

21ST LEADERSHIP STYLE AND SEAL OF GOOD LOCAL GOVERNANCE PROGRAM IMPLEMENTATION

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ABSTRACT

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This study examined the perceived level of 21st-century leadership style and the extent of implementation of the Seal of Good Local Governance (SGLG) Program in the Municipality of Manolo Fortich, Bukidnon. Using a quantitative descriptive-correlational design, data were gathered from 250 barangay officials and constituents through a structured survey questionnaire. Descriptive statistics were used to determine the levels of leadership style and SGLG implementation. At the same time, the Chi-Square Test of Independence was employed to examine the relationship between respondents' profile variables and

their perceptions of the implementation of leadership and governance. The findings indicated that the leadership style of the mayor of the municipality in the 21st century was mostly evaluated positively, with values and vision receiving the highest scores, and learning the lowest. The SGLG Program was perceived as fully implemented across all dimensions of governance, with the most favorable ratings for youth development, disaster preparedness, and



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social protection. Inferential results indicated that educational attainment was substantially linked with views of leadership style, $\chi^2(5, N = 250) = 13.175, p = .022$. Sex was significantly associated with perceptions of SGLG implementation, $\chi^2(1, N = 250) = 6.984, p = .008$. Findings indicate that stakeholder attributes may influence the views chosen for leadership and governance implementation. The results may inform leadership development, gender-responsive governance, and efforts to strengthen local government.

INTRODUCTION

Local governments have a unique role in public administration, as the first point of contact between government agencies and the people they serve. Local government entities are also required to provide basic services and address rising social, economic, and environmental challenges while maintaining openness, accountability, and public confidence. As these expectations increase, there has been greater focus on the role of leadership in affecting governance outcomes and organizational success.

Leadership is typically seen as more than a management job in the current public-sector environment. It needs the capacity to organize people, develop alliances, promote participation, and lead institutions towards common goals. Recent talks on twenty-first-century leadership have highlighted flexibility, teamwork, ethical decision-making, and responsiveness as crucial traits of effective leaders. These are especially important in local government settings, where public officials routinely deal with competing interests, limited resources, and changing community needs.

The link between leadership and governance is well known in the public administration literature. Even when designed, governance efforts usually rely on leadership to translate policies into programs, coordinate stakeholders, and maintain organizational commitment. Governance frameworks establish standards and direction for institutional performance, but leadership determines how those norms are understood, applied, and lived by workers and constituents alike. Thus, the success of governance initiatives may depend not only on institutional processes but also on the leadership styles underlying them.

In the Philippines, initiatives to improve local government resulted in the establishment of performance-based programs to promote accountability, transparency, and service quality. Among the leading programs is the Seal of Good Local Governance (SGLG), a recognition and assessment system developed by the Department of the Interior and Local Government. The SGLG assesses local government entities across many aspects of governance, including financial administration, disaster preparedness, social protection, health responsiveness, environmental management, public safety, tourism development, and youth empowerment. The SGLG is less a recognition program and more a platform for continuing improvement and institutional growth of local governments.

While quantifiable metrics often measure the effectiveness of governance, the mechanisms that drive its implementation remain under study. Previous research has shown that leadership may be a key factor in increasing organizational efficacy, stakeholder involvement, and program sustainability. However, little research has examined the relationship between modern leadership styles and the application of governance frameworks in municipal government. This suggests that additional work is needed to understand how leadership could affect governance outcomes locally. The Municipality of Manolo Fortich in Bukidnon would be an ideal setting to study this relationship.

As a first-class municipality with continuous development and institutionalization, the local government has started several projects in accordance with the principles of good governance and public service excellence. Analyzing stakeholders' opinions on leadership and the use of governance indicators may yield significant insights into the factors underpinning local governance performance and organizational success.

In view of the foregoing, this study was anchored on the leadership style of the Municipal Mayor of Manolo Fortich in the twenty-first century and on the application of the Seal of Good Local Governance as perceived by barangay authorities and citizens. More specifically, it aimed to assess whether leadership attributes are related to the implementation of governance and to identify areas that could inspire future efforts to strengthen governance. The research aims to enhance the discourse on leadership and governance by drawing on empirical evidence from a local government context and offering practical insights to local administrators, policymakers, and community stakeholders.

Theoretical Background. This study draws from Transformational Leadership Theory, Servant Leadership Theory, Good Governance Theory, and Public Value Theory. These perspectives collectively suggest that leadership influences how organizations pursue goals, engage stakeholders, and achieve desired outcomes.

Transformational Leadership Theory emphasizes leaders' ability to inspire, motivate, and guide individuals toward a shared vision (Bass & Riggio, 2006). In local government settings, transformational leadership is often reflected in the capacity to encourage collaboration, support innovation, and strengthen commitment to public service. Such leadership behaviors may contribute to the successful implementation of governance programs and development initiatives.

Servant Leadership Theory offers a complementary perspective by highlighting service, stewardship, and concern for others' welfare as central leadership responsibilities (Greenleaf, 1977). Within local governance, leaders are expected not only to manage public resources but also to remain responsive to the needs and aspirations of their constituents. This orientation toward service is consistent with the principles underlying citizen-centered

governance.

The study is likewise informed by Good Governance Theory, which emphasizes accountability, transparency, participation, responsiveness, and effectiveness in public administration (Minogue et al., 1998). These principles are reflected in governance assessment frameworks that seek to promote institutional performance and public trust. Leadership may influence how these principles are translated into policies, programs, and service delivery mechanisms.

Public Value Theory further suggests that public leaders create value by ensuring that government actions produce meaningful benefits for society while maintaining legitimacy and public confidence (Moore, 1995). Viewed together, these theories suggest that leadership practices may shape the extent to which governance programs are effectively implemented and experienced by stakeholders.

Review of Related Literature. Leadership continues to be regarded as an important element in the functioning of public institutions. In local government environments, leadership influences decision-making, stakeholder engagement, organizational culture, and the implementation of development programs. As governance challenges become increasingly complex, public leaders are expected to demonstrate adaptability, strategic thinking, collaboration, and accountability.

Collectively, these theories suggest that leadership extends beyond administrative authority and encompasses the ability to inspire, serve, engage stakeholders, and create public value. In the context of local governance, leadership may influence how governance programs are implemented, sustained, and experienced by community members. Thus, these theories provide a conceptual basis for examining the relationship between 21st-century leadership practices and the implementation of the Seal of Good Local Governance.

Recent discussions on twenty-first-century leadership highlight the importance of balancing organizational effectiveness with citizen participation and public trust. Rather than relying solely on authority and formal structures, contemporary leadership places greater emphasis on communication, shared responsibility, and inclusive governance. These characteristics are particularly relevant in local government settings where leaders interact directly with communities and are expected to respond to diverse public needs.

Good Governance and Local Government Performance. The concept of good governance has become a widely accepted framework for assessing the performance of public institutions. Governance literature commonly associates good governance with transparency, accountability, participation, responsiveness, and effectiveness. These principles are often viewed as essential for strengthening public confidence and improving service delivery outcomes.

Despite growing scholarship on leadership and governance, there is limited empirical evidence on how contemporary leadership practices are

associated with the implementation of the Seal of Good Local Governance at the municipal level. Most studies have examined leadership effectiveness or governance outcomes separately, leaving a gap in understanding how leadership behaviors may influence the implementation of governance from the perspective of local stakeholders. This study seeks to contribute to the field by examining the relationship between 21st-century leadership practices and SGLG implementation in a municipal government context.

Within the Philippine context, local government units are encouraged to institutionalize governance practices that promote efficiency and public accountability. Performance-based initiatives have been introduced to guide local governments toward continuous improvement and to recognize exemplary governance practices. Such initiatives reinforce the idea that governance outcomes are shaped not only by policies and structures but also by leadership and organizational capacity.

Seal of Good Local Governance. The Seal of Good Local Governance (SGLG) serves as a national mechanism for promoting governance excellence among local government units. Through a multidimensional assessment process, the program evaluates local governments across various governance areas, including financial administration, social protection, environmental management, disaster preparedness, public safety, health responsiveness, and economic development.

Beyond its recognition function, the SGLG encourages local governments to strengthen institutional systems and sustain good governance practices. Because implementation requires coordination, stakeholder participation, and organizational commitment, leadership may play an important role in influencing governance performance and compliance with SGLG standards.

Studies in public administration have reported that transformational and participatory leadership practices are associated with improved organizational performance, citizen satisfaction, and institutional effectiveness (Andrews et al., 2011; Denhardt et al., 2019). Similarly, governance research suggests that leadership influences stakeholder engagement, policy implementation, and public trust, all of which contribute to successful governance outcomes.

Review of Related Studies. Past studies have generally shown that a leader's behavior is linked to how well a group performs its job and how well its programs are carried out. In the public sector, studies have shown that leaders who use approaches such as participation, transformation, and service tend to foster stronger organizational loyalty, stakeholder engagement, and institutional success. Based on these results, leadership may affect how government projects are carried out and sustained.

Studies on local government have also shown how important leadership is for getting people involved in their communities, providing services, and growing organizations. People often say that good local leaders make it easier for people to work together by helping to get resources, improve relationships, and create conditions that make programs successful. These kinds of results

are especially useful for government systems that need people from different fields and stakeholder groups to work together.

More research on governance performance systems shows that both internal processes and leadership factors affect how well an institution performs. Governance standards set goals and make sure people are held accountable. Leadership then turns these expectations into actions that can be taken and results that can be measured. Because of this, local governments with strong leadership may be better able to run governance programs effectively and maintain strong performance results.

Although leadership and governance have been widely studied, fewer studies have specifically examined the relationship between twenty-first-century leadership practices and the implementation of the Seal of Good Local Governance at the municipal level. This gap provides an opportunity to explore further how leadership characteristics may relate to the implementation of governance in local government contexts. The present study contributes to this area by examining stakeholder perceptions of leadership and SGLG implementation in the Municipality of Manolo Fortich.

Statement of the Problem. This study aimed to determine the perceived level of 21st-century leadership style and the extent of implementation of the Seal of Good Local Governance Program in the Municipality of Manolo Fortich, Bukidnon. The findings served as a basis for proposing governance enhancement measures.

Specifically, the study sought to answer the following questions:

1. What is the perceived level of 21st-century leadership style of the Local Government Unit in terms of
 - 1.1 Values and Vision
 - 1.2 Traits and Learning
 - 1.3 Communication; and
 - 1.4 Situational Decision-Making?
2. What is the perceived extent of implementation of the Seal of Good Local Governance Program across its governance dimensions?
3. Is there a significant relationship between respondents' profiles, in terms of age, sex, highest educational attainment, and designation, and their perceived level of 21st-century leadership style and perceived extent of SGLG Program implementation?

RESEARCH METHODOLOGY

Research Methodology. This study employed a quantitative descriptive-correlational research design. The descriptive component was utilized to determine the perceived level of 21st-century leadership style and the extent of implementation of the Seal of Good Local Governance (SGLG) Program in the Municipality of Manolo Fortich, Bukidnon. The correlational

component was used to examine the relationship between respondents' demographic characteristics and their perceptions of leadership style and the implementation of governance.

The design was deemed appropriate because it enabled the researcher to describe existing conditions and determine whether significant relationships existed among the variables under investigation without manipulating any aspect of the research environment.

Research Locale. The study was conducted in the Municipality of Manolo Fortich, Bukidnon, a first-class municipality located in Northern Mindanao, Philippines. The municipality has consistently participated in governance improvement initiatives and has actively pursued compliance with the standards of the Seal of Good Local Governance Program implemented by the Department of the Interior and Local Government (DILG).

Respondents. The respondents consisted of barangay officials and barangay constituents from selected barangays in the Municipality of Manolo Fortich. A total of 250 respondents participated in the study, comprising both governance implementers and community stakeholders considered capable of providing informed assessments of leadership practices and governance implementation within the municipality.

Research Instrument. Data were collected using a structured survey questionnaire comprising three parts. The first part elicited the respondents' demographic profile, including age, sex, highest educational attainment, and designation.

The second part measured the perceived level of 21st-century leadership style across four dimensions: Values and Vision, Traits and Learning, Communication, and Situational Decision-Making.

The third part assessed the extent of implementation of the Seal of Good Local Governance Program across the following governance dimensions: financial administration, disaster preparedness, social protection, health compliance, education, business friendliness, environmental management, tourism development, peace and order, and youth development.

Prior to data collection, the instrument underwent content validation by experts in public administration, governance, and research methodology. Necessary revisions were incorporated based on their recommendations to improve clarity, relevance, and alignment with the study's objectives.

Data Gathering Procedure. Upon approval from the appropriate authorities, the researcher coordinated with local government officials and barangay leaders to conduct the study. The purpose and procedures of the research were explained to prospective participants, and informed consent was secured before data collection.

The questionnaires were personally administered to the respondents. Completed questionnaires were checked for completeness, coded, and encoded for statistical analysis.

Ethical Considerations. The study adhered to established ethical

principles in social science research. Participation was voluntary, and respondents were informed of the study's nature, objectives, benefits, and potential risks prior to participation. Confidentiality and anonymity were maintained throughout the research process, and all information obtained was used solely for academic and research purposes.

Respondents were informed of their right to decline participation or withdraw from the study at any stage without penalty. All collected data were treated with strict confidentiality and stored securely to protect participants' privacy.

Statistical Treatment of Data. The data were analyzed using both descriptive and inferential statistics.

Frequency counts and percentages were utilized to describe the demographic profile of the respondents.

Weighted means were employed to determine the perceived level of 21st-century leadership style and the extent of implementation of the Seal of Good Local Governance Program.

Prior to inferential analysis, normality tests were conducted to determine the appropriate statistical procedures. The results indicated that demographic variables were normally distributed, whereas the leadership style and governance implementation variables were non-normally distributed.

Consequently, the Chi-Square Test of Independence was utilized to determine the significant degree of relationship between respondents' profile variables (age, sex, highest educational attainment, and designation) and their perceptions of (a) 21st-century leadership style and (b) the extent of SGLG Program implementation.

All statistical analyses were performed using a significance level of .05.

RESULTS AND DISCUSSIONS

21st-Century Leadership Style of the Municipal Mayor. The findings indicate that the respondents generally perceived the Municipal Mayor's leadership style positively, with the overall assessment falling within the good range. Among the four leadership dimensions, Values and Vision received the most favorable evaluation, while Traits and Learning obtained the lowest rating. These results suggest that stakeholders particularly recognize the mayor's ability to articulate direction, uphold organizational values, and provide a sense of purpose in local governance. In contrast, opportunities for improvement appear to exist in leadership development, delegation, and continuous learning.

The fact that Values and Vision are so important shows how crucial it is for leaders to set clear goals and ensure that government projects align with community needs. Many books and articles on leadership have discussed how having a common goal can help build support, engage stakeholders, and improve institutional performance (Bass & Riggio, 2006; Northouse, 2022).

The clear expression of a goal may help local governments make decisions and encourage more involvement from all stakeholders.

Values and Vision. The people who answered were very positive about how the mayor led with morals and a mission. In particular, they thought the mayor was open to long conversations and to considering different points of view before making decisions. This result might indicate a leadership style that includes and listens to everyone, which is often associated with more engaged stakeholders and stronger teamwork in running the business.

The outcome aligns with modern ideas about government that emphasize discussion, participation, and reaching agreement as important parts of good public leadership. Local governments may be able to build trust and support joint ownership of development projects by giving people the chance to be consulted and involved. These kinds of actions also fit with the participatory ideas built into Philippine government systems. Similar results were reported by Andrews et al. (2011), who found that participatory leadership techniques were associated with greater success in the public sector.

Traits and Learning. The Traits and Learning factor received the worst reviews among the four leadership areas. However, people still thought the mayor was driven to reach project goals and organizational outcomes. This means that people may notice leadership commitment and persistence, but less so when it comes to delegation, learning opportunities, and leadership growth.

The result shows how important it is to find a balance between personal leadership traits and ongoing learning and growing skills. Leadership experts say that being a good leader requires more than just personal traits. It also means being able to adapt to the times and meet the needs of the community and the company (Yukl, 2013). Learning-oriented leadership may help public sector organizations generate new ideas and improve over the long run.

Communication. There were mostly positive reviews of the mayor's communication, which suggests that people thought the mayor could explain ideas in a way others could understand. The highest-rated sign indicates that the mayor can communicate and interact with people in ways that bring out the best in them.

Effective communication remains an important part of public leadership because it helps people understand, work together, and engage. Leaders who can speak clearly often have a better chance of building trust, avoiding mistakes, and strengthening working relationships with both government workers and community members. The results show that one of the mayor's strengths as a leader is his ability to communicate effectively.

Situational Decision-Making. Additionally, the results show that respondents liked how the mayor made decisions based on the circumstances. The most popular answer showed that people think the mayor takes on leadership roles when needed, even if they are not actively trying to be seen

as a leader. This finding might point to a practical and situation-based way of leading. Situational leadership theories hold that good leaders do not stick to a single leadership style but instead adjust their leadership based on the needs of the situation. This kind of flexibility can be helpful in local government for addressing a wide range of community concerns, emerging problems, and complex management situations.

Overall, the results show that those with a stake in the matter believe the Municipal Mayor is leading in ways that generally support good local government. Values-driven leadership and goal-setting stood out as strengths. However, the results also show that leadership growth, a focus on learning, and collaboration could use improvement. These observations provide useful information about different aspects of leadership that could help keep the government functioning well and improve public services.

Extent of Seal of Good Local Governance (SGLG) Program Implementation. The results show that the Seal of Good Local Governance (SGLG) program was fully implemented across all areas of local government. Overall, the evaluation shows that government workers and community residents have a generally positive view of how well local government is doing. The best ratings were given to Youth Development, Disaster Preparedness, and Social Protection and Sensitivity out of the ten government areas. Financial Administration and Sustainability, on the other hand, got the lowest score, even though it stayed in the fully applied group. Based on these results, it appears most parties agree that the town is doing a good job of implementing governance programs and providing services across a wide range of areas.

The consistently high scores across all governance areas may indicate the municipality's commitment to meeting the SGLG framework standards. According to research on governance, local governments with strong institutional capacity, accountability systems, and community involvement are more likely to achieve good governance outcomes and maintain public trust (UNDP, 1997; DILG, 2019).

Financial Administration and Sustainability. Financial Administration and Sustainability was judged to be fully applied, suggesting that most respondents thought local government tools and assistance programs were easy to access and beneficial to the community. The measure that received the highest score was about how well beneficiaries could access help from the local government. This showed that people were satisfied with the way services were delivered and resources were used.

These results could indicate that the city has established financial management mechanisms that help meet community needs and support growth plans. Effective financial governance has long been recognized as a key part of long-term local growth. This is because it helps governments raise resources, manage their finances responsibly, and support public programs effectively.

Disaster Preparedness. One of the highest-rated aspects of government

was being ready for disasters. People who answered particularly liked that there were places to go in case of an emergency, which shows that they had faith in the municipality's ability to handle emergencies and disasters. Because the Philippines is so prone to natural disasters, investing in crisis planning remains an important part of local government. The results show that efforts to reduce disaster risk are now more visible and easier for people in the community to access. This may have led to a greater sense of safety and resilience.

Social Protection and Sensitivity. People also thought that Social Protection and Sensitivity were fully in place. Respondents especially liked that trained and equipped staff were on hand to provide social services and address community issues. The outcome shows how important institutional capacity is in meeting the needs of vulnerable people. Service delivery that is more sensitive and inclusive may be supported by well-trained staff, especially in programs that address social welfare, gender issues, child safety, and community development.

Health Compliance and Responsiveness. People liked how health-related programs were implemented, and they emphasized how easy it was to reach health centers in rural areas. This data shows that people in the municipality can access local health services. The positive review could mean that more work remains to improve access to critical health programs and strengthen basic healthcare services. Accessible health services remain a good indicator of your local government's responsiveness, especially in supporting preventive care and your community's health.

Sustainable Education. Respondents thought that educational projects were fully carried out, and they had especially good things to say about educational buildings. Based on this observation, it seems that the municipality is still supporting learning opportunities and school buildings in the neighborhood. Investing in education is often seen as a long-term way to improve a community because it helps build human capital and facilitates social mobility. The results show that those involved recognize the local government's role in supporting educational growth.

Business-Friendliness and Competitiveness. Respondents said that having trained and armed staff was a key factor in helping local economic projects. Based on the results, it looks like the city or town may have established processes that make doing business easier and support the local economy. Some research on governance has found that having good public services and skilled workers makes a place more attractive for investment and business.

Safety, Peace, and Order. The dimension of Safety, Peace, and Order was assessed positively, particularly for the visible support provided by law enforcement agencies. Respondents appeared to recognize the role of public safety institutions in maintaining peace and security within the municipality. A stable and secure environment is often regarded as a prerequisite for social and economic development. The findings suggest that collaborative efforts

between local government and law enforcement agencies are perceived as contributing to community safety.

Environmental Management. Environmental Management was likewise viewed as fully implemented. Respondents particularly noted the availability of facilities that support environmental programs and sustainability initiatives. This finding may indicate growing awareness of environmental stewardship and the municipality’s efforts to provide infrastructure that supports responsible environmental practices. Such initiatives are increasingly important as local governments address sustainability and climate-related concerns.

Tourism, Heritage Development, Culture, and the Arts. People were happy with how the tourism, culture, and heritage projects were implemented. Respondents noted that tourism and cultural development projects are guided by planning systems. Many people think that strategic planning is necessary to balance tourism growth, cultural preservation, and community development. The results show that people in the area are aware of efforts to attract tourists while protecting cultural identity and heritage materials.

Youth Development. The most positive feedback was given to Youth Development across all government sectors. People who answered especially liked that there are places that support programs and events for kids. The popularity of youth development programs may suggest that the city views young people as important partners in building the community. Access to tools and opportunities for growth can help young people become leaders, get involved in their communities, and be healthier overall.

Overall, the results show that the city has established governance systems that are generally considered effective across several aspects of the SGLG framework. All areas received good grades, but the particularly high marks for youth development, disaster preparation, and social safety indicate which areas of governance are most important and most obvious to stakeholders. These results show that long-term efforts have been made to strengthen local government and improve services in the town.

Summary of the Significant Degree of Relationship Between Respondents’ Profile, 21st-Century Leadership Style, and SGLG Program Implementation (N = 250)

Profile Variable	Leadership Style χ^2 (df)	p-value	Interpretation	SGLG Implementation χ^2 (df)	p-value	Interpretation
Age	1.798 (2)	.407	Not Significant	0.651 (2)	.722	Not Significant
Sex	1.084 (1)	.298	Not Significant	6.984 (1)	.008*	Significant
Highest Educational Attainment	13.175 (5)	.022*	Significant	3.319 (5)	.651	Not Significant
Designation	0.453 (1)	.501	Not Significant	1.953 (1)	.162	Not Significant

*Significant at $\alpha = .05$.

There was a significant association between perceived leadership style and educational achievement, $\chi^2(5, N = 250) = 13.175, p = .022$. Sex was substantially related to perceived SGLG implementation, $\chi^2(1, N = 250) = 6.984, p = .008$. The study found that only the highest level of educational attainment was significantly associated with respondents' assessments of the Local Government Unit's 21st-Century Leadership Style. However, no significant associations were observed with age, sex, or classification. On the other hand, sex was the only significant factor associated with perceptions of the implementation of the Seal of Good Local Governance (SGLG) Program. Meanwhile, the respondents' evaluations are not substantially related to age, educational attainment, or designation.

The strong association between education levels and leadership attitudes suggests that individuals' education levels may be related to their opinions on leadership techniques. Education usually fosters civic consciousness, critical thinking, and expectations of public administration and government. Individuals with higher levels of education may have greater exposure to governance, strategic planning, accountability systems, and leadership principles, which may influence their appraisal of leadership effectiveness. This finding is in line with the notion that education improves citizens' capacity to assess the effectiveness of government and the quality of its leadership (Denhardt et al., 2019; OECD, 2020).

There were no significant relationships found between age, sex, job title, and how people felt about leadership. This suggests that opinions about the mayor's leadership style were the same across all population groups. Based on this, it seems that leadership behaviors and government procedures have been seen and experienced enough across municipal sectors to allow responders from a wide range of demographic groups to give mostly similar ratings. Similar results have been found in the literature on public administration. When governance activities were more common across communities, more obvious forms of leadership were more likely to help parties agree on how things should be run (Northouse, 2022).

In terms of SGLG Program implementation, sex was the only important demographic variable. This study indicates that there may be variations in the perceptions, experiences, or interactions of male and female respondents with government programs and public services. Gender has been recognized as an important determinant of engagement in governance processes, patterns of service consumption, and perceptions of government responsiveness (United Nations Development Program [UNDP], 1997). Women and men may value different objectives of governance and consequently view program implementation differently. The conclusion, therefore, underscores the need to ensure that governance initiatives are gender sensitive and responsive to the requirements of different stakeholder groups.

It looks like most of the people who answered agreed on the level of governance program implementation, given the weak associations among age,

level of education, job title, and views toward SGLG implementation. It seems that both barangay officials and citizens had the same view of how the local government worked. This shows that the town is good at providing services and programs that people can see and use. These results are in line with ideas of good government that emphasize openness, equality, and serving everyone equally (UNDP, 1997; OECD, 2020).

Overall, the data indicate that opinions on leadership and governance implementation are widely shared across demographic categories, with only a few criteria affecting stakeholder ratings. Educational level seems to modify views of leadership practices, and sex modifies perceptions of governance implementation. The findings underscore the need for leadership communication, public engagement, and governance structures that are responsive to stakeholders' diverse views and inclusive of broad-based participation. Overall, the data show that strong ratings of local government are linked with comparably good assessments of leadership techniques.

In general, the Municipal Mayor was seen to demonstrate leadership qualities associated with values-based decision-making, communication, situational responsiveness, and governance initiatives, which were fully implemented across major service areas.

As leadership traits, values, and vision receive high scores because people want leaders who are clear about their goals and ensure that growth efforts align with what is best for the community. Also, the high scores for youth development, disaster preparation, and social security show that government programs that are easy to see and directly affect people tend to get more attention.

The substantial link between education and perceptions of leadership suggests that education may influence how individuals evaluate their leaders' performance. The tight association of sex with attitudes on how government should implement, on the one hand, suggests the necessity for integrating gender perspectives in planning, service delivery, and public engagement.

In general, the results provide credence to the view that governance and leadership are interrelated processes. Governance frameworks establish institutional norms and performance standards, and leadership influences how these standards are communicated, executed, and perceived by stakeholders. Thus, capacity development in governance processes and leadership can lead to more responsive, inclusive, and sustainable local government outcomes.

Limitations of the Study. We acknowledge some limitations of our work. First, the conclusions were based on stakeholders' views and may not be fully representative of the institutions' actual performance or of documentation proving conformity with the SGLG. Second, chi-square tests were employed, and several categories had very small expected cell counts. Inferential conclusions should, therefore, be regarded with caution. Third, the study was conducted in one municipality and, hence, the findings may not be generalizable to other local government environments. Future research might

employ larger samples, documentary validation, mixed methods, and other inferential methods to study the implementation of leadership and governance more extensively.

CONCLUSION

The questionnaire indicated that the Municipal Mayor of Manolo Fortich was judged to have a high level of 21st-century leadership traits, notably in the values and vision. Participants selected leadership styles that were collaborative, inclusive of stakeholders, and devoted to improving the community.

The leadership factors studied in this research indicated that the most important were values and vision. At the same time, traits and learning received comparatively lower scores, suggesting an area for further leadership growth. Results also showed that the Seal of Good Local Governance (SGLG) Program was fully implemented across all facets of governance. The highest ratings were for youth development, disaster preparedness, and social protection. This means that these governance sectors were widely acknowledged and were considered important by the stakeholders. Financial administration and sustainability were lower than the other areas of governance, but still good.

The results of the inferential analyses indicated a significant relationship between education level and the evaluation of 21st-century leadership style, implying that respondents with different levels of education may evaluate leadership practices differently. However, views of leadership were not strongly related to age, gender, or position.

In the context of SGLG implementation, sex was the only demographic characteristic that mattered, whereas age, educational attainment, and designation showed no meaningful association. The findings indicate that stakeholders perceived the implementation of leadership and governance favorably. The findings suggest that values-driven leadership, stakeholder involvement, and efficient governance processes may enhance views of local governance performance and service delivery.

RECOMMENDATIONS

Based on the findings and conclusions of the study, the following recommendations are offered:

1. The local government may continue strengthening values-based and participatory leadership practices that emphasize transparency, accountability, consultation, and responsiveness to community needs.
2. Leadership development initiatives focusing on continuous learning, mentoring, innovation, and adaptive decision-making may be institutionalized to strengthen further the Traits and Learning dimension, which received the lowest assessment among the leadership domains.

3. Existing programs related to youth development, disaster preparedness, and social protection may be sustained and periodically evaluated to ensure their continued effectiveness and responsiveness to emerging community concerns.
4. Additional efforts may be undertaken to strengthen financial administration and sustainability initiatives through enhanced transparency mechanisms, fiscal communication strategies, and citizen awareness campaigns regarding local government financial management.
5. The local government may further promote inclusive stakeholder engagement by encouraging the active participation of barangay officials, community organizations, youth groups, and civil society organizations in governance and development planning processes.
6. Gender-responsive approaches may be integrated into governance programs and communication strategies in light of the significant relationship observed between sex and perceptions of SGLG implementation.
7. Future studies may examine other factors that may influence governance implementation, such as organizational culture, citizen trust, service satisfaction, public participation, and institutional capacity, using mixed-methods or longitudinal research designs.

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