

Organizational Effectiveness of Tungawan Sangguniang Bayan: Basis for Policy Recommendation

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Publication history:

Received: August 17, 2026

Accepted: September 22, 2026

Revised: September 19, 2026

Published: September 23, 2026

International Journal of Sustainable and Integrated Studies, Vol. 1, No. 2, pp. 553–561, September 2026.

Abstract

This study determined the organizational effectiveness of the Tungawan Sangguniang Bayan in terms of approved ordinances, passed resolutions, formulated plans, and approved projects. It also examined whether assessments differed according to respondents' profiles and used the findings as a basis for policy recommendations. Anchored in sociology-of-law and legislative effectiveness perspectives, the study employed a quantitative descriptive research design using the survey method among 50 respondents comprising Barangay Chairmen, Civil Society Organization/Non-Government Organization Presidents, and Sangguniang Bayan Members. Data were gathered through a researcher-developed survey questionnaire-checklist and analyzed using weighted mean, t-test, and Analysis of Variance. Findings revealed that the Tungawan Sangguniang Bayan was assessed as Highly Effective overall, with a grand mean of 3.92. Formulated plans received the highest mean of 4.04, followed by approved projects at 3.99, passed resolutions at 3.88, and approved ordinances at 3.79. No significant differences were found in assessments when respondents were grouped according to sex, organization, position, educational attainment, and age. However, comparatively lower ratings were observed for public consultation during ordinance approval and the contribution of approved projects to the local investment programming process. The study concluded that the Sangguniang Bayan demonstrated highly effective organizational performance and recommended strengthening information dissemination, constituent communication, community forums, and stakeholder representation in legislative processes. The study supports SDG 16: Peace, Justice and Strong Institutions and SDG 11: Sustainable Cities and Communities by promoting accountable, participatory, and community-responsive local governance. Its sustainability contribution lies in strengthening institutional performance, stakeholder participation, evidence-based policymaking, and community-oriented local development.

Keywords: Approved Ordinances, Approved Projects, Formulated Plans, Organizational Effectiveness, Passed Resolutions, Sangguniang Bayan, Stakeholder Assessment, Tungawan

1. Introduction

Organizational effectiveness is central to evaluating whether public institutions achieve their intended goals, use their authority appropriately, and respond to the needs of their constituents. In local government, effectiveness extends beyond the quantity of policies or programs produced and encompasses the capacity to translate legislative authority into meaningful public outcomes. Contemporary research emphasizes performance management, citizen satisfaction, institutional accountability, participation, and evidence-based decision-making as important dimensions of effective local governance (Rivenbark et al., 2023; Han et al., 2024). For legislative institutions, effectiveness also involves the ability to advance policy initiatives through the legislative process and transform

priorities into substantive outputs (Bucchianeri et al., 2025). Within this context, the present study examines the organizational effectiveness of the Tungawan Sangguniang Bayan through its approved ordinances, passed resolutions, formulated plans, and approved projects. It considers stakeholder assessments of these outputs and determines whether differences exist when respondent profiles are considered. The resulting evidence provides a basis for policy recommendations intended to strengthen legislative performance and local governance in the Municipality of Tungawan.

Organizational effectiveness in the public sector concerns the extent to which institutions fulfill their mandates and produce outcomes consistent with public needs and organizational objectives. Contemporary local-government research shows that performance measurement becomes more useful when performance information is incorporated into management and decision-making processes. Organizational structures, measurement systems, and delegated decision authority can influence whether local officials effectively use performance information to improve policies and services (Rivenbark et al., 2023). Thus, organizational effectiveness should not be assessed exclusively through the existence of organizational outputs but also through their contribution to decision-making and service improvement. This perspective is particularly relevant to legislative organizations. Bucchianeri et al. (2025) conceptualized legislative effectiveness through lawmakers' capacity to advance substantive policy proposals through different stages of the legislative process. Their work indicates that legislative effectiveness is shaped not only by individual activity but also by institutional arrangements and the policymaking environment. Although developed in a different governmental setting, this contemporary perspective provides a useful basis for understanding legislative effectiveness as the demonstrated capacity to convert legislative priorities into policy outputs. For the Sangguniang Bayan, organizational effectiveness is reflected in the fulfillment of its legislative responsibilities and the responsiveness of its actions to municipal concerns. Approved ordinances establish local rules, passed resolutions express legislative decisions or policies, formulated plans provide direction for development, and approved projects translate priorities into specific interventions. Assessing these dimensions can provide a more systematic understanding of whether the legislative organization performs its responsibilities effectively and whether its actions are perceived as beneficial by relevant local stakeholders. Local-government effectiveness may also be reflected in the perceptions of citizens and stakeholders who experience government decisions and services. Tran and Dollery (2023) demonstrated that organizational characteristics can be associated with local resident satisfaction, although the effects may vary across local contexts. Similarly, Shin and Jhee (2021) emphasized that decentralization and local management capacity do not automatically generate greater citizen satisfaction, highlighting the importance of examining how governance arrangements function within specific institutional and community settings. These findings support the need for localized assessments rather than assuming that formal authority or the production of government outputs necessarily indicates organizational effectiveness.

Recent literature increasingly connects organizational effectiveness in local government with performance management, citizen participation, responsiveness, and accountability. Performance information can strengthen organizational learning when it is incorporated into actual management and policy processes rather than treated merely as a reporting requirement (Rivenbark et al., 2023). In the Philippine setting, evidence-based local planning similarly depends on relevant local information that can help governments identify community needs, establish priorities, target vulnerable groups, and monitor policy and program outcomes (Reyes et al., 2022). Citizen participation is another important component of contemporary local governance. Jäntti et al. (2023) emphasized that meaningful participation should be embedded within local-government structures and governance processes rather than treated as an isolated activity. Kurkela et al. (2024) likewise found that effective citizen participation depends on organizational conditions, including structures, resources, organizational culture, and management practices. These findings suggest that participation becomes more meaningful when institutions possess mechanisms that allow stakeholder perspectives to influence government processes. Accountability and responsiveness are closely related to this participatory dimension. Han et al. (2024) found that transparency, responsiveness, public participation, and government performance were important to public trust in local-government settings. Although their findings were based on Nepalese local governments, they reinforce a broader governance principle that institutional effectiveness is connected to how citizens perceive government performance and responsiveness. Recent Philippine research provides further support for strengthening participation in local decision-making. Medina-Guce et al. (2025) observed that formal mechanisms for civil society participation in Local Development Councils do not automatically guarantee meaningful influence over local policymaking. Their study emphasized the importance of moving beyond compliance with formal participatory requirements toward mechanisms that allow civil society organizations to participate substantively in planning and budgeting processes. This is especially relevant to the present study because Civil Society Organizations/Non-Government Organizations and barangay representatives provide stakeholder perspectives on the effectiveness of the Tungawan Sangguniang Bayan. Collectively, recent literature indicates that organizational effectiveness in local government is multidimensional. Legislative productivity remains important, but meaningful assessment should also consider responsiveness, stakeholder evaluation, participation, performance information, and the capacity of government organizations to use evidence for policy improvement. These themes

provide a contemporary basis for assessing the Tungawan Sangguniang Bayan through its ordinances, resolutions, plans, and projects.

The institutional authority of Philippine local governments remains grounded in the Local Government Code of 1991. Republic Act No. 7160 (1991) established the legal framework for decentralization and local autonomy and defined the responsibilities and powers of local government units. At the municipal level, the Sangguniang Bayan exercises legislative authority through ordinances, resolutions, appropriations, and other measures intended to promote the general welfare and development of the municipality. Republic Act No. 7160 is therefore retained despite its age because it remains the fundamental legal basis for the functions examined in this study. Contemporary Philippine governance research indicates that evaluating local-government performance remains important under decentralization. Diokno-Sicat et al. (2022) examined the Seal of Good Local Governance and Performance Challenge Fund and showed how performance-based governance mechanisms have been used to encourage improvements among Philippine local government units. More recently, Balmatero (2026) noted that the Seal of Good Local Governance has provided a common performance framework emphasizing accountability, transparency, and service delivery, while also identifying continuing challenges involving institutional capacity and the design of local performance systems. These studies demonstrate the continuing national emphasis on measurable, accountable, and performance-oriented local governance. Evidence-based planning is equally important in decentralized governance. Reyes et al. (2022) explained that localized information can improve the capacity of local governments to identify needs, target interventions, and monitor the longer-term effects of policies and programs. Such evidence is relevant to municipal legislative bodies because ordinances, resolutions, plans, resource allocations, and projects should be connected to identifiable local conditions and development priorities. The Municipality of Tungawan provides the specific setting of the present investigation. Current Philippine Statistics Authority records identify Tungawan as a municipality composed of 25 barangays, with a population of 48,013 based on the 2024 Census of Population (Philippine Statistics Authority [PSA], n.d.). Within this local setting, the Sangguniang Bayan performs legislative functions that influence municipal governance and development. The present study focuses specifically on stakeholder assessments of its approved ordinances, passed resolutions, formulated plans, and approved projects rather than attempting to evaluate every aspect of municipal governance. At the broader level, contemporary governance frameworks emphasize capable, responsive, accountable, and participatory institutions. Local legislative bodies occupy an important position within these frameworks because their decisions directly influence community policies, plans, resource priorities, and development initiatives. Examining organizational effectiveness at the municipal legislative level therefore contributes to understanding how broad principles of effective governance operate within a specific local institutional setting.

The theoretical foundation of the study is retained because of its direct relevance to the relationship between legislation and society. More precisely, the study is situated within the sociology-of-law perspective discussed by Treviño (2008), which synthesizes classical and contemporary approaches to understanding law as a social phenomenon. This perspective emphasizes that law does not operate independently of society; rather, legal institutions, rules, and decisions exist within social structures and are influenced by the conditions, values, relationships, and needs of the communities in which they operate. This perspective is appropriate to the study because the Sangguniang Bayan does not merely produce legal documents. Its ordinances, resolutions, plans, and approved projects operate within a social environment and are intended to respond to the concerns and welfare of constituents. Legislative effectiveness can therefore be examined in relation to both institutional outputs and their perceived responsiveness to community needs. A contemporary legislative perspective complements this theoretical foundation. Bucchianeri et al. (2025) emphasized that legislative effectiveness involves the capacity to advance substantive policy initiatives through legislative processes. Applied to the municipal setting, the effectiveness of a legislative body can consequently be considered through the actions and outputs it produces in fulfilling its legally defined functions. The conceptual framework of the study links stakeholder assessment with organizational effectiveness. The perspectives of Sangguniang Bayan members, barangay chairmen, and presidents of accredited Civil Society Organizations/Non-Government Organizations serve as sources of assessment, while approved ordinances, passed resolutions, formulated plans, and approved projects constitute the principal dimensions of organizational effectiveness. Findings from these assessments provide the basis for identifying areas requiring improvement and developing policy recommendations. This approach is consistent with contemporary performance-management literature emphasizing the use of performance information to improve government decisions (Rivenbark et al., 2023). It is also consistent with evidence-based local planning, wherein locally derived information can inform priorities and future policy interventions (Reyes et al., 2022). The conceptual framework therefore connects legislative outputs, stakeholder evaluation, organizational performance, and policy improvement.

Recent studies provide substantial evidence on local-government performance management, decentralization, citizen satisfaction, participatory governance, accountability, and evidence-based planning (Diokno-Sicat et al., 2022; Rivenbark et al., 2023; Han et al., 2024; Medina-Guce et al., 2025; Balmatero, 2026). However, these studies do not specifically assess the organizational effectiveness of the Tungawan Sangguniang Bayan across the

combined dimensions of approved ordinances, passed resolutions, formulated plans, and approved projects. This local gap is important because governance effectiveness can vary according to institutional and community context. Tran and Dollery (2023) demonstrated that determinants of municipal effectiveness may differ across local settings, while Medina-Guce et al. (2025) showed that the presence of formal participatory mechanisms does not necessarily ensure substantive stakeholder participation. Consequently, findings from other localities or governance systems cannot automatically represent the experience of Tungawan. The study therefore sought to determine the level of organizational effectiveness of the Tungawan Sangguniang Bayan as assessed in terms of approved ordinances, passed resolutions, formulated plans, and approved projects. It also examined whether significant differences existed in assessments when respondents' profiles were considered and used the findings as a basis for policy recommendations. Through this approach, the study provides localized evidence concerning legislative performance and stakeholder perceptions that may support improvements in municipal policymaking and governance.

The study is primarily aligned with Sustainable Development Goal 16: Peace, Justice and Strong Institutions, particularly the objective of developing effective, accountable, transparent, responsive, inclusive, and participatory institutions. The United Nations Department of Economic and Social Affairs (UN DESA, 2025) continues to identify effective institutions and inclusive decision-making as fundamental components of SDG 16. By assessing the organizational effectiveness of a municipal legislative body through stakeholder perceptions and using the findings as a basis for policy recommendations, the study contributes to the broader objective of strengthening local institutional performance. The research also relates to Sustainable Development Goal 11: Sustainable Cities and Communities because local legislative decisions, development plans, and approved projects contribute to the governance and development of communities. Local planning that uses reliable evidence can help governments identify needs, target interventions, and monitor policy impacts (Reyes et al., 2022). Participation by barangay leaders and Civil Society Organizations/Non-Government Organizations also reflects the importance of inclusive local planning and community involvement in sustainable governance. These alignments are limited to SDGs directly supported by the scope of the study. The research does not directly measure environmental outcomes, economic growth, public health, or other sector-specific SDGs; therefore, such goals are not attributed to the study without supporting evidence.

The study contributes principally to institutional and governance sustainability by providing evidence that can be used to assess and improve the continuing performance of a local legislative institution. Sustainable governance requires institutions capable of evaluating their actions, learning from stakeholder feedback, and using evidence to refine policies and programs. Performance information becomes particularly valuable when it informs management and policy decisions rather than serving only as an administrative requirement (Rivenbark et al., 2023). The research also contributes to community and social sustainability by incorporating the perspectives of local government and civil society stakeholders in assessing legislative outputs. Contemporary research emphasizes that participation must be meaningfully embedded in local-government structures and processes to influence governance effectively (Jäntti et al., 2023; Kurkela et al., 2024). The inclusion of barangay and Civil Society Organizations/Non-Government Organizations representatives provides a mechanism through which perspectives outside the municipal legislative body can contribute to its evaluation. Finally, the study has relevance to policy and socio-economic sustainability because ordinances, resolutions, plans, and projects influence how local priorities and resources are translated into programs and interventions. Evidence-based local planning supports better identification of community needs and monitoring of policy outcomes (Reyes et al., 2022). By generating policy recommendations from an assessment of organizational effectiveness, the study may therefore contribute to the continuing improvement of institutional decision-making, participatory governance, and community-oriented local development.

2. Material and methods

2.1 Research Design

The study employed a quantitative descriptive research design using the survey method to determine the organizational effectiveness of the Tungawan Sangguniang Bayan in terms of approved ordinances, passed resolutions, formulated plans, and approved projects. It also examined whether significant differences existed in the respondents' assessments and used the findings as a basis for policy recommendations. Quantitative research involves the systematic measurement of variables and analysis of numerical data using statistical procedures, while the selected research design should correspond to the research questions and objectives of the investigation (Creswell & Creswell, 2023).

2.2 Locale of the Study

The study was conducted in the Municipality of Tungawan, Zamboanga Sibugay Province, which consists of 25 barangays. The municipality is approximately 30 kilometers from Ipil, the provincial capital, and is the last municipality adjacent to Zamboanga City.

2.3 Respondents of the Study

The study involved 50 respondents consisting of 25 Barangay Chairmen, representing 50% of the sample; 15 Civil Society Organizations/Non-Government Organizations Presidents, representing 30%; and 10 Sangguniang Bayan Members, representing 20%. Regarding educational attainment, 8 respondents or 16% had elementary education, while 21 respondents or 42% each had high school and college education. The respondents comprised 36 males or 72% and 14 females or 28%. By age, 2 respondents or 4% were 18-24 years old, 9 or 18% were 25-34, 10 or 20% were 35-44, 12 or 24% were 45-54, 14 or 28% were 55-64, and 3 or 6% were 65 years old and above.

2.4 Sample and Sampling Procedure

The study selected 50 respondents comprising 25 Barangay Chairmen, 15 Civil Society Organizations/Non-Government Organizations Presidents, and 10 Sangguniang Bayan Members. The original methodology described the procedure as Simple Random Sampling Design using a probabilistic approach and a lottery technique while also characterizing the selection as purposive because participants possessed characteristics relevant to the investigation. Appropriate definition of the target population and careful selection of sampling procedures are important in survey research because sampling decisions influence representativeness and the extent to which findings may be generalized (Walters, 2021).

2.5 Research Instrument

A researcher-developed survey questionnaire-checklist served as the primary data-gathering instrument. The first part obtained the respondents' demographic profiles, while the second assessed the organizational effectiveness of the Tungawan Sangguniang Bayan in terms of approved ordinances, passed resolutions, formulated plans, and approved projects. Survey instruments provide a structured means of obtaining quantitative information from a defined group of respondents, although careful questionnaire construction is necessary to minimize measurement and response-related problems (Walters, 2021). Responses were interpreted using a five-point scale. Weighted means ranging from 1.00 to 1.50 were interpreted as Poorly Effective or Very Low; 1.51 to 2.50 as Fairly Effective or Low; 2.51 to 3.50 as Satisfactorily Effective or Moderate; 3.51 to 4.50 as Highly Effective or High; and 4.51 to 5.00 as Very Highly Effective or Very High. The questionnaire underwent a series of revisions to improve the clarity of its statements and their relevance to the research problem. The gathered data were rechecked for consistency, and the instrument was evaluated by two experts with doctoral degrees to determine its understandability, legibility, ethical appropriateness, reliability, validity, and relevance to the research problem.

2.6 Data Gathering Procedure

The researcher initially sought permission from the Dean of the Graduate School to conduct the study among Sangguniang Bayan Members, Barangay Chairmen, and Civil Society Organizations/Non-Government Organizations Presidents. Formal permission was also obtained from the Municipal Mayor and Vice-Mayor. During the COVID-19 pandemic, physical participation was discouraged in barangays or areas restricted by the Local Inter-agency Task Force. Respondents in restricted areas were therefore offered online participation through the Google platform, while physical surveys were administered in unrestricted areas. After data collection, responses were coded using a five-point scale, with 5 representing Very Highly Effective, 4 Highly Effective, 3 Satisfactorily Effective, 2 Fairly Effective, and 1 Poorly Effective.

2.7 Data Analysis Techniques

The collected data were summarized, classified, and analyzed according to the objectives of the study. Weighted mean was employed to determine the level of organizational effectiveness of the Tungawan Sangguniang Bayan based on respondents' assessments of approved ordinances, passed resolutions, formulated plans, and approved projects. The T-test was used to determine significant differences in the mean level of organizational effectiveness as rated by the respondents, while Analysis of Variance (ANOVA) was employed to determine significant differences among grouped respondents in their ratings of organizational effectiveness. Significance testing provides a statistical basis for determining whether observed differences in sample data are consistent with differences in the corresponding populations rather than random sampling variation, provided that the assumptions and measurement characteristics appropriate to the selected statistical test are considered (Walters, 2021).

2.8 Ethical Considerations

Formal permission to conduct the research was obtained from the Dean of the Graduate School and the Municipal Mayor and Vice-Mayor. Before data collection, the respondents were informed of the aims and objectives of the study, and their participation was treated as voluntary. The dignity and rights of the participants were protected, and the collected research data were maintained as confidential throughout the study. Works originating from other authors were acknowledged through appropriate citation.

3. Results and Discussion

3.1 Organizational Effectiveness of the Tungawan Sangguniang Bayan

3.1.1 Approved Ordinances

The approved ordinances obtained an overall weighted mean of 3.79, interpreted as Highly Effective. The highest-rated indicator concerned the regulation of the segregation of mixed recyclables and organic materials from waste, with a mean of 4.22. The lowest-rated indicator was public consultation during the ordinance approval process, with a mean of 3.46, interpreted as Satisfactorily Effective. All other indicators were rated Highly Effective, indicating a generally favorable assessment of the approved ordinances. The findings indicate that the respondents generally perceived the ordinances as responsive to community concerns, although public consultation emerged as an area with comparatively greater room for improvement. Recent local governance literature emphasizes that meaningful citizen participation requires participation mechanisms to be integrated into institutional structures and decision-making processes rather than treated as isolated activities (Jäntti et al., 2023; Kurkela et al., 2024). In the Philippine context, meaningful civil society participation likewise requires mechanisms that enable stakeholders to exert substantive influence over local policymaking (Medina-Guce et al., 2025).

3.1.2 Passed Resolutions

Passed resolutions obtained an overall weighted mean of 3.88, interpreted as Highly Effective, with all indicators receiving the same verbal interpretation. Farm-to-market road proposals received the highest mean of 4.32, followed by responses to local emergencies and assistance to the agro-fishery industry, both with means of 4.12. Employment opportunities received the lowest mean of 3.58 but remained within the Highly Effective range. The findings indicate that respondents favorably assessed the Sangguniang Bayan's resolutions addressing infrastructure, emergencies, agriculture, livelihoods, education, and other local concerns. Contemporary Philippine governance frameworks emphasize the need to strengthen local government capacity for crisis response, recovery, resilience, and decentralized service delivery (Department of the Interior and Local Government [DILG] & United Nations Development Programme [UNDP], 2022). Effective local action also depends on institutional capacity, coordination, and the ability to translate local priorities into responsive government measures.

3.1.3 Formulated Plans

The formulated plans obtained an overall weighted mean of 4.04, interpreted as Highly Effective. Plans inclusive of Indigenous People received the highest mean of 4.38, followed by plans providing opportunities for Differently Abled Persons at 4.22. Plans concerning farmers and fisherfolks and the rights of women and children both received means of 4.10. Alignment with the Sustainable Development Goals received the lowest mean of 3.78, although it remained within the Highly Effective range. The favorable assessment suggests that the formulated plans were generally perceived as responsive to municipal development priorities and the needs of different community sectors. Evidence-based local planning enables LGUs to identify vulnerable populations, establish priorities, target interventions, and monitor the effects of policies and programs using localized information (Reyes et al., 2022). Participatory planning also becomes more meaningful when civil society and local stakeholders are provided substantive opportunities to contribute to local development processes (Medina-Guce et al., 2025).

3.1.4 Approved Projects

Approved projects obtained an overall weighted mean of 3.99, interpreted as Highly Effective. Projects considered feasible or acceptable to the community received the highest mean of 4.44. Disaster risk reduction projects and COVID-19-related ambulance vehicles and building facilities both obtained means of 4.38, followed by farm-to-market road projects at 4.26. Facilitating the local investment programming process received the lowest mean of 3.40, interpreted as Satisfactorily Effective. The findings suggest that respondents viewed approved projects favorably, particularly those addressing infrastructure, disaster response, health-related needs, and community acceptability. Evidence-based planning and budgeting can help local governments link identified needs with appropriate programs and investments (Reyes et al., 2022). Philippine local governance research further emphasizes that performance systems should promote problem-solving, organizational learning, accountability, and improvement rather than compliance alone (Medina-Guce & Sanders, 2024; Balmatero, 2026).

3.1.5 Overall Organizational Effectiveness

Overall, the Tungawan Sangguniang Bayan obtained a grand mean of 3.92, interpreted as Highly Effective. Formulated plans obtained the highest mean of 4.04, followed by approved projects at 3.99, passed resolutions at 3.88, and approved ordinances at 3.79. All four dimensions were therefore assessed as Highly Effective. The findings indicate that organizational effectiveness was reflected across the Sangguniang Bayan's major legislative and developmental functions. Contemporary legislative research defines effectiveness in terms of the capacity to advance substantive policy initiatives through the legislative process rather than legislative activity alone (Bucchianeri et al., 2025). At the local-government level, effective performance management similarly requires the meaningful use of performance information in management and decision-making processes (Rivenbark et al.,

2023). Thus, the favorable overall assessment reflects respondents' perceptions of how the legislative body translated its responsibilities into ordinances, resolutions, plans, and projects.

3.2 Differences in Organizational Effectiveness According to Respondent Profile

3.2.1 Sex

Male respondents recorded an overall mean of 3.98, while female respondents obtained 3.77. No significant differences were found for approved ordinances ($t = 0.704$, $p = 0.485$), passed resolutions ($t = 1.079$, $p = 0.286$), formulated plans ($t = 0.983$, $p = 0.331$), or approved projects ($t = 0.901$, $p = 0.372$). The overall t -value was 0.991, with a p -value of 0.326, indicating no significant difference between male and female assessments. The null hypothesis was therefore not rejected. The result indicates that respondents' evaluations of organizational effectiveness were statistically comparable across sex in this sample. Recent studies of local-government evaluation emphasize that citizen assessments and trust are associated with institutional performance, responsiveness, transparency, participation, and organizational conditions (Tran & Dollery, 2023; Han et al., 2024). The present finding therefore suggests that the observed differences between male and female mean ratings were insufficient to establish statistically different evaluations of the Sangguniang Bayan's performance.

3.2.2 Organization

Barangay Local Government Unit respondents obtained an overall mean of 3.88, Civil Society Organization/Non-Government Organization respondents recorded 3.96, and Local Government Unit respondents obtained 4.00. The overall F -value was 0.145, with a p -value of 0.865, indicating no significant difference among the three organizational groups. The null hypothesis was not rejected. The findings indicate that organizational affiliation did not produce statistically different evaluations of the Sangguniang Bayan in this sample. Organizational conditions can influence how public-sector performance is managed and assessed, but their effects depend on institutional structures and contexts (Rivenbark et al., 2023). Philippine local governance research similarly shows that LGU performance systems operate within varying local institutional and resource conditions (Medina-Guce & Sanders, 2024). Despite representing different organizations, respondents in the present study therefore expressed broadly comparable assessments.

3.2.3 Position

Barangay Chairmen recorded an overall mean of 3.88, Civil Society Organization/Non-Government Organization Presidents obtained 3.96, and Sangguniang Bayan Members obtained 4.00. The overall F -value was 0.145, with a p -value of 0.865, showing no significant difference among respondents according to position. The null hypothesis was therefore not rejected. The finding indicates that respondents occupying different institutional positions provided statistically comparable evaluations of organizational effectiveness. Effective participatory governance requires interaction among government officials, institutional actors, and citizens across different levels of local governance (Jäntti et al., 2023). Philippine evidence further emphasizes that participation involving government and civil society actors should move beyond formal representation toward substantive involvement in local policymaking (Medina-Guce et al., 2025). In this study, however, differences in respondents' formal positions did not result in significantly different overall assessments.

3.2.4 Educational Attainment

Respondents with elementary education obtained an overall mean of 3.65, those with high school education recorded 3.99, and those with college education obtained 3.97. The overall F -value was 0.790, with a p -value of 0.460, showing no significant difference in organizational effectiveness assessments according to educational attainment. The null hypothesis was therefore not rejected. The result indicates that educational attainment did not significantly differentiate respondents' evaluations in this sample. Contemporary research suggests that assessments of local-government effectiveness are influenced by the perceived performance and institutional characteristics of local authorities and may vary according to context rather than any single respondent characteristic (Tran & Dollery, 2023). Similarly, public trust and evaluations of local governance have been associated with responsiveness, transparency, participation, and government performance (Han et al., 2024). The findings therefore indicate that respondents across educational groups formed broadly similar assessments of the Sangguniang Bayan.

3.2.5 Age

Respondents aged 18–24 obtained an overall mean of 3.78, those aged 25–34 recorded 3.85, those aged 35–44 obtained 3.99, those aged 45–54 recorded the highest mean of 4.09, those aged 55–64 obtained 3.83, and respondents aged 65 and above obtained 3.82. The overall F -value was 0.251, with a p -value of 0.937, indicating no significant difference among age groups. The null hypothesis was therefore not rejected. The result indicates that age did not significantly differentiate the respondents' evaluations of organizational effectiveness. Research on local-government satisfaction demonstrates that perceptions of effectiveness can be associated with organizational and institutional factors and that their effects may vary across local contexts (Tran & Dollery, 2023). The present findings indicate that, despite differences in mean ratings among age groups, respondents

generally provided statistically comparable evaluations of the Sangguniang Bayan's ordinances, resolutions, plans, and projects.

3.3 Basis for Policy Program Development

The overall findings showed that the Tungawan Sangguniang Bayan was assessed as Highly Effective in approved ordinances, passed resolutions, formulated plans, and approved projects, with an overall grand mean of 3.92. No significant differences were identified when respondents were grouped according to sex, organization, position, educational attainment, and age. However, comparatively lower ratings were observed for public consultation during ordinance approval and the contribution of approved projects to the local investment programming process. These findings provide the basis for policies intended to strengthen organizational effectiveness. Current Philippine local-governance research supports the use of performance information, participatory mechanisms, and locally relevant evidence in improving decision-making and institutional performance (Reyes et al., 2022; Medina-Guce & Sanders, 2024; Medina-Guce et al., 2025). More recent work on Philippine local performance systems also emphasizes accountability, transparency, organizational capacity, and continuous institutional improvement (Balmatero, 2026). Accordingly, the policy program developed from the study may focus on the specific areas identified through the respondents' assessments while sustaining positively evaluated legislative and developmental practices.

4. Conclusion & Recommendations

The study concluded that the Tungawan Sangguniang Bayan demonstrated a highly effective level of organizational effectiveness in terms of approved ordinances, passed resolutions, formulated plans, and approved projects. The respondents' assessments showed no significant differences when grouped according to sex, organization, position, educational attainment, and age, indicating generally consistent perceptions of the legislative body's organizational effectiveness.

The Sangguniang Bayan is recommended to establish accessible bulletin boards for disseminating approved ordinances, passed resolutions, formulated plans, and approved projects and to strengthen communication with constituents. Barangay chairmen should conduct community forums to gather and present constituents' concerns during stakeholder consultations, while NGOs and CSOs should organize stakeholder reference groups to ensure representation of various public interests in legislative processes. Future researchers are also encouraged to conduct similar studies on the organizational effectiveness of Sangguniang Bayan and use the present research as reference material.

5. Compliance with ethical standards

The study observed ethical measures in data collection by securing formal permission from relevant institutional and local government authorities, informing respondents about the purpose of the research, treating participation as voluntary, protecting participants' dignity and rights, maintaining confidentiality of collected data, and acknowledging the works of other authors through appropriate citation.

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