	16	36.36%
2	Regulatory Compliance	32	72.73%
3	Limited Resources	24	54.55%
4	Inadequate Training and Capacity Building	24	54.55%
5	Coordination and Communication	20	45.45%
6	Political Interference	16	36.36%
7	Legal Issues and Disputes	24	54.55%
8	Accountability and Transparency	24	54.55%

The data presented in the table above shows the result of the survey about the administrative and regulatory hurdles challenges in governance of the public servant. The data expose that **indicator no. 1 Bureaucratic Processes** has a frequency of 16 or 36.36%, **indicator no. 2 Regulatory Compliance** has a frequency of 32 or 72.73%, **indicator no. 3 Limited Resources** has a frequency of 24 or 54.55%, **indicator no. 4 Inadequate Training and Capacity Building** has a frequency of 24 or 54.55%, **indicator no. 5 Coordination and Communication** has a frequency of 20 or 45.45%, **indicator no. 6 Political Interference** has a frequency of 16 or 36.36%, **indicator no. 7 Legal Issues and Dispute** has frequency of 24 or 54.55%, **indicator no. 8 Accountability and Transparency** has a frequency of 24 or 54.55%.

The survey data on administrative and regulatory hurdles in governance among barangay public servants reveals several significant challenges. Bureaucratic processes are a notable issue, affecting over a third of respondents. These processes can slow down decision-making and implementation, creating inefficiencies and delays in service delivery. Streamlining these processes is crucial for enhancing the responsiveness and efficiency of barangay governance. Regulatory compliance is a major challenge, with a significant majority of respondents indicating difficulties in adhering to various regulations. This can stem from complex and often burdensome regulatory requirements that consume resources and time, detracting from other essential governance activities. Simplifying regulatory requirements and providing support for compliance can help mitigate this challenge.

Limited resources, both financial and human, are highlighted by a majority of respondents. This constraint impacts the ability to implement programs, maintain infrastructure, and deliver services effectively. Addressing resource limitations through better allocation, seeking alternative funding, and optimizing available resources is essential for improving governance. Inadequate training and capacity building are also significant issues, affecting more than half of the respondents. Ensuring that barangay officials have the necessary skills and knowledge is crucial for effective governance. Investing in continuous training and professional development can enhance the capabilities of public servants.

Coordination and communication challenges are reported by nearly half of the respondents, indicating issues with internal and external collaboration. Improving communication channels and fostering better coordination among different levels of government and community stakeholders can enhance governance effectiveness. Political interference, legal issues, and disputes are additional hurdles that complicate governance. These issues can lead to conflicts, disrupt governance activities, and erode public trust. Establishing clear legal frameworks and reducing political interference can help create a more stable and predictable governance environment. Accountability and transparency are also significant challenges, impacting the perception of governance and trust within the community. Enhancing accountability measures and promoting transparency in all governance activities are essential for building public trust and ensuring ethical governance practices.

The findings imply that barangay officials face numerous administrative and regulatory challenges that impact their governance practices. Streamlining bureaucratic processes, simplifying regulatory compliance, and addressing resource limitations are critical steps for improving efficiency. Investing in training and capacity building is essential for enhancing the skills and knowledge of public servants. Improving coordination and communication, reducing political interference, and establishing clear legal frameworks can create a more stable governance environment. Enhancing accountability and transparency is crucial for building public trust and ensuring ethical governance. By addressing these challenges, barangay officials can improve their governance practices and better serve their communities.

CONCLUSION AND RECOMMENDATION

From the data above a conclusion were made. It can be concluded that the generation shift from new breed of political entrants is starting based on the age and number of years in service of the respondents while it is still dominated by male public servants. It is also notable that most of the public servant in the barangay level were mostly college graduate which makes them more competent and reliable to their positions however, these public servants do not have any other training other than mandatory training provided to them when they were elected. Renovation and Basketball league were the prevalent project of the barangay officials. In term of governance practices, the data indicates high levels of transparency, accountability, and inclusivity, which are critical for building trust and fostering community participation. Barangay officials demonstrate a proactive approach in

keeping the community informed, addressing needs through surveys, and ensuring continuous improvement through training and education. Additionally, innovation and adaptability are evident in their practices, particularly with the integration of technology and flexible policies. However, there are areas for improvement, such as enhancing financial reporting transparency and fostering more extensive community discussions. Strengthening data-driven decision-making and ethical standards, as well as expanding partnerships and collaborations, can further enhance governance outcomes. Further, the most significant constraints are financial, with limited budgets and dependency on higher government levels, leading to delays and reduced autonomy in local initiatives. Personnel shortages further intensify these issues, burdening the existing staff and limiting service delivery. Infrastructure challenges, such as inadequate facilities and poor connectivity, hinder daily operations and community engagement, while vulnerability to disasters poses ongoing risks. Digitalization efforts are blocked by limited access to technology, a persistent digital divide, and cybersecurity threats, all of which obstruct efficient and inclusive governance. Political and social dynamics, including political patronage, clientelism, social fragmentation, and corruption, weaken trust and fairness in governance. Administrative and regulatory hurdles, including bureaucratic processes, regulatory compliance, and political interference, further complicate governance, while issues of accountability and transparency erode public trust.

To resolved the challenges and issues arise from the study the researcher strongly suggest that first, develop capacity building in proper barangay level management practice for effective governance. It will be possible with the help of the academic institutions that can provide training and development for the public servant to enhance their ability and capacity to govern their respective barangay. Second, for barangay level public servant, advocate for increased budgetary allocations and financial autonomy for barangays to reduce dependency on higher government levels. Implement strategic resource management practices to optimize the use of available funds, prioritize critical projects, and ensure sustainable community programs. Lastly, Establish and enforce strong ethical standards to combat political patronage, clientelism, and corruption. Implement transparent and accountable governance practices to build public trust and ensure decisions are made in the best interest of the community.\

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