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## Leadership Style of Urban Barangay Chairmen in Ozamiz City

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# Leadership Style of Urban Barangay Chairmen in Ozamiz City

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## I. INTRODUCTION

A country needs leaders and for a country to change and develop it needs active political leaders. Change and development of a country is a major function of political activity.

Cunningham (2003) remarked that leaders of today cannot be successful without having a broad understanding of the social, political and economic dynamics that influence and are shaped by global competition. Leaders must be aware of the ideologies, political pressures, a shifting economic and social conditions, if they are to provide effective leadership.

Effective leadership is characterized by attention on the welfare of the citizens. Lipham (2004) and his colleagues have developed a four factor theory of leadership. The first is the structured leadership. It indicates taking immediate action on important issues, delegating task to subordinates, stressing organizational goals and monitoring implementation of decisions. This leadership behavior indicates that the leader lets the subordinates know what is expected of them, provides specific guidelines concerning what is to be done and how to do it, sets performance standards, schedules and coordinates work.

The second is facilitative leadership. This is a leadership style where the barangay chairmen will obtain and provide required resources, minimize bureaucratic work, offering suggestions for solving problems and scheduling of activities. A facilitative leader sets challenging goals for subordinates, emphasizes excellence in performance and shows confidence in subordinate's ability to achieve high standards of performance.

The third type of leadership role is supportive.

This means the leader encourages other's efforts, demonstrates friendliness and collegiality, trusting others with delegated responsibility and enhancing staff morale. A supportive leader is friendly, approachable, and concerned with the needs, status and well being of subordinates. He/she treats them as equals and frequently goes out of his way to make their work environment pleasant and enjoyable.

The fourth leadership role is participative. It indicates that the leader seeks decisional input and advice, working actively with individuals and groups, involving others in decision making and maintaining willingness to modify preconceived positions. A participative leader consults with subordinates concerning work related matters, solicits their opinions and frequently attempts to use subordinate's ideas in making decisions.

Leadership then serves as a balancing act between self and others. An effective leader recognizes his or her personality and how operational factors or daily tasks affect his or her relationship with others.

### a) Statement of the Problem

The purpose of this study was to look into the existing leadership styles of the urban barangay chairmen of Ozamiz City as ascertained by themselves, council members, purok presidents, and health workers. Specifically, the study was undertaken to answer the following:

1. As evaluated by the urban barangay chairmen, council members, purok presidents, health workers, to what extent do the barangay chairmen manifest the following leadership roles:
  - 1.1 structured
  - 1.2 facilitative
  - 1.3 supportive
  - 1.4 participative
2. Are there significant differences on the evaluations made between the barangay chairmen and their subordinates concerning the former's manifestation of the following determinants?
  - 2.1 structured
  - 2.2 facilitative
  - 2.3 supportive
  - 2.4 participative

### b) Hypothesis

H<sub>0</sub>: There are no significant differences in the assessments made by the different respondents regarding the leadership styles of the urban barangay chairmen in Ozamiz City.

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c) *Significance of the Study*

This study is significant to the different urban barangays in Ozamiz City which is served by the chairmen.

i. *The City Government Officials.*

They will find this study useful as a mechanism in their deliberations concerning the movement of the barangays in the various levels. They can also utilize the data to analyze the leadership styles of the urban barangay chairmen and in making decisions essential in managing the affairs of the barangay.

ii. *The Barangay Chairmen.*

Benefits can be gained from this study by the barangay chairmen in Ozamiz City. Their evaluation of their own leadership style provides them with useful insights into the competencies required of individuals handling sensitive and key positions in the barangay. As such, this will pave the way for their improvement.

iii. *The Councilors and Purok Presidents.*

They will also stand to benefit from this study. The evaluative nature of this research serves as guidelines for the councilors and purok presidents to assess objectively the leadership style commonly expected of all barangay chairmen. Ultimately, these councilors and purok presidents who have the potential to be elected as barangay chairman will be aware of what may be expected of them.

iv. *The Barangay Health Workers.*

They will also find this study relevant and meaningful. They can gain insights into the leadership style assumed by their chairmen, resulting in an improved work relationship with their barangay chairmen.

v. *The Residents.*

As the primary clients of the barangay chairmen, the residents are the direct recipients of quality services emanating from effective leadership.

vi. *The Researchers.*

The proponents, as academic members of the university will also find this study useful and worthwhile. By experiencing the various phases of the research process, they become more appreciative of their positive contribution to the local government unit.

## II. METHODOLOGY

The descriptive survey method was utilized in this study. Researcher-made instrument was the main tool for gathering data supplemented with random interviews conducted among the respondents.

The City of Ozamiz has fifty-one barangays classified into rural and urban barangays. This study focused on the fifteen urban barangays of the city.

The respondents of the study comprised thirteen (13) urban barangay chairmen; one hundred

nineteen (119) council members, two hundred forty six (246) barangay health workers, and one hundred fourteen (114) purok presidents. The number of respondents in this study totaled 492.

a) *Leadership Style Survey*

The questions in this instrument were formulated for the purpose of determining the extent the barangay chairmen manifested their leadership style. Each question was followed by a number of possible responses. Each item corresponded to numeric scales with the following qualitative equivalents:

- 4 – Very Great Extent (VGE) – means that the barangay chairmen manifest the leadership in all cases.
- 3 – Great Extent (GE) – means that the barangay chairmen manifest the leadership in majority of the cases.
- 2 – Less Extent (LE) – means that the barangay chairmen manifest the leadership in a few instances only.
- 1 – Never (N) – means that the barangay chairmen do not manifest the leadership at all.

b) *Statistical Tools*

The data were assumed to be normally distributed and treated as interval levels. Parametric tests were utilized; thus, arithmetic mean was used as a numerical descriptive measure for the central tendency and the analysis of variance (Anova) was used to find significant differences between the respondents' responses.

## III. RESULTS AND DISCUSSION

a) *Structured Leadership Styles of the Urban Barangay Chairmen*

Table 1 highlights the extent to which structured leadership style was manifested by the respondents.

Table 1 : Structured Leadership Styles of Barangay Chairmen

Items	Barangay Chairman	Council Members	Health Workers	Purok Presidents	Item Average	
	$\mu$	$\mu$	$\mu$	$\mu$	$\mu$	INT
1. Enact ordinance for improving socio- economic condition	3.0	3.25	3.31	3.13	3.19	GE
2. Put programs and improvement efforts into action	3.38	3.26	3.38	3.21	3.31	VGE
3. Develop a vision and establish clear goals	3.38	3.08	3.18	3.14	3.20	GE
4. Perceive the needs and concerns of all residents in he barangay	3.3	3.32	3.39	3.29	3.33	VGE
5. Take prompt actions as issues and problems emerge	3.46	3.25	3.28	3.21	3.3	GE
6. Estimate the likelihood of such possible outcome to each alternative or decision	3.53	3.01	3.21	3.07	3.21	GE
<b>Factor Average</b>	<b>3.35</b>	<b>3.20</b>	<b>3.29</b>	<b>3.18</b>	<b>3.26</b>	<b>VGE</b>

As shown in Table 1 the factor average of 3.26 structured leadership style was manifested to a very great extent.

The barangay chairmen were inclined to enact ordinance for improving socio-economic condition to a great extent (3.19). This meant that the barangay chairmen planned their work so that resources could be appropriately utilized.

The item average of 3.31 denoted that the barangay chairmen put programs and improvement efforts into action. Projects undertaken had definite timelines and changes were managed effectively (Interview, December 2006).

To a great extent ( $\mu=3.20$ ), the barangay chairmen were deemed capable of developing the vision and establishing clear cut goals which gave purpose and a sense of direction to the barangay.

As to whether the barangay chairmen were able to perceive the needs and concerns of all residents in the barangay, this leadership style was manifested to a very great extent ( $\mu=3.33$ ). It can be inferred from this

information that the administrators were quite perceptive in ascertaining the concerns of all interested individuals in the barangay.

The item average of 3.30 revealed that the administrators to a great extent made prompt actions as issues and problems emerged. The respondents opined that their barangay leaders were responsive to their needs and were not hesitant to take remedial actions to correct certain situations.

With regard to the ability of the administrators to estimate the likelihood of such possible outcome to each alternative or decision made, this was done to a great extent ( $\mu=3.21$ ). This implied the barangay chairmen had the habit of anticipating the impact of their decisions upon implementation.

#### b) *Facilitative Leadership Styles of Urban Barangay Chairmen*

Table 2 presents information concerning the extent to which the barangay chairmen manifested facilitative leadership styles.

Table 2 : Facilitative Leadership Style of Barangay Chairmen

Items	Barangay Chairman	Council Members	Health Workers	Purok Presidents	Item Average	
	$\mu$	$\mu$	$\mu$	$\mu$	$\mu$	INT
1. Know what to delegate and to whom	3.38	3.26	3.26	3.08	3.25	GE
2. Secure commitment to a course of action from individuals or groups	3.38	3.23	3.37	3.23	3.30	VGE
3. Make the decision but tries to persuade the officials to accept it	3.53	3.10	3.26	3.08	3.24	GE
4. Resolve short term issues while balancing them against long term objectives.	3.46	3.23	3.24	3.18	3.27	VGE
5. Schedule flow of activities according to the agreed time frame	3.46	3.14	3.30	3.16	3.26	VGE
6. Improve the officials' readiness to accept change	3.38	3.14	3.26	3.21	3.24	GE
<b>Factor Average</b>	<b>3.43</b>	<b>3.18</b>	<b>3.28</b>	<b>3.16</b>	<b>3.26</b>	<b>VGE</b>

As exhibited in Table 2 the barangay chairmen practiced facilitative leadership styles to a very great extent. An item by item analysis revealed the following information. An item average of 3.25 pointed out that the barangay chairmen to a great extent knew what and to

whom to delegate the task. This implied that the barangay chairmen were capable of assigning tasks, projects or responsibilities to the right people and made follow ups on the delegated activities. As to whether the barangay chairmen were capable of securing

commitment to a course of action from individuals or groups, this was manifested to a very great extent as shown by the item average of 3.30. Since the barangay chairmen were able to facilitate coordination and collaboration of tasks, it was not difficult for them to seek the support and dedication of those responsible for carrying out the identified tasks.

The item average of 3.24 indicated that to a great extent, although the barangay chairmen made the decision, they tried to persuade their barangay officials to accept it. This was true in the sense that the former tried to solicit the opinions of their barangay officials on the merits of the issues before making a conclusion.

To a very great extent ( $\mu=3.27$ ), the barangay chairmen resolved short term issues while balancing them against long term objectives. This meant that the barangay chairmen were generally adept in prioritizing short and long term goals to ensure proper utilization of resources.

As to the ability of the barangay chairmen to schedule the flow of activities according to the agreed time frame, this was observed to be fulfilled to a very great extent ( $\mu=3.26$ ). This did not come as a surprise considering that the barangay chairmen provided distinct timetables for each program/activity undertaken (Interview, December 2006).

Lastly, the item average of 3.24 revealed that to a great extent, the barangay chairmen were able to improve their officials' readiness to accept change. This was due to the fact that the officials were involved in decision making; thus, there was no problem in stimulating them to be significant contributors to change effectiveness.

### c) Supportive Leadership Styles of the Urban Barangay Chairmen

Table 3 highlights the information concerning the supportive leadership styles manifested by the barangay chairmen.

*Table 3:* Supportive Leadership Style of Barangay Chairmen

Item	Barangay	Council	Health	Purok	Item	
	Chairman	Members	Workers	Presidents	Average	INT
	$\mu$	$\mu$	$\mu$	$\mu$	$\mu$	
1. Support group accomplishment	3.69	3.42	3.36	3.36	3.46	VGE
2. Accept suggestions from officials regarding solutions to problems	3.84	3.42	3.39	3.4	3.51	VGE
3. Provide the required resources/logistics for projects/management	3.46	3.21	3.44	3.26	3.34	VGE
4. Am/are concerned with the needs, status and well-being of officials	3.3	3.28	3.33	3.34	3.31	VGE
5. Treat officials as equal	3.61	3.38	3.39	3.47	3.46	VGE
6. Am/are friendly and approachable	3.53	3.5	3.58	3.53	3.54	VGE
7. Go out of my/their way to make the environment more pleasant and enjoyable	3.3	3.27	3.36	3.28	3.30	VGE
<b>Factor Average</b>	<b>3.53</b>	<b>3.35</b>	<b>3.41</b>	<b>3.38</b>	<b>3.42</b>	<b>VGE</b>

As shown in Table 3 the factor average of 3.42 obtained from the weighted mean of 3.35 from the council members, 3.53 from the barangay chairmen, 3.41 from the health workers, 3.38 from the purok presidents, the barangay chairmen leadership styles to a very great extent.

Specifically, the item average of 3.46 indicated that the barangay chairmen supported group accomplishment to a very great extent. The former supervised and monitored their subordinates by providing feedbacks on performance levels of the officials.

Furthermore, the barangay chairmen to a very great extent ( $\mu=3.51$ ) accepted suggestions from their officials regarding solutions to problems. The barangay chairmen tended to rely on their officials to come up with solutions or directions about how to get the task done as the latter were deemed to be in the best

position to analyze the problems. When it came to certain undertakings like program or projects, the barangay chairmen to a very great extent ( $\mu=3.34$ ) did not hesitate to allocate the necessary funds to support the programs. This was the case as all projects were allocated with adequate logistics.

The item average of 3.31 pointed out that the barangay chairmen to a very great extent were concerned with the needs, status and well being of their officials. This interpersonal sensitivity was quite strong particularly in perceiving the needs of others. They treated their subordinates as equal to a very great extent ( $\mu=3.46$ ). Sentiments were often heard and handled tactfully.

The barangay chairmen to a very great extent ( $\mu=3.54$ ) were viewed to be friendly and approachable. They dealt with others with finesse and recognized individual differences. Corollary to this finding, the

barangay chairmen ( $\mu=3.30$ ) to a very great extent went out of their way to make the work environment pleasant and enjoyable for all. People empowerment was ably applied to all in the barangay.

#### d) Participative Styles of the Urban Barangay Chairmen

Table 4 highlights the information pertaining to the participative leadership styles demonstrated by the barangay chairmen.

*Table 4:* Participative Leadership Styles of Barangay Chairmen

Items	Barangay Chairman	Council Members	Health Workers	Purok Presidents	Item Average	
	$\mu$	$\mu$	$\mu$	$\mu$	$\mu$	INT
1. Make decisions together with officials	3.76	3.32	3.45	3.32	3.46	VGE
2. Help their officials come up with excellent ideas	3.53	3.29	3.3	3.38	3.38	VGE
3. Consult with subordinates concerning work related matters	3.46	3.31	3.39	3.4	3.39	VGE
4. Solicit the opinions of others in making a decision	3.38	3.31	3.36	3.21	3.32	VGE
5. Encourage the involvement of officials in implementing program improvements	3.61	3.35	3.36	3.39	3.43	VGE
6. Attempt to use officials' ideas in making decision	3.38	3.13	3.26	3.3	3.27	VGE
7. Develop official teamwork and morale	3.53	3.36	3.51	3.24	3.41	VGE
<b>Factor Average</b>	<b>3.52</b>	<b>3.30</b>	<b>3.38</b>	<b>3.32</b>	<b>3.38</b>	<b>VGE</b>

As shown in the Table above, the factor average of 3.38 indicated that the barangay chairmen assumed their participative leadership styles to a very great extent. It appeared decisions were made in consultation with other officials. This implied that the former practiced participative decision-making on issues affecting the barangays.

Likewise, the barangay chairmen to a very great extent ( $\mu=3.38$ ) provided intellectual stimulation to other officials to come up with ideas to solve work related matters. They served as role model. (3.39) to a very great extent by consulting these officials on work related matters. They solicited opinions and feedbacks on certain concerns affecting the efficiency of the barangay council. This was practiced effectively to a very great extent ( $\mu=3.32$ ).

To a very great extent ( $\mu=3.43$ ), the barangay chairmen encouraged the involvement of their officials in implementing program improvements. This was not a

difficult task to do considering the barangay chairmen made sure other officials took active part in the planning and decision making process. Because of this practice, the barangay chairmen to a very great extent framed decisions based on the input of other officials ( $\mu=3.27$ ). The barangay chairmen prioritized significant issues that had an important bearing on their officials' welfare.

Finally, the barangay chairmen to a very great extent ( $\mu=3.41$ ) developed officials teamwork and morale. This was not a difficult task to do as the former encouraged officials participation in all aspects of the barangay's operations.

#### e) Test of Hypotheses

This study advanced one null hypotheses which was tested at the 0.05 level of significance. The one-way analysis of variance (ANOVA) among the means of the groups of respondents was used for testing the hypotheses. The succeeding tables present the data. Table 5 presents the structured leadership styles.

*Table 5:* Analysis of Variance Pertaining to Structured Leadership Styles

Structured Leadership	Respondents	Sig.	Decision	Interpretation
Barangay Chairmen against	Council members	.12	Fail to Reject the Null Hypothesis	There is no significant difference
Barangay Chairmen against	Health workers	.79	Fail to Reject the Null Hypothesis	There is no significant difference
Barangay Chairmen against	Purok Presidents	.07	Fail to Reject the Null Hypothesis	There is no significant difference

The Table above shows the significance (sig.) were greater than 0.05. Since the level of significance was 0.05, then the null hypothesis cannot be rejected. Thus, the evaluation made between the barangay chairmen and their subordinates concerning the former's manifestation in terms of the structured

leadership style do not differ significantly. This would indicate that the responses agreed on one another and can be regarded to be the same on statistical bases.

Table 6 presents the analysis of variance on the facilitative leadership style of the urban barangay.

*Table 6* : Analysis of Variance Pertaining to Facilitative Leadership Style

Facilitative Leadership	Respondents	Sig.	Decision	Interpretation
Barangay Chairmen against	Council members	.00	Reject the Null Hypothesis	There is a significant difference
Barangay Chairmen against	Health workers	.01	Reject the Null Hypothesis	There is a significant difference
Barangay Chairmen against	Purok Presidents	.00	Reject the Null Hypothesis	There is a significant difference

The Table above shows the significance (sig.) were less than 0.05. Since the level of significance was 0.05, then the null hypothesis can be rejected. Thus, the evaluation made between the barangay chairmen and their subordinates concerning the former's manifestation in terms of the facilitative leadership style differ significantly. This would indicate that the responses do not agree on one another and can be regarded to be

different on statistical bases. Therefore, as what was evaluated by the chairmen, they were not aligned with what were evaluated by their subordinates in terms of their facilitative leadership style.

Table 7 contains the results of the analysis of variance on the supportive leadership style manifested by the urban barangay chairmen.

*Table 7* : Analysis of Variance Pertaining to Supportive Leadership Styles

Supportive Leadership	Respondents	Sig.	Decision	Interpretation
Barangay Chairmen against	Council members	.07	Fail to Reject the Null Hypothesis	No significant difference
Barangay Chairmen against	Health workers	.29	Fail to Reject the Null Hypothesis	No significant difference
Barangay Chairmen against	Purok Presidents	.14	Fail to Reject the Null Hypothesis	No significant difference

The Table above shows the significance (sig.) were greater than 0.05. Since the level of significance was 0.05, then the null hypothesis cannot be rejected. Thus, the evaluations made between the barangay chairmen and their subordinates concerning the former's manifestation in terms of the supportive

leadership style did not differ significantly. This would indicate that the responses agreed on one another and can be regarded to be the same on statistical bases

Table 8 highlights the analysis of variance on the extent to which the urban barangay chairmen manifested their participative leadership styles.

*Table 8* : Analysis of Variance Pertaining to Participative Leadership

Participative Leadership	Respondents	Sig.	Decision	Interpretation
Barangay Chairmen against	Council members	.00	Reject the Null Hypothesis	There is a significant difference
Barangay Chairmen against	Health workers	.04	Reject the Null Hypothesis	There is a significant difference
Barangay Chairmen against	Purok Presidents	.00	Reject the Null Hypothesis	There is a significant difference

The Table above shows the significance (sig.) were less than 0.05. Since the level of significance was 0.05, then the null hypothesis can be rejected. Thus, the evaluations made between the barangay chairmen and their subordinates concerning the former's manifestation in terms of the participative leadership style differ significantly. This would indicate that the responses do not agree on one another and can be regarded to be different on statistical bases. Therefore, as what was evaluated by the chairmen, they were not aligned with what were evaluated by their subordinates in terms of their participative leadership style.

former's manifestation in terms of the facilitative leadership style and the participative leadership style differ significantly. While the evaluations made between the barangay chairmen and their subordinates concerning the former's manifestation in terms of the structured leadership style and the supportive leadership style do not differ significantly.

#### *b) Conclusion*

In the light of the findings of the study, it can be concluded that although the urban barangay chairmen manifested capabilities in performing their leadership that contributed to the attainment of the goals of the barangays, there were certain areas that they needed to improve on. Also, it can be inferred that for the barangay chairmen, their facilitative and the participative leadership styles should be more emphasized and refined since the perceptions of their subordinates did not coincide with their own perceptions. On the other hand, their structured and supportive leadership styles should be continued and be polished further because the responses of their subordinates supported their own evaluations.

## IV. SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

### *a) Findings*

As evaluated by the chairmen and their subordinates, the most manifested leadership style was the supportive leadership styles with a factor average of 3.42. The evaluations made between the barangay chairmen and their subordinates concerning the

*c) Recommendations*

In the context of the findings of the study, the researchers recommend that the city government:

1. encourage the barangay chairmen to enact more ordinances to improve socio-economic conditions.
2. initiate an annual review of the goals of the barangay together with their officials to clarify each member's role in the attainment of the barangay's objectives.
3. intensify participation of council members, health workers, and purok presidents in taking actions as issues and problems emerged.

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