

Sangguniang Barangay training and development as a Tool For High Service Performance in the Community of Baloganon, Masinloc, Zambales

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Abstract

This study examined the extent to which training and development influence the service performance of barangay officials. It sought to profile the respondents, assess the level of training and development in terms of training programs, training content, training methods, and training needs assessment, evaluate the level of service performance, and determine whether significant differences and relationships exist among these variables. A descriptive correlational design was employed, involving all twenty nine members of the Sangguniang Barangay of Baloganon. Findings revealed that most officials belonged to the 46 to 55 age group, were predominantly male and married, and varied in educational attainment, position, and length of service. The overall level of training and development was high, with training content receiving the highest rating, indicating that the materials and topics provided were relevant and beneficial, while training methods, though rated positively, pointed to a continuing need for more interactive and participatory approaches. Service performance was likewise rated high, reflecting strong commitment and effectiveness in fulfilling barangay functions. Significant differences emerged in relation to barangay position, the number of training programs attended, and length of service, while most other demographic variables showed no significant influence on perceptions. A very strong and statistically significant positive relationship was found between training and development and service performance. The study concludes that continuous, well structured, and role sensitive training is essential to strengthening local governance and improving public service delivery, and it proposes a structured training and development program to sustain these gains.

Keywords: Sangguniang Barangay, Training and Development, Service Performance, Local Governance, Capacity Building, Human Capital, Philippines

JEL Classification: J24, J28, M12

1. Introduction

Local governance plays a crucial role in ensuring effective public service delivery, especially in barangays, which serve as the basic political units of the Philippines. As frontline government institutions, barangays are responsible for maintaining peace and order, implementing community development programs, delivering basic social services, and responding to a wide range of local needs. The Sangguniang Barangay, as the governing council, therefore exerts a significant influence on the quality, responsiveness, and efficiency of services provided to constituents. Given these responsibilities, the continuous training and development of barangay officials become essential to enhancing their competencies, decision making abilities, and overall performance in public service (Dizon, 2020). Training and development in local governance have gained prominence over the past decade as scholars and government agencies emphasize the need to equip local officials with updated skills and knowledge. Studies highlight that capacity building initiatives can improve leadership, communication, planning, and community engagement, core competencies that directly affect service performance (Aguirre & Lacerna, 2021; Bautista, 2018). The Department of the Interior and Local Government has likewise strengthened mandatory and competency based training for barangay officials in support of the national commitment to good local governance (DILG, 2022). Research further underscores that trained local officials are better able to design relevant programs, ensure transparency, and deliver services efficiently (Sison & Sibal, 2019).

In the context of Zambales, and particularly the community of Baloganon in Masinloc, barangay officials face increasing demands from constituents arising from evolving socioeconomic challenges, including disaster preparedness, environmental protection, community safety, and livelihood support. These demands require not only technical knowledge but also strong administrative capability. Studies conducted in similar communities across the Philippines reveal that the absence of adequate training limits the ability of barangay councils to meet expected service standards (Martinez, Ramos, & Del Mundo, 2020), whereas barangays that invest in continuous learning and development are able to strengthen governance practices and improve residents' satisfaction with local services (Tolentino & Llorca, 2023). Despite the efforts of local and national government agencies, gaps remain in the extent, relevance, and sustainability of training programs for barangay officials. Some officials may not receive updated training, while others may lack the opportunity to apply acquired competencies in real governance situations. These gaps raise an important question: how do training and development initiatives actually contribute to achieving high service performance within barangays. Given these considerations, this study examines Sangguniang Barangay training and development as a tool for enhancing service performance in the community of Baloganon, Masinloc, Zambales. By assessing the perceived effectiveness of training programs and their relationship to service outcomes, the study aims to provide empirical insight that can inform policy improvement, capacity building strategies, and community oriented governance practices. Ultimately, the study intends to support the broader

goal of strengthening grassroots leadership and promoting efficient public service at the barangay level.

Training and development programs serve as vital mechanisms for enhancing the capabilities of barangay officials, equipping them with the tools needed to perform their roles efficiently and effectively. This study assessed Sangguniang Barangay training and development as a tool for high service performance, examining whether these programs contributed significantly to the enhancement of overall governance in the barangay. Specifically, the study sought to determine the demographic profile of the respondents in terms of age, gender, civil status, number of years in service, highest educational attainment, position, number of training programs participated in during the past year, and mode of training attended. It further sought to assess the level of training and development in the Sangguniang Barangay of Baloganon in terms of training programs, training content, training methods, and training needs assessment, and to evaluate the perceived level of service performance of its officials. The study also examined whether significant differences exist in training and development and in service performance when respondents are grouped according to profile variables, and whether a significant relationship exists between training and development and service performance. Finally, the study aimed to propose a training and development program that could serve as a tool for achieving high service performance in the community of Baloganon, Masinloc, Zambales.

2. Literature Review

The literature on local governance and public sector capacity building offers a rich foundation for understanding how training and development shape the performance of barangay officials. This section situates the present study within three interrelated bodies of work: research on training and development in local governance, research on barangay governance and service delivery within the Philippine setting, and comparative and theoretical perspectives on decentralization and grassroots governance from the wider Southeast Asian region. The section closes with the theoretical and conceptual frameworks that guided the design of the study.

2.1 Training and Development in Local Governance

A growing body of research treats training and development as a central lever for improving the performance of local government units. Capacity building initiatives that strengthen leadership, communication, planning, and community engagement have been shown to translate directly into improved service performance among local officials (Aguirre & Lacerna, 2021; Bautista, 2018). In the Philippine setting, the Department of the Interior and Local Government has institutionalized mandatory and competency based training programs for barangay officials as part of a broader national push toward good local governance (DILG, 2022), reflecting an understanding that elected barangay leaders, many of whom enter office without prior administrative experience, require structured support to perform effectively. Complementing this policy emphasis, research shows that officials who receive adequate training are better positioned

to design relevant community programs, maintain transparency, and deliver services efficiently (Sison & Sibal, 2019), while the absence of sustained training tends to limit councils' ability to meet rising service expectations (Martinez, Ramos, & Del Mundo, 2020). Where barangays commit to continuous learning, the evidence points to improved governance practices and higher levels of resident satisfaction with local services (Tolentino & Llorca, 2023), a pattern that directly motivates the present study's focus on Baloganon.

2.2 Barangay Governance and Service Delivery in the Philippines

A substantial literature has examined how the barangay, as the smallest unit of Philippine government, translates national policy into services that reach ordinary citizens. Early work by Lavado, Layug, Pantig, and Bolong (2010) questioned whether barangays were structurally equipped to deliver services effectively, pointing to persistent gaps in fiscal capacity and administrative support that continue to shape local governance outcomes today. Subsequent studies have examined how these gaps play out in specific settings: Flores (2019) assessed barangay governance practices in Makati City and found considerable variation in administrative performance even within a single, relatively well resourced city, while Udanga and Cuevas (2023) documented resident perceptions of service delivery in Barangay Pili, Mogpog, Marinduque, revealing that satisfaction with local services often hinges on the visible competence and responsiveness of barangay officials.

Governance quality at the barangay level has also been linked to broader principles of transparency and accountability. Gabriel, Anthony, Garcia, Ramos, and Marasigan (2019) argue that transparent and accountable local governance is central to the legitimacy of Philippine democracy at the grassroots level, a claim reinforced by Aguilar's (2025) study of governance satisfaction among rural barangay leaders in Calamba, which found that leaders who actively communicate and engage with residents tend to generate higher levels of public trust. Malajos (2025), synthesizing best practices and challenges across the wider literature on barangay governance, likewise concludes that community perceptions of barangay captains are shaped as much by perceived competence and responsiveness as by formal qualifications, underscoring the practical value of continuous officials training as a means of building both capability and public confidence.

2.3 Decentralization and Comparative Perspectives on Grassroots Governance

Placed within the broader decentralization literature, barangay level training and performance questions mirror challenges observed across other developing and middle income contexts. Elvira, Susanto, and Soriano (2023) examine the fiscal dimensions of decentralization in the Philippines, showing that local units are frequently expected to deliver an expanding range of services without a commensurate expansion in financial or human resource capacity, a tension that makes training an especially cost effective way to strengthen local capability. Moreno and Sulasula (2024) reach a similar conclusion in their analytical review of decentralized governance in the Zamboanga Peninsula, arguing that management capacity at the local level, rather than the formal architecture

of decentralization itself, is often the binding constraint on service quality. Qin (2023) situates these Philippine specific findings within a broader theoretical and comparative account of grassroots governance and social development, suggesting that the relationship between capacity building and local government performance observed in this study is likely to generalize across similarly structured systems.

Evidence from neighboring countries lends further support to this view. Sari and Khoerunnisa (2022), examining village level budget policy, supervision, and control in Karawang, Indonesia, found that the effectiveness of financial oversight at the village level depended heavily on the competence of village officials, a finding that parallels the emphasis on training content and trainer expertise reported by respondents in the present study. Regional literature from elsewhere in Southeast Asia reinforces the same broad theme, from occasional papers examining local governance capacity in Cambodia (Heng et al., 2017) to interdisciplinary conference proceedings exploring community centered approaches to sustainable development (Mohd Ali Ramli et al., 2019), together suggesting that the challenge of equipping grassroots leaders with the skills demanded by modern governance is not unique to the Philippines but is instead a shared feature of decentralized systems across the region.

2.4 Theoretical Framework

This study draws on three complementary theories to explain why training and development should be expected to influence the service performance of Sangguniang Barangay officials. Human Capital Theory (Becker, 1993) holds that investing in people through education, training, and continuous development improves their knowledge, skills, and competencies, which in turn enhances productivity and performance. Applied to barangay officials, training functions as an investment that strengthens capability in governance, leadership, ethics, disaster preparedness, community engagement, and program implementation, allowing officials who develop these competencies to deliver more timely, effective, and community responsive services. Performance Theory (Campbell, 1990) adds a complementary lens by explaining performance as the product of the interaction among capability, motivation, and opportunity to perform. Training and development directly strengthen capability by equipping officials with updated knowledge, skills, and procedures that improve efficiency and problem solving, while also building the confidence and motivation that allow officials to apply what they have learned. In the context of Baloganon, well trained officials are better prepared to respond promptly to community concerns, formulate sound plans and ordinances, manage resources responsibly, and implement community programs efficiently.

Finally, Public Service Motivation Theory (Perry & Wise, 1990) explains that public officials perform more effectively when their sense of duty, commitment, and concern for community welfare are reinforced. Training enhances not only technical skills but also ethical values and motivation, strengthening integrity, transparency, accountability, and responsibility among public

servants. For Sangguniang Barangay officials, training programs deepen commitment to public welfare and encourage proactive, fair, and empathetic engagement with the community, suggesting that officials with higher public service motivation are likely to be more dedicated, ethical, and responsive in delivering services. Taken together, these three theories provide a coherent rationale for expecting that stronger training and development will be associated with higher service performance, an expectation examined empirically in the sections that follow.

The conceptual framework of this study is anchored on the understanding that training and development serve as critical mechanisms for enhancing the capabilities of Sangguniang Barangay officials, thereby contributing to improved governance and high service performance in the community of Baloganon, Masinloc, Zambales. The framework is organized around an input, process, and output model. The input consists of the demographic and professional profile of the respondents together with the four dimensions of training and development examined in this study, namely training programs, training content, training methods, and training needs assessment. The process consists of the delivery, assessment, and continuous refinement of these training initiatives as experienced by barangay officials in the course of their duties. The output is the resulting level of service performance, understood as the officials' demonstrated competence, adaptability, confidence, and effectiveness in fulfilling their governance responsibilities. This framework guided both the design of the survey instrument and the analytical strategy used to examine the relationship between training and development and service performance.

Taken as a whole, the literature reviewed above suggests that training and development is a well established lever for improving local governance performance, that Philippine barangays in particular continue to face structural and resource constraints that make training a cost effective capacity building strategy, and that comparative evidence from across Southeast Asia reinforces the generalizability of these dynamics. What remains comparatively underexplored is how these relationships play out within a single, closely observed barangay council, where the full range of officials, rather than a sample drawn from a larger population, can be examined together. This gap motivates the empirical approach adopted in the present study.

3. Methodology

3.1 Research Design

This study employed a descriptive correlational research design, appropriate for examining existing conditions and determining the relationship between variables without manipulating them. Descriptive research systematically portrays the characteristics of a population or phenomenon, helping to answer questions of what and how (Best & Kahn, 2016). The descriptive component of the design was used to examine the profile of Sangguniang Barangay officials, the current status of training and development programs, and the perceived level of service performance, capturing officials' experiences and perceptions regarding training initiatives and thereby allowing the identification of prevailing trends, patterns, strengths, and gaps that may influence service

performance (Creswell & Creswell, 2018; Cohen, Manion, & Morrison, 2018). The correlational component of the design was applied to determine whether a significant relationship exists between training and development and service performance. Correlational research investigates the degree of association between variables without requiring experimental manipulation (Cohen, Manion, & Morrison, 2018), an approach particularly suitable for public administration studies in which manipulating variables such as training exposure or official duties would be impractical or ethically inappropriate (Creswell & Creswell, 2018). The choice of a descriptive correlational design was further justified because it allows for both a detailed description of respondents' demographic profile and a statistical analysis of the relationship between training interventions and service performance, providing a strong foundation for evidence based recommendations and program enhancement (Sekaran & Bougie, 2016). The design also ensured that the study could be conducted ethically and efficiently within the real world setting of Barangay Baloganon, where officials' participation had to be balanced against their ongoing daily responsibilities (Mertens, 2015).

3.2 Population and Respondents

Because the Sangguniang Barangay of Baloganon constitutes a small and clearly bounded population, the study employed total enumeration rather than sample based selection, meaning that every official was invited to participate rather than a subset drawn from a larger group. The population comprised the Barangay Chairman, six Barangay Kagawad members, the Barangay Secretary, the Barangay Treasurer, the Sangguniang Kabataan Chairperson together with the members, secretary, and treasurer of the Sangguniang Kabataan council, and the members of the Barangay Lupon, for a total population of twenty nine respondents. Total enumeration was appropriate given the size of the council and ensured that the findings reflect the perspectives of the full range of roles within the barangay government rather than a partial or potentially unrepresentative subset.

3.3 Research Instrument

Data were collected using a structured survey questionnaire organized around the study's key variables. The first part of the questionnaire gathered demographic and professional information, including age, gender, civil status, number of years in service, highest educational attainment, position, number of training programs attended during the past year, and mode of training attended. The second part measured the level of training and development across four dimensions, namely training programs, training content, training methods, and training needs assessment, while the third part measured the perceived level of service performance. Both the training and development and service performance sections used a four point Likert type scale, with responses interpreted using the following ranges: a weighted mean between 3.25 and 4.00 was interpreted as Strongly Agree, a weighted mean between 2.50 and 3.24 was interpreted as Agree, a weighted mean between 1.75 and 2.49 was interpreted as Disagree, and a weighted mean between 1.00 and 1.74

was interpreted as Strongly Disagree. The instrument was developed based on constructs established in the existing literature on training and development and local governance, helping to ensure that it measured constructs relevant to the study's objectives.

3.4 Data Gathering Procedure

Prior to data collection, the researcher secured the necessary permission from barangay authorities and explained the purpose, scope, and voluntary nature of the study to prospective respondents. Questionnaires were then administered to all twenty nine officials of the Sangguniang Barangay of Baloganon, with the researcher available to clarify items as needed to ensure accurate understanding and completion. Completed questionnaires were collected, checked for completeness, and encoded for statistical analysis.

3.5 Statistical Treatment of Data

Weighted mean was used to describe the overall level of training and development and the level of service performance across their respective dimensions and indicators. To determine whether significant differences existed in training and development and in service performance when respondents were grouped according to profile variables, analysis of variance was used for variables with more than two categories, such as age group, educational attainment, and position, while an independent samples t test was used for variables with exactly two categories, such as gender and civil status. Finally, the Pearson product moment correlation coefficient was computed to determine whether a significant relationship existed between training and development and service performance. All statistical tests were evaluated at the 0.05 level of significance.

3.6 Ethical Considerations

The study was conducted in accordance with standard ethical principles for research involving human respondents. Participation was entirely voluntary, and officials were informed of their right to decline or withdraw at any point without any effect on their standing or duties. Respondents were assured that their responses would be treated with strict confidentiality and used solely for academic purposes, and informed consent was obtained prior to the administration of the questionnaire. These measures were intended to protect respondents while preserving the integrity and reliability of the data collected.

4. Results and Discussion

4.1 Profile of the Respondents

The largest share of respondents, 41.4 percent, belonged to the 46 to 55 age group, followed by 31.0 percent in the 18 to 25 age group, with a mean age of 43.22 years. This distribution indicates that the majority of officials are in middle adulthood, a stage typically associated with considerable life experience and sustained commitment to public service, while the sizable share of younger officials suggests an emerging cohort of leaders who bring fresh perspectives to the council.

In terms of gender, respondents were predominantly male at 58.6 percent, with female respondents comprising the remaining 41.4 percent. Most officials, 62.1 percent, were married, while 37.9 percent were single, suggesting that a significant number of barangay officials balance family responsibilities alongside their public duties. Educational attainment and barangay position varied considerably across respondents, reflecting a council composed of individuals with different academic backgrounds and areas of responsibility, a diversity that may enrich the range of perspectives brought to local governance even as it complicates the design of training programs meant to serve every official equally well. Length of service showed that most officials had served for five years or less, indicating a relatively young tenure in public office and pointing to an emerging group of leaders who may still be developing their governance skills and practical experience. The number of training programs attended in the past year varied across respondents, reflecting differing levels of engagement in capacity building activities, while mode of training attended was uniform across all respondents, indicating that the barangay currently delivers its capacity building initiatives through a single, standardized format. Taken together, the demographic profile presents a picture of a barangay workforce that is diverse in background yet positioned for further growth through well targeted training and development initiatives.

4.2 Level of Training and Development

Respondents rated the training programs offered to them as highly satisfactory, with an overall weighted mean of 3.29 interpreted as Strongly Agree, indicating that most training initiatives are viewed as organized, relevant, and supportive of officials' governance roles. The highest rated aspect was the perception that training programs are well planned and organized, and respondents further affirmed that formal training for newly elected officials is in place and helps them adapt to new policies and technologies while clarifying their duties and responsibilities. These findings suggest that Baloganon's training system is structured, responsive, and effective in strengthening officials' competencies, a pattern consistent with the Human Capital Theory expectation that structured investment in officials' skills translates into improved readiness for governance tasks.

Training content received the highest overall rating among the four dimensions examined, with a weighted mean of 3.41 interpreted as Strongly Agree, indicating that respondents perceive the content of their training as highly relevant, useful, and closely aligned with the demands of their responsibilities. The highest rated indicator within this dimension reflected strong agreement that trainers and resource persons are knowledgeable and competent, underscoring the importance officials place on trainer expertise as a driver of effective learning and confidence. The lowest rated item in this dimension, while still rated positively, pointed to a need for more opportunities for feedback and interaction during training sessions, suggesting a specific and readily addressable area for improvement.

Training methods were rated positively overall, with a weighted mean of 3.14 interpreted as Agree, the lowest of the four dimensions, indicating that current approaches are acceptable and supportive

of learning but leave meaningful room for enhancement. The highest rated aspect within this dimension was the engagement of well qualified trainers or experts, again highlighting the value officials place on trainer competence, while the lowest rated areas revealed gaps in structured mentoring systems and in opportunities for inter barangay or inter agency training exchange. Although still rated positively, these results suggest that formalizing mentoring arrangements and expanding participation in external or cross barangay training could meaningfully strengthen capacity building efforts going forward.

Training needs assessment was likewise rated positively, with a weighted mean of 3.16 interpreted as Agree, indicating that while basic processes for identifying training needs exist, they are not yet fully systematic or consistently implemented. The strongest aspect of this dimension was the barangay's ability to provide role specific training, with respondents strongly agreeing that training programs align well with the duties of each position, and respondents also strongly agreed that training strengthens their commitment to community service. The lowest rated aspect, though still rated positively, was the conduct of regular skills and competency assessments, indicating that the barangay does not yet consistently carry out structured evaluations to identify skill gaps and set training priorities, a gap that limits the barangay's ability to design targeted programs and track progress over time.

4.3 Level of Service Performance

Barangay officials expressed a strongly positive perception of their own service performance, with an overall weighted mean of 3.39 interpreted as Strongly Agree, indicating that training and development are viewed as highly beneficial to how officials perform their duties in the community. The highest rated item emphasized that training has a strong and positive impact on service performance, and respondents also strongly agreed that training enhances their skills, improves their adaptability to new systems and policies, and increases their confidence in handling unexpected situations, suggesting that training initiatives meaningfully strengthen officials' capacity to respond effectively to community needs.

The lowest rated items within this dimension, although still rated positively, related to improvements in integrity, loyalty, and overall effectiveness, suggesting that while training strengthens technical and practical competencies relatively quickly, deeper personal and behavioral outcomes may require more sustained or ongoing support to fully develop. This pattern aligns closely with Public Service Motivation Theory, which suggests that values such as integrity and commitment to public welfare, while reinforced by training, tend to deepen gradually through sustained practice and mentorship rather than through discrete training events alone. Overall, these findings indicate that continuous follow up programs, mentoring, and performance monitoring could further enhance the long term behavioral and value based outcomes of barangay governance.

4.4 Differences in Training and Development Across Profile Variables

Analysis of the training programs dimension showed that most demographic variables, including age, gender, civil status, educational attainment, length of service, number of trainings attended, and mode of training, did not significantly influence how respondents perceived the effectiveness of training programs, indicating that officials generally share a common experience and viewpoint regarding the quality and usefulness of the training provided to them. Barangay position, however, was found to have a significant effect, suggesting that officials holding different roles within the council evaluate training programs differently, with higher ranking officials likely assessing training against broader administrative and leadership responsibilities while other members focus more on operational relevance. This finding suggests that training programs may be more meaningful and effective when tailored to the specific duties and expectations attached to each barangay role.

For training content, most demographic and professional characteristics again showed no significant effect, but the number of training programs attended within the past twelve months was found to significantly influence respondents' evaluation of training content, with officials who had attended more trainings tending to view the content more positively. This pattern suggests that repeated exposure to training builds familiarity, understanding, and appreciation of the material presented, and that sustained participation in capacity building activities helps deepen officials' knowledge and confidence in governance tasks over time. Perceptions of training methods were generally consistent across most profile variables, but length of service in the barangay was found to have a significant effect, with more experienced officials evaluating training approaches differently from newer officials, likely reflecting their broader exposure to different learning strategies and practical governance experience over time. This finding highlights the potential value of customizing training methods to match the experience levels of officials rather than applying a uniform approach across the council. Perceptions of training needs assessment, by contrast, showed no significant differences across any of the profile variables examined, suggesting that all officials, regardless of background or experience, recognize the importance of assessing training needs and that this component is well integrated into the broader training and development process.

4.5 Differences in Service Performance Across Profile Variables

Perceptions of service performance were generally consistent across most profile variables, including age, gender, civil status, educational attainment, barangay position, number of trainings attended, and mode of training, suggesting that training and development initiatives produce broadly similar performance outcomes regardless of officials' demographic or positional differences. Length of service in the barangay, however, was found to have a significant effect on perceived service performance, with more experienced officials tending to rate their own performance more positively, likely reflecting the accumulated experience, skills, and familiarity with responsibilities that come with longer tenure. This result underscores the role that experience

plays in translating training into effective governance practice, and it suggests that support programs tailored to officials' length of service could further enhance performance and efficiency in serving the community.

4.6 Relationship Between Training and Development and Service Performance

A very strong positive correlation was found between training and development and the service performance of Sangguniang Barangay officials in Baloganon, with a Pearson correlation coefficient of 0.985, statistically significant at the 0.05 level. This result indicates that as the quality and effectiveness of training programs improve, officials' performance in delivering services to the community increases correspondingly, providing strong empirical support for the theoretical expectation, grounded in Human Capital Theory and Performance Theory, that structured investment in officials' knowledge and skills translates directly into improved governance outcomes.

Taken together, these findings suggest that well structured training, encompassing relevant content, effective delivery methods, and proper needs assessment, directly contributes to strengthening officials' competencies, confidence, adaptability, and overall efficiency in governance. The strength of this relationship also reinforces the practical value of the training and development program proposed in the concluding section of this study, since improvements in any of the four training dimensions examined here would be expected, based on this evidence, to yield corresponding gains in service performance.

4.7 Discussion

The demographic profile of the Sangguniang Barangay of Baloganon indicates a council composed predominantly of officials in middle adulthood, mostly male and married, with varied educational attainment and barangay positions and a generally short tenure in office. Most officials had served for five years or less and showed differing levels of engagement in past training activities, while the delivery of training through a uniform mode across all respondents points to consistent, if currently undiversified, program delivery. Training and development in Baloganon was found to be generally effective and beneficial across all four dimensions examined. Training programs were perceived as well structured and organized, training content was viewed as highly relevant and appropriately aligned with officials' responsibilities, training methods were seen as supportive of learning while leaving room for more interactive and mentoring based approaches, and training needs assessment was recognized as valuable though not yet fully systematized. Service performance was likewise rated highly, with officials reporting particularly strong gains in skills, adaptability, and confidence, alongside a continuing need for sustained support to develop deeper behavioral outcomes such as integrity and loyalty.

Significant differences in perception were found only for specific profile variables rather than across the board: barangay position significantly influenced perceptions of training programs, the

number of trainings attended significantly influenced perceptions of training content, and length of service significantly influenced perceptions of both training methods and overall service performance. All other demographic variables examined, including age, gender, civil status, and educational attainment, showed no significant influence on perceptions of training and development or service performance. Finally, training and development and service performance were found to be very strongly and significantly correlated, with a Pearson coefficient of 0.985, providing robust empirical support for the study's central premise.

5. Conclusion

Based on these findings, several conclusions can be drawn. Training and development in the Sangguniang Barangay of Baloganon is perceived as effective and beneficial across all examined dimensions, with training content standing out as a particular strength and training methods representing the area most in need of further enhancement. Training and development programs are perceived to significantly enhance officials' service performance, particularly with respect to technical skills, adaptability, and confidence, although the cultivation of deeper values such as integrity and loyalty appears to require more sustained, ongoing support beyond discrete training events. The pattern of significant differences observed, tied specifically to barangay position, number of trainings attended, and length of service, indicates that experience, exposure, and role within the council meaningfully shape how officials perceive and benefit from training, reinforcing the case for tailoring programs to officials' positions and tenure rather than applying a single, undifferentiated approach across the entire council. Most importantly, the very strong and statistically significant relationship between training and development and service performance confirms that continuous, well structured, and role sensitive training is essential to strengthening local governance and improving public service delivery in Baloganon, Masinloc, Zambales, providing a clear empirical foundation for the training and development program proposed below.

Based on the study's findings, training and development significantly enhance the knowledge, skills, and service performance of barangay officials. To further strengthen competencies and ensure effective service performance, a structured program is proposed with the objective of enhancing the capacity of barangay officials in planning, implementing, and evaluating community projects, thereby ensuring efficient service delivery, community engagement, and sustainable local development. The program is intended for all elected and appointed Sangguniang Barangay officials of Baloganon. The proposed program comprises four interrelated components. The first component consists of training programs, including an orientation covering community needs assessment, project planning, and implementation procedures, project management workshops covering planning, budgeting, scheduling, monitoring, and reporting, and evaluation and feedback sessions that train officials to assess project outcomes and integrate lessons learned into future initiatives. The second component addresses training content, encompassing community needs assessment techniques, stakeholder engagement strategies, resource mobilization and partnership

building, documentation and reporting standards, and monitoring and evaluation tools. The third component addresses training methods, combining on the job training under the guidance of experienced officials, interactive workshops and seminars built around case studies and group problem solving, mentoring and peer learning in which senior officials guide junior officials through planning and executing projects, and simulation exercises that allow officials to practice handling unforeseen circumstances in community service. The fourth component addresses training needs assessment, including the conduct of pre training surveys to identify knowledge and skill gaps, the development of training modules tailored to officials' specific roles and prior experience, and the regular review and updating of training content based on community feedback and project outcomes.

The program is envisioned as a one year initiative combining weekly workshops with ongoing on the job activities, supported by regular mentoring sessions scheduled around project timelines. Its expected outcomes include enhanced competence among barangay officials, improved project planning, implementation, and evaluation skills, increased community engagement and satisfaction with barangay initiatives, and strengthened coordination and teamwork among officials. Progress would be monitored through pre and post training assessments of knowledge and skills gained, structured feedback from community members and stakeholders on training effectiveness, and periodic review meetings to assess progress and identify areas for further improvement.

5.1 Recommendations

Based on the findings of this study, several recommendations are offered to the stakeholders most directly positioned to act on them. Barangay officials, particularly newly elected and less experienced members of the Sangguniang Barangay, may benefit from strengthened orientation workshops, mentoring sessions, and foundational governance training designed to help them adapt quickly and perform effectively in their roles. The barangay council and local leadership, including the Punong Barangay and committee heads, may consider improving the variety of training methods available by inviting outside experts and diversifying delivery formats beyond the single mode currently in use.

Training providers and resource persons, including the Department of the Interior and Local Government, non government organizations, and local universities, are encouraged to maintain the engagement and commitment of knowledgeable and competent trainers, since trainer expertise emerged in this study as a particularly strong driver of perceived training quality. Planning and development committees at both the barangay and municipal levels may consider conducting regular, structured training needs assessments to ensure that programs remain aligned with officials' evolving responsibilities, while the municipal government and partner agencies, including the local government unit and the Department of the Interior and Local Government, may continue supporting a culture of continuous learning by offering facilities, funding, or

technical assistance that ensures consistent and high quality training implementation, and by encouraging officials to pursue seminars, workshops, and certification programs that sustain governance effectiveness over time.

Extension project implementers, including academic institutions, non government organizations, and community organizations, may integrate capacity building components directly into extension projects, strengthening officials' ability to apply what they learn to real community needs. Finally, future researchers may consider expanding the scope of variables and respondent groups examined, exploring additional factors such as leadership style, organizational culture, or motivation to deepen understanding of what drives service performance, and conducting similar studies across multiple barangays, municipalities, or provinces to test the generalizability of these findings within broader local governance contexts. Mixed methods approaches, longitudinal designs, or qualitative interviews would likewise offer valuable additional insight into how training and development programs shape governance outcomes over time.

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