

Personality Traits and Leadership Practices of Barangay Captains

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ABSTRACT

This study on personality traits and leadership practices of barangay officials in a municipality in Northern Samar employed the descriptive-correlational research design. Generally, the Barangay leaders possess extraversion and agreeableness personality. They are outgoing and full of energy. Most of them are forgiving and considerate and kind to almost everyone. The barangay leaders are working on the level of their comfort zone. Having the extraversion and agreeableness personalities makes their job easy and accustomed. Significant relationship was found between agreeableness and participation and accountability. Leaders who are being helpful, cooperative, and sympathetic towards others practice participation and accountability types of leadership. A person who is able to get along with others by being good-natured, cooperative, forgiving, compassionate, understanding, and trusting can certainly practice leadership styles such as participation and accountability because they can afford to. Implications were discussed.

KEYWORDS: *Barangay Leaders, Political Subdivision, Extraversion*

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1. INTRODUCTION

A barangay is the smallest political subdivision or unit of the government which serves as the primary planning and implementing arm of the government programs, projects and activities. It also serves as the place where the collective views of the people in the community are discussed and considered (Florez and Abletez, 1990). Barangays are homegrown form of local government. So, it is rightful that every barangay should be manned effectively because a barangay, as the only indigenous local government unit, is the people's contribution to the science of government.

Through the 1991 Local Government Code, local government units, especially barangays are said to achieve a certain level of good leadership not only because of the decentralized power, authority and resources but also because of the roles and attributes of every barangay official. Because of devolution, not only with the devolution of power but also with the authority and resources, it opened up great opportunities for local government units to innovate and design programs for the improvement of the welfare of their people.

In the province of Northern Samar, where leadership is dominated by a few groups, the sheer magnitude of

leadership and the fundamental problem of poverty should be seriously given attention. The local barangays have to play a vital role in poverty alleviation. Decision-making in the barangay is important for the government programs to benefit everyone. However, geographic locations prohibit people from the rural areas from feeling the significant presence of government.

In the municipality of San Roque, challenges underlying many of the serious problems in the barangays are the officials' inability to deal effectively with political issues among members, and between representatives of the LGUs and the external constituents with whom they have to deal with. To effectively manage problematic situations, barangay officials must be sensitive to the potential causes of issues and must be competent in handling and resolving differences because once it started, confusion could continue every after the first issue had been resolved.

Barangay Captains use various leadership practices in handling issues surrounding the barangays. These practices however vary from individual to individual depending on one's personality trait (Costa & McCrae, 1999). The barangay captains' personality

traits have significant influence on the way they think, feel and relate with other people. Personality traits tend to be pretty stable in adulthood and lead people to act in certain preferred ways. At work, the barangay captain's personality trait will sometimes help members and constituents to carry out good leadership and effectively uphold barangay performance. It is from these issues that the researcher becomes interested in this study. Studying the interaction between personality traits and leadership practices of the Barangay Captains could open new ideas on these issues.

Leadership in barangay is unique because the local authority is the only organization with a democratic mandate to serve its locality. Barangay officials serve all elected members, not only those in power, local barangay serve everyone in the locality, not just the clients it seeks. Also, leadership ability of barangay officials provide asset to their own community. The task of the barangay is more than to deliver good services, vital though that is. It is to provide leadership of locality, engaging many other organizations and people with the aim of making it a better place for everyone to live.

Leaders are the backbone of every organization. They create the organizations' vision, support every strategic planning and serve as catalysts of change and development. In today's rapidly changing world, barangay leaders are necessary to manage different groups of individuals in order to solve chaos and maintain peace and order. Barangay leaders do not only handle difficult circumstances, they also serve as models in barangay organizations that make developmental changes for the benefit of the organization. Leaders are not all alike, but they do tend to share many personality traits and leadership practices. However, research has shown that effective leaders differ from ineffective leaders on various personality traits, cognitive abilities, skills and values (Hong, 2007).

In detail the objective tree theory shows the basis for the choice of dimensions, principal elements of each dimension and performance indicators for each of these elements is largely driven by the leadership concepts. It attempts to address how dimensions of leadership adequately capture barangay performance in attaining the overall goal. It also indicates how the different result packages satisfactorily support each of the strategic objective they represent, how well do the performance indicators/measures relate to each of the result packages and how do the alternative performance indicators rank in terms of the different criteria set for choosing performance indicators.

2. OBJECTIVES OF THE STUDY

Generally, this study will determine the personality traits and leadership practices of Barangay Captains in the municipality of San Roque, Northern Samar.

Specifically, this study sought to achieve the following objectives:

1. Determine the personality traits of Barangay Captains in terms of:
 - 1.1. openness to experience;
 - 1.2. conscientiousness;
 - 1.3. extraversion;
 - 1.4. agreeableness; and
 - 1.5. neuroticism
2. Determine the extent of leadership practices of barangay officials in terms of:
 - 2.1. Participation
 - 2.2. Accountability
 - 2.3. Governance
3. Find out whether there is significant relationship between the barangay officials' personality traits and leadership practices;

3. Methodology

Research Design

This study on personality traits and leadership practices of barangay officials and other officials in the barangays of San Roque, Northern Samar employed the descriptive-correlational research design. The study employs descriptive -correlational design because it is concerned on collecting data to determine whether, and to what extent, a relationship exists between demographic profile variables and leadership practices. The descriptive research attempts to describe, explain and interpret conditions of the present demographic profile of the barangay officials. The degree of relationship is expressed in terms of a coefficient of correlation. If the relationship exists between variables, it implies that scores on one variable are associated with or vary with the scores on another variable. The exploration of relationship between personality traits and leadership practices will provide insight into the nature of the personality traits as well as an understanding of its consequence on leadership.

Participants of the Study

All barangay officials participated in the study. In addition, two stakeholders in each barangay assessed the local chief executive's leadership practices. Accidental sampling will be used. A total of 16 barangay captains, 245 barangay other barangay officials, and 32 stakeholders from the 16 barangays participated in the study.

Research Instrument

The Personality Trait Inventory of Goldberg (2007) was utilized to determine the personality traits of the respondents. On the other hand, the Leadership Practices Questionnaire developed by United Nations Development Fund (UNDP, 1997) was used. The scale was designed to provide individuals with information about his/her approach to leadership.

4. RESULTS AND DISCUSSION

Personality traits of Punong-barangays

Table 1 presents the personality traits of the Punong-barangays as perceived by themselves and by the barangay kagawads. In terms of openness personality, the mean as rated by the Punong barangays was 2.23 suggesting low manifestations. This means that most of the barangay leaders are bit curious about many different things, do not value artistic things, and do not like to reflect or play with ideas. Similar observations were made by the bgy. Kagawad who showed that Punong barangays have low manifestation of this personality (mean=2.19).

In terms of conscientiousness, there was an average manifestation as rated by the Punong-barangay themselves (mean=3.13). This means that the barangay leaders does a thorough job and are reliable workers. Similar observations were made by the kagawad members who rated the barangay leaders to have average manifestation on this personality (mean=3.07). This means that some of the barangay leaders tend to be disorganized while others tend to be lazy.

As regards Extraversion personality, the Punong-barangays rated themselves to have very high manifestations with a mean of 4.32. This means that most of them are very talkative, not reserved, but full

of energy and generates a lot of enthusiasm. Similar observations were recorded by the Bgy. Kagawads with a mean of 4.24. This means that they see their barangay leader to have an assertive personality, outgoing, and sociable.

In terms of agreeableness, the Punong-barangays rated themselves to have high manifestation in this personality. It means that they are helpful and unselfish with others. They are generally trusting and never cold nor aloof when facing the constituents. Surprising, barangay kagawads had the same rating given to the barangay leaders with a mean of 4.11. It means that they see their leader to have a forgiving nature, considerate and kind to almost everyone.

As regards neuroticism, both respondents rated the Punong-barangay to possess low manifestations of this personality. The Punong-barangay rated themselves low with a mean of 2.50. the Barangay kagawad on the other hand rated their leader at also low with a mean of 2.46. This finding suggests that the barangay leaders are relaxed, handles stress well, and do not worry a lot.

Generally, these findings show that most of the Punong barangays possess extraversion and agreeableness personality. They are outgoing and full of energy. In addition, this finding also shows that most of the Punong-barangays tend not to find fault among the people in the barangay. Instead, they are forgiving and considerate and kind to almost everyone. Indeed, these barangay leaders are working on the level of their comfort zone. Being a Punong-barangay entails a lot of talking with other people. Having the extraversion and agreeableness personalities makes their job easy and accustomed.

Table 1 Personality traits of Punong barangays

Personality Traits	Punong Barangay		Bgy. Kagawad	
	WM	Interpretation	WM	Interpretation
Openness				
Is original, comes up with new ideas	2.24	Low manifestation	2.20	Low manifestation
Is curious about many different things	2.34	Low manifestation	2.30	Low manifestation
Has an active imagination	2.05	Low manifestation	2.01	Low manifestation
Values artistic, aesthetic experiences	2.03	Low manifestation	1.99	Low manifestation
<i>Prefers work that is routine</i>	3.67	High manifestation	3.60	High manifestation
Likes to reflect, play with ideas	2.11	Low manifestation	2.07	Low manifestation
<i>Has few artistic interests</i>	2.06	Low manifestation	2.02	Low manifestation
Is sophisticated in art, music, or literature	1.37	Very low manifestation	1.35	Very low manifestation
Mean	2.23	Low manifestation	2.19	Low manifestation
Conscientiousness	WM	Interpretation	WM	Interpretation
Does a thorough job	3.50	High manifestation	3.44	High manifestation
<i>Can be somewhat careless</i>	3.00	Average Manifestation	2.95	Average Manifestation
Is a reliable worker	3.33	Average Manifestation	3.27	Average Manifestation

<i>Tends to be disorganized</i>	2.67	Average Manifestation	2.62	Average Manifestation
<i>Tends to be lazy</i>	3.67	High manifestation	3.60	High manifestation
Perseveres until the task is finished	3.00	Average Manifestation	2.95	Average Manifestation
Does things efficiently	3.33	Average Manifestation	3.27	Average Manifestation
Makes plans and follows through with them	3.67	High manifestation	3.60	High manifestation
<i>Is easily distracted</i>	2.00	Low manifestation	1.96	Low manifestation
Mean	3.13	Average Manifestation	3.07	Average Manifestation
Extraversion	WM	Interpretation	WM	Interpretation
Is talkative	4.25	Very high manifestation	4.17	High manifestation
<i>Is reserved</i>	4.36	<i>Very high manifestation</i>	4.28	<i>Very high manifestation</i>
Is full of energy	4.12	High manifestation	4.05	High manifestation
Generates a lot of enthusiasm	4.26	Very high manifestation	4.18	High manifestation
<i>Tends to be quiet</i>	4.40	Very high manifestation	4.32	Very high manifestation
Has an assertive personality	4.28	Very high manifestation	4.20	Very high manifestation
<i>Is sometimes shy, inhibited</i>	4.37	<i>Very high manifestation</i>	4.29	<i>Very high manifestation</i>
Is outgoing, sociable	4.54	Very high manifestation	4.46	Very high manifestation
Mean	4.32	Very high manifestation	4.24	Very high manifestation
Agreeableness	WM	Interpretation	WM	Interpretation
<i>Tends to find fault with others</i>	4.12	High manifestation	4.05	High manifestation
Is helpful and unselfish with others	4.38	Very high manifestation	4.30	Very high manifestation
<i>Starts quarrels with others</i>	4.15	<i>High manifestation</i>	4.08	<i>High manifestation</i>
Has a forgiving nature	4.00	High manifestation	3.93	High manifestation
Is generally trusting	4.33	Very high manifestation	4.26	Very high manifestation
<i>Can be cold and aloof</i>	4.36	<i>Very high manifestation</i>	4.28	<i>Very high manifestation</i>
Is considerate and kind to almost everyone	3.56	High manifestation	3.50	High manifestation
<i>Is sometimes rude to others</i>	4.67	<i>Very high manifestation</i>	4.59	<i>Very high manifestation</i>
Likes to cooperate with others	4.10	High manifestation	4.03	High manifestation
Mean	4.19	High manifestation	4.11	High manifestation
Neuroticism	WM	Interpretation	WM	Interpretation
Is depressed, blue	2.27	Low manifestation	2.23	Low manifestation
<i>Is relaxed, handles stress well</i>	2.50	Low manifestation	2.45	Low manifestation
Can be tense	2.14	Low manifestation	2.10	Low manifestation
Worries a lot	2.54	Low manifestation	2.49	Low manifestation
<i>Is emotionally stable, not easily upset</i>	2.08	Low manifestation	2.04	Low manifestation
Can be moody	3.00	Average Manifestation	2.95	Average Manifestation
<i>Remains calm in tense situations</i>	2.15	Low manifestation	2.11	Low manifestation
Gets nervous easily	3.33	Average Manifestation	3.27	Average Manifestation
Mean	2.50	Low manifestation	2.46	Low manifestation

Leadership styles of Punong Barangays

The Leadership styles of Punong barangays are categorized into participation, accountability, general organization and governance, continuity in the implementation of programs, predictability, and sustainability, and effective, responsive and provision of basic services. These are presented in Table 3. In terms of participation, the mean of 3.82 from the perspective of Punong barangays means that they practice to a high extent the public consultations, with functioning local development council, beneficiaries are always involved and consulted in programs, processes. The barangay kagawads confirmed the responses of the Punong-barangay. They too rated the barangay leaders to have practiced this leadership style.

As regards leadership on governance, there is a presence of a clear Organizational Structure and visibility of photocopy members and other heads of offices in municipal and barangay activities. With a mean of 3.98, this means that barangay officials are practicing this style to high extent. This leadership style is confirmed by the Barangay Kagawad with a mean of 3.58.

Table 2 Leadership styles of Punong Barangays

Leadership Styles	Punong Barangay		Bgy. Kagawad	
	WM	Interpretation	WM	Interpretation
Participation				
Public consultations conducted.	3.45	Much practiced	3.07	Practiced
Functioning local development council.	4.00	Much practiced	3.68	Much practiced
Beneficiaries are always involved and consulted in programs, processes.	3.48	Much practiced	3.10	Practiced
Presence of programs and activities with clear private sector / NGO / civil society participation.	4.10	Much practiced	3.65	Much practiced
Performance monitoring and evaluation committee institutionalized with technical NGO members.	4.08	Much practiced	3.64	Much practiced
Mean	3.82	Much practiced	3.43	Much practiced
Accountability				
Presence of performance measurement and appraisal system.	4.15	Much practiced	3.70	Much practiced
Public accountability operationalized through Ethics and Accountability Law and Anti-Graft and Corrupt Practices Act	4.23	Very much practiced	3.77	Much practiced
Assets and liabilities well accounted for.	4.20	Very much practiced	2.25	Less practiced
Complete and available financial reports.	4.00	Much practiced	2.18	Less practiced
Audit report of the COA posted in conspicuous places.	4.18	Much practiced	3.72	Much practiced
Use of Performance Audit.	4.08	Much practiced	3.64	Much practiced
Presence of local ombudsman, grievance and other committees	3.75	Much practiced	3.34	Practiced
Mean	4.08	Much practiced	3.23	Practiced
Governance				
Clear delineation of responsibilities between executive and legislative.	4.21	Very much practiced	3.75	Much practiced
Presence of a Clear Organizational Structure	3.68	Much practiced	3.60	Much practiced
Visibility of kagawad members and other heads of offices in municipal and barangay activities.	4.00	Much practiced	3.56	Much practiced
Presence of Local Government Profile	4.38	Very much practiced	3.90	Much practiced
Organization of committees to address intercultural conflicts.	4.36	Very much practiced	3.88	Much practiced
Staff meetings / department meetings conducted regularly.	4.33	Very much practiced	3.86	Much practiced
Presence of a Master Development Plan with quantifiable and measureable targets.	3.34	Practiced	2.98	Practiced
Performance evaluation periodically conducted.	3.50	Much practiced	3.12	Practiced
Mean	3.98	Much practiced	3.58	Much practiced

Relationship between the barangay officials' personality traits and leadership styles

The relationship between the barangay officials' personality traits and leadership styles was tested using Pearson Correlation (Table 3). Result of the analyses showed that Conscientiousness significantly correlated with accountability ($r=0.387$, $\text{sig.}=0.005$). These findings show that a person who does job thoroughly and, makes plans and follows through with them are into the type of leadership which practices accountability in the office. This confirms the conceptualization of Daft et al. that conscientious persons are people who tend to be organized, thorough, and keep on planning. Daft et al. described a conscientious person as responsible, dependable, persistent, and achievement-oriented. A conscientious person is focused on a few goals, which he or she pursues in a purposeful way, whereas a less conscientious person tends to be easily distracted and impulsive.

Finally, significant relationship was found between agreeableness and participation ($r=0.487$, $\text{sig.}=0.011$) and accountability ($r=0.647$, $\text{sig.}=0.007$). These findings suggest that persons who are being helpful, cooperative, and sympathetic towards others practice participation and accountability types of leadership. This is similar to the conclusion of Doe that there is some evidence that personality and participation leadership are intricately tied with individual differences in leadership practices. Agreeableness includes traits like sympathetic, kind and affectionate which are typically the characteristic of a local leader.

He added that people high on agreeableness tend to make friends easily and often have a large number of friends, whereas those low on agreeableness generally establish fewer close relationships.

Table 3 Relationship between the barangay officials' personality traits and leadership styles

Profile	Participation	Accountability	Governance
Openness	0.0111	0.0998	0.088
	0.248	0.348	0.547
	Not Significant	Not Significant	Not Significant
Conscientiousness	0.088	0.387	0.108
	0.235	0.005	0.814
	Not Significant	Significant	Not Significant
Extraversion	0.455	0.388	0.0347
	0.004	0.002	0.555
	Significant	Significant	Not Significant
Agreeableness	0.487	0.647	0.131
	0.011	0.007	0.075
	Significant	Significant	Not Significant
Neuroticism	0.161	0.088	0.0999
	0.059	0.71	0.647
	Not Significant	Not Significant	Not Significant

5. CONCLUSION

Generally, the Punong-Barangays possess extraversion and agreeableness personality. They are outgoing and full of energy. Most of them tend not to find fault among the people in the barangay. Instead, they are forgiving and considerate and kind to almost everyone. It implies that these barangay leaders are working on the level of their comfort zone. Being a Punong-barangay entails a lot of talking with other people. Having the extraversion and agreeableness personalities makes their job easy and accustomed.

Conscientiousness personality significantly correlated with accountability which show that a leader who does job thoroughly and makes plans and follows through with them are into the type of leadership which practices accountability in the office.

Extraversion significantly correlated with accountability. These findings suggest that a leader who likes being surrounded by people at work and in their personal lives more likely practice the leadership styles of participation and accountability. It implies that Barangay Officials who displays higher degree of sociability, assertiveness, and talkativeness is more likely to practice participation and accountability types of leadership.

Significant relationship was found between agreeableness and participation and accountability. These findings suggest that leaders who are being helpful, cooperative, and sympathetic towards others practice participation and accountability types of leadership. It implies that a person who is able to get along with others by being good-natured, cooperative, forgiving, compassionate, understanding, and trusting can certainly practice leadership styles such as participation and accountability because they can afford to.

Finally, not all leaders can bring about change. In order to lead change, leaders should be self-confident and go confidently towards leading change. Barangay leaders must predict forces that will cause change, identify opportunities that will require changes, react to unforeseen events that make changes urgent, and work with others to overcome the expected reactions to change, which almost always include some amount of resistance, which is often up to a significant degree.

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