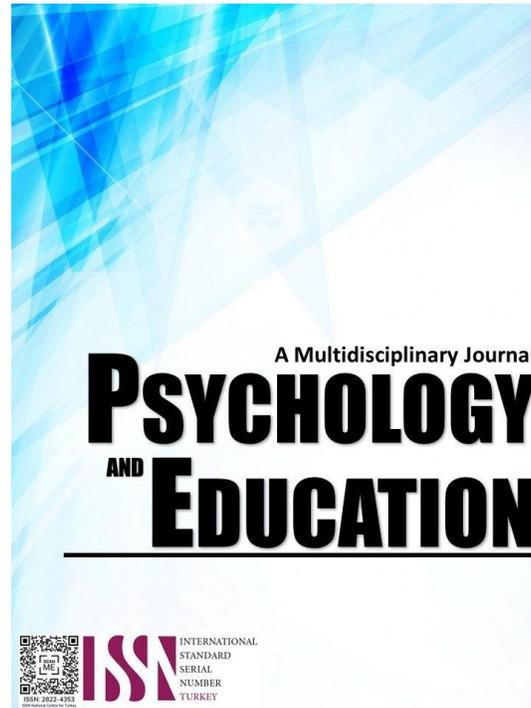


PERFORMANCE LEVEL OF ADMINISTRATIVE STAFF OF SELECTED BARANGAYS IN TACURONG CITY, SULTAN KUDARAT: A COMPARATIVE ANALYSIS



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Performance Level of Administrative Staff of Selected Barangays in Tacurong City, Sultan Kudarat: A Comparative Analysis

Jayson S. Toralba,* Rudelyn S. Dugando, Aliza Jean G. Hagoriles, John Eric J. Estabillo
For affiliations and correspondence, see the last page.

Abstract

This study investigates the relationship between the performance level of administrative staff of selected barangays in Tacurong City, Sultan Kudarat, specifically Barangay Poblacion, New Isabela, and San Pablo. Simple random sampling was used to determine the respondents, including 396 selected residents from three (3) barangays who had experienced administrative staff services from the selected barangays in Tacurong City. The researchers utilized adapted survey questionnaires to collect data on the demographic profile and level of administrative staff performance in the research locale. As for the demographic profile, most of the respondents were female, with 222 (56%) aged between 18-23 years old with a frequency of 93 (23%), and residents of Barangay Poblacion, Tacurong City with 147 (37%). Furthermore, the administrative staff determined their performance through job knowledge, teamwork, communication, leadership, and decision-making. In terms of job knowledge, respondents described it as "Excellent" ($M=3.54$). Followed by Leadership and Decision Making with 3.48 rated as "Excellent," and Teamwork and Communication with the lowest section mean of 3.43, described as "Excellent," respectively. The performance level of administrative staff got the grand mean of 3.48, described as "Excellent." The performance level of administrative staff shows no significant difference based on gender ($p=0.388$), indicating similar performance between males and females. However, significant differences were observed based on age ($p=0.002$) and locality ($p=0.000$). Younger staff (18–23 years old) demonstrated the highest performance, and staff from San Pablo and New Isabela outperformed those from Poblacion. Barangay San Pablo and New Isabela show high and consistent performance across all areas—job knowledge, teamwork, and leadership—indicating strong administrative capabilities. In contrast, Poblacion has the lowest scores, suggesting a need for improvement through training and development.

Keywords: *performance level, administrative staff, comparative analysis, job knowledge, teamwork and communication, leadership, and decision-making.*

Introduction

Nowadays, each barangay faces different challenges and issues, such as approaching problems with co-employees and clients, two-way communication, communication problems, and sometimes needing to be in the proper mode while working. The study of Repuya et al. (2021) stated that when it comes to barangay local government issues, problems encountered in implementing public governance practices and the consequences of governance on the community can be determined by investigating the programs and initiatives that go along with government employees.

The barangay organization is currently emphasizing barangay government policies and procedures that can improve employee quality and, thus, performance, such as formal and informal training, remuneration, teamwork, career development, and other issues (Hapsari et al., 2021). For a barangay community to thrive, its leaders must uphold good governance while performing their duties as public officials and government employees (Amoroso et al., 2020). Hence, it becomes essential for barangay leaders to understand the value of development and training in enhancing employee performance and evaluation (Malong, 2022). He expressed that the proper functioning of organizational benefits is vital for the barangay organization to attain its goals and objectives, ensuring that every individual contributes to the overall success of the organization.

As cited by Tanskanen et al. (2019), employee engagement is associated with positive feelings about employee performance related to happiness and subjective well-being. In addition, work motivation factors can influence employee engagement and performance. Leadership experts such as Haryono and Sulisty (2020) have worked to pinpoint the qualities of leadership that enhance organizational success over the past 50 years, but the solution is still unclear. For many years, work performance has been researched by researchers and practitioners as a crucial aspect of individual and group behavior, with a common goal of improvement through workflow design, hiring and developing employees, or changing the managerial approach and the workplace environment. Warr & Nielsen (2018).

With this, the researchers aim to assess the performance level of administrative staff in the selected barangays of Tacurong City, Sultan Kudarat in various tasks for the efficient data management processes and the smoother administrative workflow within their respective areas.

Research Questions

The study aims to determine the performance level of administrative staff of selected barangays in Tacurong City, Sultan Kudarat. Specifically, it sought to answer the following questions:

1. What is the demographic profile of the respondents in terms of:
 - 1.1. age;
 - 1.2. gender; and
 - 1.3. locality?
2. What is the performance level of the administrative staff as perceived by the residents in terms of:
 - 2.1. Job Knowledge;
 - 2.2. Teamwork and Communication; and
 - 2.3. Leadership and Decision-Making?
3. Is there any significant difference in the performance level of administrative staff when analyzed according to age?
4. Is there any significant difference in the performance level of administrative staff when analyzed according to gender?
5. Is there a significant difference in the performance level of administrative staff when analyzed according to locality?

Methodology

Research Design

This research utilized a quantitative non-experimental design utilizing comparative analysis. Quantitative research design is a formal, objective, systematic process in which numerical data are used to obtain information about variables. It describes and examines the performance between and among variables.

Comparative analysis involves comparing multiple units of study to facilitate scientific discovery and inform policy decisions. It is a multidisciplinary approach that has been utilized for decades. (Milgram, 1974).

Respondents

The respondents were selected residents from three (3) barangays who experienced administrative staff services. This study used random sampling to select respondents who evaluated the performance level of administrative staff of selected barangays in Tacurong City. The study involved 396 respondents who responded with the research instrument. As determined by the 2020 Census, Barangay New Isabela has 11,818 population, and 110 residents (28%) were surveyed. On the other hand, Barangay Poblacion, as determined by the 2020 Census, has a 15,696 population, and 147 residents (37%) were surveyed. Finally, based on the 2020 Census, Barangay San Pablo has a population of 14,733, and 139 residents (35%) were surveyed.

Sampling is a technique for selecting a portion (or subset) of the larger population and studying that portion (the sample) to gain information about the population. Data are the result of sampling from a population. The sampling method ensures that samples are drawn without bias and accurately represent the population. Because measuring a study's entire population is impractical, researchers use samples to represent the population of interest (Delphine Dean, 2023).

The random sampling method is a commonly used sample collection method among researchers' various sampling methods.

Instrument

The researchers used an adapted survey questionnaire authored by Robert G. Pajer (1979) as a primary source of details in collecting data. The questionnaire was categorized into two parts: the demographic profile of the respondents and the performance level of the administrative staff of selected barangays in Tacurong City, Sultan Kudarat.

Problem number 1 pertains to the demographic profile of the respondents.

For problem number 2, which pertains to the performance level of administrative staff based on Roger G. Pajer (1979)

Procedure

This research collected data from the identified participants, accompanied by a consent letter addressed to them. An appointment will be arranged to obtain their permission to conduct discussions, ensure compliance with legal requirements, and align the survey process with respondents' availability and convenience.

The researchers constructed a questionnaire checklist that the research adviser and panel validated. At the same time, the researchers formulated a letter to be signed by the Research Adviser, Research Coordinator, Department Head, and College Dean. After this, the researchers coordinated with the barangay chairperson of three (3) barangays in Tacurong City.

Upon approving the request, we formally started the study by providing a short orientation and perceptively distributing the research instrument. After that, the researchers retrieved all the questionnaires from the respondents. All the data gathered in the survey questionnaires was tabulated and interpreted accordingly.

Data Analysis

The following statistical tools were used to evaluate and manage questionnaire data:

Mean. It was used to observe the performance level of administrative staff of selected barangays in Tacurong City, Sultan Kudarat.

F-test or Analysis of Variance (ANOVA). It was used to ascertain if there were substantial differences in the performance level of administrative staff of selected barangays in Tacurong City, Sultan Kudarat. F-tests to statistically assess the equality of means when you have three or more groups. The term F-test is based on the fact that these tests use the F-values to test the hypotheses. An F-statistic is the ratio of two variances, and it was named after Sir Ronald Fisher (1918). Variances measure the dispersal of the data points around the mean. Higher variances occur when the individual data points fall further from the mean.

F statistics is the ratio between two independent data sets' variances or mean squares (Kumar Singh, 2015). The method of hypothesis testing employs tests of significance to determine the likelihood that a statement (often related to the mean or variance of a given distribution) is accurate and, in what instance, statisticians will accept the statement as accurate (Massey et al. 2004). The purpose is to determine whether there is a significant difference between the variances or precision of the data (Mangera et al., 2020).

Ethical Considerations

All ethical guidelines and regulations were carried out in the study. In particular, they managed the population and data according to the following guidelines, according to the research protocol evaluations and defined criteria:

Voluntary Participation. The respondents to this survey were free to choose whether to participate. They were given a thorough explanation of the study's goals and advantages, and their right to decide whether to participate was carefully reviewed and respected.

Privacy and Confidentiality. The researcher followed RA 10173 of the Data Privacy Act by including a signed note with the questionnaire informing respondents that the information obtained was kept private and confidential. In addition, the data collected was only utilized for academic reasons and, if required, was destroyed when the research was over.

The Informed Consent Process. The study's respondents were requested to participate by gaining consent, which was critical in ensuring they were treated respectfully by offering deliberate agreement for a voluntary act. The study questionnaires were given similarly, with authorization from the approved authority channel.

Risks. The survey did not cover high-risk situations, so the respondents were not in danger regarding their health, well-being, or socioeconomic status. If the respondents were not there or accessible, the researchers first asked when would be the best time to do the survey, or they just left the questionnaires with them and retrieved them when they were finished.

Benefits. The study dramatically advances our understanding of the Performance Level of Administrative Staff of selected barangays in Tacurong City, Sultan Kudarat: A Comparative Analysis. The results of this research are advantageous to the education sector since they provide some insights that may be used in formulating policies to pursue more consistent and superior teaching services.

Authorship. The sole contributions to the investigation and reporting of the research indicated the authorship in this research publication.

Results and Discussion

This chapter presents the results of a discussion of the performance level of administrative staff of selected barangays in Tacurong City, Sultan Kudarat. The discussion is sequenced according to demographic profile. A demographic analysis is information gathered about a group to better understand its composition or behaviors and provide more relevant services. It is usually used to determine the characteristics of the study.

Demographic Profile in Terms of Sex

Table 1 below shows the demographic profile results regarding sex or gender, with 222, or 56%, females and 174, or 44%, males. Three hundred ninety-six residents reside in selected Tacurong City, Sultan Kudarat barangays.

Table 1. *Demographic Profile in Terms of Sex*

<i>Sex</i>	<i>Number</i>	<i>Percentage (%)</i>
Male	174	44%
Female	222	56%
Total	396	100%

The result shows that most respondents (56%) are female compared to males (44%) in selected Tacurong City, Sultan Kudarat barangays. According to Nathan Lee et al. (2022), there are 9,505 local governments serving communities of 1,000 or more with top-appointed executives. Of these, only 29% are women. By comparison, according to the Bureau of Labor and Statistics, women comprise

almost half of the workforce (47%).

Demographic Profile in Terms of Age

Table 2 below shows the results regarding age, with the highest frequency of 93, or 23%, for those aged 18-23. Total residency in selected barangays in Tacurong City, Sultan Kudarat, with a frequency of 396.

Table 2. Demographic Profile in Terms of Age

<i>Age</i>	<i>Frequency</i>	<i>Percentage (%)</i>
18 – 23	93	23%
24 – 29	80	20%
29 – 34	73	18%
35 – 40	68	17%
41 - Above	82	21%
Total	396	100%

The result shows that most respondents are aged 18-23 years old, with a frequency of 93 (23%), and for the lowest frequency, ages 35-40 years old, with 68 (17%). According to CHRP of the Philippines (2018), many local government staff practice discrimination against older workers not only when they enforce age limits during hiring but also when promoting or firing workers, as for ages, it is exceptional to this study.

Demographic Profile in Terms of Locality

Table 3 below shows the result in terms of locality presented with 396 frequencies to determine the different totals of each barangay.

Table 3. Demographic Profile in Terms of Locality

<i>Locality</i>	<i>Frequency</i>	<i>Percentage (%)</i>
New Isabela	110	28%
Poblacion	147	37%
San Pablo	139	35%
Total	396	100%

The result shows that most respondents are in Poblacion with 147 (37%), followed by barangay San Pablo with 139 (35%), and next barangay New Isabela with 110 (28%). Greg Sund (2019) states that local government is the entire body, including residents, elected officials, and staff. In contrast, the administration oversees local government services such as general services (human resources, planning, and zoning) and other general government services. The actual services of the locality vary from local government to local government.

Performance Level of Administrative Staff

The performance level of administrative staff of selected barangays in Tacurong City, Sultan Kudarat. Roşca et al. (2012) pointed out that an Administrative leader is the cornerstone of creative administrative processes if there is an appropriate level of personal skills and managerial leadership.

The section mean rating for administrative staff performance level was 3.48, which was excellent. This means that the performance level of the administrative staff of selected barangays in Tacurong City, Sultan Kudarat, consistently exceeds expectations. Per the administrative staff performance level analysis study, the result was measured and characterized in terms of Job Knowledge,

Teamwork and Communication, and Leadership and Decision Making. It refers to a performance where individuals experience high energy and strong identification with their work Geisler et al. (2019). Also, according to a study by Tsaur et al. (2019), a pleasant work environment does have a significant positive effect on individual work engagement; in this situation, employees will be enthusiastic, enterprising, and passionate about their work.

Performance Level of Administrative Staff in Job Knowledge

Table 4 below shows the level of each item of the job knowledge indicators. As the survey results indicate that question no. 1 got the highest mean rating score of 3.65, which is considered an excellent descriptive level, the interpretation far exceeds expectations. The lowest mean result was questioned no. 5, with a mean rating of 3.44, an excellent descriptive level, and an interpretation far exceeding expectations. The total mean performance level in terms of job knowledge of administrative staff in selected barangays was a mean rating of 3.54, which means an excellent descriptive level that consistently exceeds expectations.

Table 4. Performance of Administrative Staff in Terms of Job Knowledge

<i>Indicators</i>	<i>Mean</i>	<i>Description</i>
1.Demonstrate high competence in all work areas	3.65	Excellent
2.Take on extra tasks as requested without defaulting on other assigned activities.	3.57	Excellent
3.Produces a high quality work product on a consistent basis.	3.56	Excellent
4.Initiates the tasks even the difficult ones.	3.49	Excellent

5.Built reputation among colleagues as an expert to his/her job duties and responsibilities.	3.44	Excellent
Section Mean	3.54	Excellent

The performance of administrative staff according to job knowledge was at an excellent descriptive level with a total of 3.54 section mean rating. This means the administrative staff of selected barangays in Tacurong City, Sultan Kudarat, was observed. As highlighted by Mark V. Palumbo et al. (2005), results demonstrated that job knowledge was a better predictor of task performance than cognitive ability.

Performance Level of Administrative Staff in Teamwork and Communication

Table 5 below shows the level of each teamwork and communication indicator item. As the survey results indicate, question no. 1 got the highest mean rating score of 3.48, which is considered an excellent descriptive level, and the interpretation far exceeded expectations.

The lowest mean result was question no. 5, with a mean rating of 3.36, an excellent descriptive level, and an interpretation far exceeding expectations. The mean performance level in terms of teamwork and communication of administrative staff in selected barangays was a mean rating of 3.43, which means an excellent descriptive level that always far exceeds expectations.

Table 5. Performance of Administrative Staff in terms of Teamwork and Communication

<i>Indicators</i>	<i>Mean</i>	<i>Description</i>
1.Provides a role model for other workers in this area.	3.48	Excellent
2.Workers exemplifies the spirit of teamwork and cooperation.	3.39	Excellent
3.Support group decisions; values opinions and ideas of other members.	3.51	Excellent
4.Expresses ideas and information in writing and verbally in an effective manner.	3.42	Excellent
5.Discuss for best solutions in problem solving situation.	3.36	Excellent
Section Mean	3.43	Excellent

The performance of administrative staff, according to teamwork and communication, was at an excellent descriptive level, with a mean rating of 3.43 sections. Wageman (1997) stated that "a company's teamwork is the only way anything gets accomplished with quality and efficiency and a major reason why economic growth is under control, and company's success is scrutinized by top management to achieve the desired goals." This means the administrative staff of selected barangays in Tacurong City, Sultan Kudarat, was observed.

Performance Level of Administrative Staff in Leadership and Decision-Making

Table 6 below shows each leadership and decision-making indicator item's level. As the survey results indicate, question no.3 got the highest mean rating score of 3.53, which is considered an excellent descriptive level, and the interpretation far exceeds expectations.

The lowest mean results were for questions no. 4 and question n. 5, with a mean rating of 3.43, which is an excellent descriptive level, and the interpretation far exceeds expectations. The mean performance level in terms of teamwork and communication of administrative staff in selected barangays was a mean rating of 3.48, which means an excellent descriptive level that always far exceeds expectations.

Table 6. Performance of Administrative Staff in terms of Leadership and Decision Making

<i>Indicators</i>	<i>Mean</i>	<i>Description</i>
1.Shows the ability to anticipate and identify problems.	3.50	Excellent
2.Demonstrates a high level of initiative by improved processes, procedures and work flows.	3.49	Excellent
3.Shows the ability to communicate a shared purpose to subordinates and colleagues.	3.53	Excellent
4.Consistently applies proper protocols when handling confidential issues.	3.43	Excellent
5.Embraces new ideas programs improving what has already been produced and developed.	3.43	Excellent
Section Mean	3.48	Excellent

The performance of administrative staff according to leadership and decision-making was at an excellent descriptive level, with a mean rating of 3.48. Saxena (2016) defined the differences in leadership and setting its standards as being attributed to the complexities involved in identifying the process that leads to leadership and measuring leadership behavior. This means the administrative staff of selected barangays in Tacurong City, Sultan Kudarat, was observed.

Table 7. Summary of Performance Level of Administrative Staff

<i>Item</i>	<i>Section Mean</i>	<i>Description</i>
Job Knowledge	3.54	Excellent
Teamwork and Communication	3.43	Excellent
Leadership and Decision Making	3.48	Excellent
Grand Mean	3.48	Excellent

The result shows that the performance level of administrative staff was 3.48 section mean rating with an excellent descriptive level. This means that the performance level of the administrative staff of selected barangays in Tacurong City, Sultan Kudarat, always exceeded expectations.

The Significant Differences in the Performance Level of Administrative Staff

Table 8 in this chapter contains the data and deconstruction of findings based on respondents' feedback on the performance level of the administrative staff of selected barangays in Tacurong City, Sultan Kudarat. The discussion was organized based on the subheadings: level of job knowledge, teamwork and communication, level of leadership and decision-making, and the significant difference in administrative staff of selected barangays.

Table 8. *Significant Differences in the Performance Level of Administrative Staff According to Gender*

<i>Variables</i>	<i>Mean</i>	<i>t</i>	<i>df</i>	<i>p</i>	<i>Interpretation</i>
Male	3.46	0.864	394	0.388	Not Significant
Female	3.50				

The result above shows no significant difference between the Perceived Performance Level of Administrative Staff According to Gender with a p-value of $p=0.388$ and $t=0.864$, which accepted the null hypothesis. This implies that the Independent Samples Test Result on the Performance Level of the Administrative Staff was Perceived by Residents According to Gender.

Table 9. *Significant Differences in the Performance Level of Administrative Staff According to Age*

<i>Variables</i>	<i>Mean</i>	<i>F</i>	<i>df 1</i>	<i>df 2</i>	<i>p</i>	<i>Interpretation</i>
18-23 yrs. old	3.57	4.26	4	391	0.002	Significant
24-29 yrs. old	3.48					
29-34 yrs. old	3.53					
35-40 yrs. old	3.31					
41 yrs. above	3.49					

The result above shows a significant difference between the Perceived Performance Level of Administrative Staff According to Age, with a p-value of $p=0.002$ and $F=4.26$, which rejected the null hypothesis. It implies ANOVA Results on the Performance Level of the Administrative Staff as Perceived by Residents According to Age.

Table 10. *Tukey's Post Hoc Test on Performance Level of the Administrative Staff According to Age*

		<i>18-23 yrs. old</i>	<i>24-29 yrs. old</i>	<i>30-35 yrs. old</i>	<i>36-40 yrs. old</i>	<i>41 yrs. above</i>
18-23 yrs. old	p-value		0.577	0.977	0.000*	0.753
24-29 yrs. old	p-value			0.922	0.108	0.999
29-34 yrs. old	p-value				0.014*	0.981
35-40 yrs. old	p-value					0.053
41 yrs. above	p-value					

* $p < 0.05$

The result above shows a significant difference between 18-23 and 36-40, with 0.000, and 29-34 and 36-40, with 0.014. This implies that most of these ages are applicable.

Table 11. *Significant Differences in the Performance Level of Administrative Staff According to Locality*

<i>Variables</i>	<i>Mean</i>	<i>F</i>	<i>df 1</i>	<i>df 2</i>	<i>p</i>	<i>Interpretation</i>
New Isabela	3.63	65.78	2	393	0.000	Significant
Poblacion	3.21					
San Pablo	3.66					

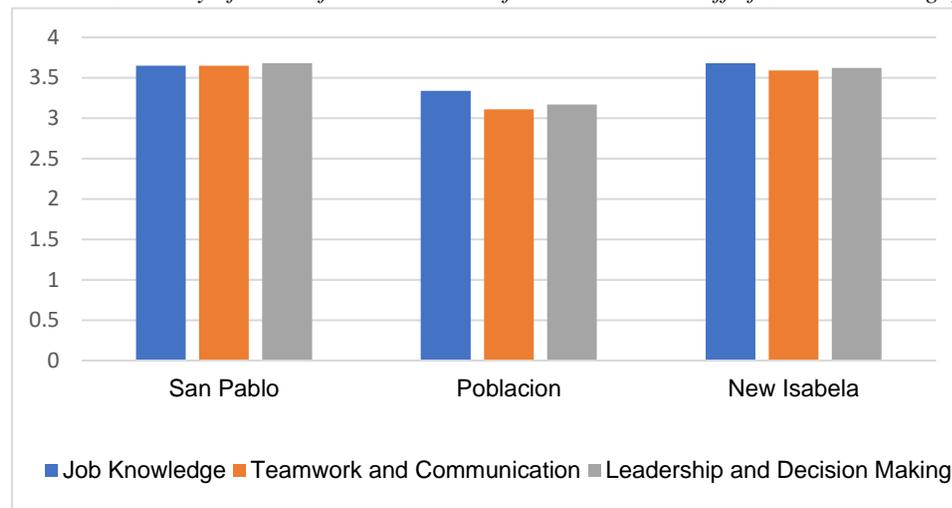
According to the locality, there is a significant difference between the Perceived Performance Level of Administrative Staff, with a p-value of $p=0.000$ and $F=65.78$, which rejected the null hypothesis. It implies ANOVA Results on the Performance Level of the Administrative Staff as Perceived by Residents According to Locality.

Table 12. *Tukey's Post Hoc Test on Performance Level of the Administrative Staff According to Locality*

		<i>New Isabela</i>	<i>Poblacion</i>	<i>San Pablo</i>
New Isabela	p-value		0.000	0.830
Poblacion	p-value			0.000
San Pablo	p-value			

The result above shows a significant difference between the locality of barangay New Isabela and Poblacion with 0.0000.

Table 13. Summary of the Performance Level of Administrative Staff of Selected Barangays



The graph presents a comparative summary of the performance levels of administrative staff in three selected barangays—San Pablo, Poblacion, and New Isabela—based on three key performance indicators: Job Knowledge, Teamwork and Communication, and Leadership and Decision-Making.

San Pablo's administrative staff demonstrated a high level of performance across all three indicators, with scores nearing 3.8 to 3.9. This suggests that their staff possess strong job-related knowledge, collaborate effectively with others, and are capable of making sound leadership decisions. The consistency in these performance areas reflects a well-trained and competent workforce that can handle responsibilities efficiently and contribute positively to governance and community service.

In contrast, Poblacion recorded the lowest performance scores among the three barangays, with values ranging from 3.2 to 3.3 across all categories. These lower scores indicate challenges in administrative effectiveness, communication flow, or decision-making capabilities. This highlights a need for targeted interventions, such as staff development programs, communication workshops, and leadership training, to improve the competencies of the staff and raise their overall performance to the level of their counterparts in other barangays.

New Isabela stands out with the highest performance scores, particularly in Job Knowledge, which nearly reaches 3.9. The barangay also scores well in teamwork and communication, leadership, and decision-making, showing that the administrative staff is knowledgeable in their roles, works well with others, and takes initiative in leading. These results reflect a high-functioning administrative system where employees are confident, collaborative, and goal-oriented.

The data suggest that while San Pablo and New Isabela maintain a high standard of administrative performance, Poblacion may benefit from strategic improvement initiatives. These findings can guide local government units in identifying strengths and areas for growth. Investing in training, mentoring, and capacity building—especially for barangays with lower scores—can contribute to more effective governance and better service delivery to the community.

Conclusions

Based on the proven results gathered in this study, the researchers concluded the following;

The Barangay Local Government Units of Tacurong City frequently develop staff equality through age and gender, which is invaluable for enhancing staff capabilities and skills.

The performance level of administrative staff in terms of job knowledge gives expertise, confidence, and eligibility. Teamwork and communication give communication skills, and leadership and decision-making give a better community and good governance.

The differences of the locality through performances broaden knowledge to improve the community and make it globally competitive.

Based on the results of the study, the researchers recommend the following:

Local government units should create development programs and training for the staff to improve performance and create a better community.

Department of the Interior and Local Government should continue to promote peace and order to ensure public safety and strengthen

local government programs to hone their capabilities and ability to serve.

Barangay Local Government Unit should provide good governance to the community by implementing training and programs to enhance their understanding and make them competitive and productive.

Researchers should consider related topics and research to broaden their understanding. They should also attend seminars and workshops to enhance their skills and make them more competitive.

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Affiliations and Corresponding Information

Jayson S. Toralba, LPT, RCrim, MAT(CAR)

South Central Mindanao College of Science and Technology, Inc. – Philippines

Rudelyn S. Dugando

South Central Mindanao College of Science and Technology, Inc. – Philippines

Aliza Jean G. Hagoriles

South Central Mindanao College of Science and Technology, Inc. – Philippines

John Eric J. Estabillo

South Central Mindanao College of Science and Technology, Inc. – Philippines