

Towards an Effective Public Local Governance: Identifying the Leadership Techniques and Performance of the City Government of Valenzuela

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Abstract— This study contributes to the ongoing discourse on effective leadership in public local governance by providing insights into the leadership techniques and performance practiced by local leaders in the Philippines. It highlights the importance of a leadership style that combines servant leadership, transformational leadership, and elements, as well as utilization of Information and Communications Technology (ICT), a strong commitment to public service, and engagement with constituents, in achieving effective public local governance. This study examines the leadership techniques and performance of the Gatchalians, a political dynasty in Valenzuela City, to identify their effectiveness in achieving public local governance. Through a mixed-methods approach that involved survey questionnaires, interviews, and document analysis, the study aims to identify the leadership techniques utilized by the local leaders and how certain leadership styles contribute to their governance objectives. It also intends to investigate how the public perceives their leaders' performance and their insights on the implementation of various programs and policies. The study demonstrates the effectiveness of the local leader of the City of Valenzuela which reflects the performance of the city as a whole. Conclusively, this study highlights to consider benchmarking to the most effective programs in the city.

Index Terms— Effectiveness, Information and Communications Technology (ICT), Leadership, Public local governance, Servant, Valenzuela City Philippines.

1. Introduction

Leadership is a dynamic and multifaceted concept that can be interpreted differently by various audiences in different contexts. It encompasses much more than what can be thoroughly discussed in a single conversation. It involves the exercise of delegated authority within an organized framework of job specifications, reporting relationships, and formal procedures that must be followed. Leadership plays a crucial role in determining the success or failure of an organization, making it a top priority on the management agenda (Sadler, 2003) [1]. This paper aims to identify the leadership techniques and performance of local leaders in achieving effective public local governance. Local leaders possess the ability to understand the necessary actions and employ strategies to serve the common good of the public, supporting an efficient approach to effective local governance. As Springer et al. (2020) [2] noted, local leaders should be able to influence and

engage the public in the process of community growth. Local leadership is crucial for sustainable development. To stand with the assertion, Valenzuela City stands out as one of the highly urbanized cities in the country, ranking 10th (DTI, 2022) [3]. The Gatchalians, through their leadership, have greatly contributed to the efficiency and effectiveness of local governance and the overall performance of Valenzuela City. Their projects, initiatives, programs, and leadership techniques have garnered significant attention from studies and research focused on competent public local governance. Additionally, this paper further examines the effectiveness of leadership techniques at the local level and their impact on the performance of the Gatchalians in promoting effective public local governance in Valenzuela City. The city and its local leaders have become synonymous with public service and leadership. Over the years, their administration has made a lasting impact, generating interest among individuals and groups seeking transformative change in various sectors.

2. Literature Review

Excellent leadership is significant in the success of rural village governance and its improvement (Liu & Yang, 2019) [4]. Leaders at the local level contribute to the effectiveness of the application of various tools of governance. It was concluded that incompetent leadership leads to unsatisfactory use of these governance tools causing difficulties within the village. On the other hand, effective leadership maximizes the use of these tools further leading to village development, innovation, and citizen participation. The successful implementation of these tools made way for good governance that other villages can adopt to. In addition to the various definitions of leadership and good governance, Abdussamad et al. (2020) [5] highlights that good governance has three main principles: transparency, accountability, and efficiency and effectiveness. The data gathered, showed that good governance has a significant effect and positive impact on the district which indicates that the performance of the government officials in the district will continue to improve as good governance prevails. This indicates an upscaling of service provision to the public as well as the accomplishment of responsibilities.

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Leadership style is the process of providing direction, guidance and influencing the behavior, and performance of others toward the attainment of a specific goal. There are different leadership styles used in public service: Authoritarian, Democratic, Laissez-Faire, Transactional, Transformational, Bureaucratic, People-Oriented, and Task-Oriented Leadership are leadership styles used in public service. This article demonstrates that the most effective leadership styles in public service are Autocratic, Democratic, and Transformational Leadership for the reason that they have the most power and the best outcome for all individuals from each team (Collins, 2016) [6]. Andersen *et al.* (2018) [7] defines that it is anticipated that transformational leaders will improve the capability of the employees by establishing a vision, and their motivation to do the good deeds for the society and the people. Transformational Leadership has important objectives in innovating the performance of the public sector. It is noticeable that there were transformational leaders at the time. There are more and more cautious about the limitations of pay-for-performance systems and increasing evidence that public service motivation in government exists and can grow the principles of the model of transformational leadership. The model fits the widespread use of performance management reasonably well, establishing formal procedures for transformational leaders to articulate their vision and connect their objectives to higher-order demands. Additionally, De Gennaro (2018) [8] investigates the way public service motivations should be stimulated and supported in connection with change in public settings. It is considered a new method to increase public service motivation and make public administration more effective and efficient. According to Alahakoon *et al.* (2020) [9] in ensuring the efficiency of public service, it is important that the government is continuously investing in the projects and programs. The taxpayer's money should be invested in the projects and programs, wherein, it also means delivering a better service that improves the quality and quantity of the public service. Along with the lines, Johnes (2015) [10] states that efficiency is an important consideration for those who manage public services. This demonstrates how statistical techniques can be used to assess public service efficiency and differences that are found can disclose details about best practices. This method is used in evaluating the efficiency of the public sector services and offers an important check on how the taxpayers' money is being spent and used by the government for public matters because one of the roles of the government is to provide public goods and services, nonetheless, Florina (2017) [11] claims that public participation is necessary to improve budget execution.

Strategic leaders are leaders who work through people. They devise a new strategy and then use that strategy to get effective action by people working in government and public sector organizations (Joyce, 2016) [12]. In the study of Firman *et al.* (2023) [13] demonstrates that the way to improve public services is by implementing the technology. Considering the e-government in public services makes the government more effective and efficient, however, the capability of the employees is the one factor that affects the improvement of the public services. Employees need to improve their capability in

using the technology, especially the senior employees. As specified by Peng (2022) [14] explains that the concept of digital leadership is the key element in modernizing the state as well as its capacity for governance. As the world rapidly evolves, the emergence of digital leadership happened which refers to the improvement of leadership with the use of digital tools in solving problems in governments. Using digital technologies will help in decision-making, and policy implementation, and will enhance the competency of a state. The use of Information and Communications Technology (ICT) in public service delivery has been used in many parts of the world, specifically on the local level. Leadership matters in the implementation of e-governance policies (Brillantes & Ruiz, 2020) [15]. It discusses how local governments and technological transformation play a huge role in achieving good governance. The study also suggests that e-governance is a big contribution to the economy, efficiency, effectiveness, equity, ethics, and accountability of public administration. Moreover, Edelmann *et al.* (2019) [16] found that the expectations of citizens in the ability of the government to deliver valuable approaches to digital transformation outside the public sector are changing real-time digital services. Governments are updating the methods of operation to enhance the delivery of public services, along with effective and efficient plans, and achieve objectives regarding better interoperability, transparency, or citizen satisfaction in adaptation to changing demands and supranational agreement outcomes. However, for public services, the law ensures effective governance by establishing the benchmark for e-government and immediately implementing it for municipal or local government (Yuniarti *et al.* (2018) [17].

Gumah and Aziabah (2020) [18] claims that enhancing and improving the quality of citizens' lives requires efficient public service delivery. As studied by Erkollar and Oberer (2018) [19], the specific behaviors of leaders in the fourth industrial revolution otherwise known as Industry 4.0 wherein an abundance of advancement in technology happened. It is the age of innovative technological development that has impacted not only connectivity and processes but also human dimension. The study highlighted the 4.0 Leadership Style for Digital Leaders which is strongly focused on technology and innovation. It was denoted that in terms of leadership, the behavior of leaders determines the success of the organization he is in. As mentioned by Yuniarti (2018), in Indonesia, some local governments claimed to have already created a Smart City. Most of these claims are emphasized on the usage of Information Technology (IT) for governance. It is generally referred to as a Smart City, when an urban region is established and thrives in many different types of sectors, such as its government, environment, people, and way of life, which leads to sustainable economic development and high-quality of life.

On a different perspective, results from the 2013 midterm elections in the Philippines revealed how dominant political dynasties were in the entire country. In the House of Representatives, 74% of the elected members recognized such a dynasty, which was prevalent across all 80 provinces. Even while it is widely acknowledged that political dynasties foster

corruption and patronage politics, nothing remains to be executed to solve this problem. This article examined the general features of political dynasties in the Philippines, the factors that contribute to their persistence, and the adverse impacts of their existence on the country. The primary contributing factors of this issue: (a) the establishment of political dynasties determined the political and socioeconomic basis; (b) the failure to effectively execute the provisions of the Philippine Constitution through the enactment of enabling legislation; and (c) the lack of strong alternative possibilities that would oppose dynasties in politics (Tadem & Tadem, 2016; as cited by Teehankee, 2023) [20]. Teng-Calleja *et al.*, (2017) [21] analyzes the difficulties, enablers, and results of organizational reforms in local governments of the Philippines. The findings indicated three interconnected factors that may contribute to the Local Government Units' reforms: vision, the local government unit leadership, and public participation. Local governments' transformations focused on several reform-related sectors, including the implementation of policies and programs, the strengthening of systems and structures, and cultural change. This comprehensive strategy has contributed to the shift of bureaucracy from incompetent government service into competent, effective public service, and transparency that promotes satisfaction and social equality. Thus, Ravanilla (2016) [22] argues that a policy intervention aimed to attract competent and honorable political candidates to public service. It assessed whether a leadership training workshop with performance-based rewards can identify and promote good people to hold public office. Studies revealed that schooling can serve as a screening mechanism and that nonmonetary status awards can be a practical tool to motivate people. Reforms to political institutions (Chattopadhyay and Duflo, 2004; Pande, 2003) or improvements to wage and incentive systems (Ferraz and Finan, 2009; Gagliarducci and Nannicini, 2013) are in the spotlight of research in modern political economy and are the policies that are nearest to the concept of obtaining good people into public service. These policies generate a more qualified pool of elected officials and encourage them to perform better.

Democracy requires elections that are reasonable but fair, as well as chosen leaders. The right to voters to freely express their preferences supports both. Elections are crucial for a number of reasons, including the following: First, they enable peaceful transfer of power between political groupings. Secondly, they produce conflicts that are institutionalized (Kartini, 2017, p. 25) [23]. Public satisfaction with public services offered by varying governmental levels and proportions is primarily explained by several prevailing theories. The reform theory claimed that in light of the economies of scale in service delivery, citizens or the public are better satisfied with larger governmental entities. Next, the political economy theory argues that smaller local government units give individuals the best satisfaction since their views and opinions are more likely to be heard. An alternative theory asserts that individuals or the public have a variety of satisfaction based on the services they have received and directly experienced (Reddick *et al.*, 2022) [24]. Teshome *et al.*, (2020) [25] further attests that the demand for effective and efficient service delivery is essential to a fundamental

change in which institutional and cultural reforms are necessary. Correspondingly, assessing citizen or public satisfaction can be considered an effective outcome indication given that it provides insight into how successful organizations are in terms of providing services.

3. Methodology

A. Research Design

This paper utilized a descriptive research design that enabled the researchers to better understand the effectiveness of the Gatchalians in public local governance towards developed, progressed, and liveable city—the Valenzuela evidently was. Methods of this paper included the surveys from the registered voters, interviews by the key informants, and secondary data sources such as government records that had resulted in a comprehensive knowledge of the researchers to have identified the significant leadership techniques and qualities that the Gatchalians' exhibited in the effectiveness of governance applied at the local level. This paper used mixed-methods on which the qualitative data can be found from the insights and perceptions of the Valenzuela residents, while the quantitative data can be found in the socio-demographic profile such as age and income, and how does these indicators affect the opinion of the Valenzuelanos towards the performance of the city government of Valenzuela among other Local Government Units (LGU). Literature review and government data also aligned and supported the idea of competent local leaders, public service, and leadership styles does have an impact in the success of a city, by which Sherwin and Rexlon Gatchalian exhibited during their term.

B. The Study Site

The researchers chose Valenzuela City as the case study site, whereas all the selected thirty-three (33) barangays in Valenzuela were efficient in gathering significant insights or perceptions and extracted the information from the communities who have experienced the services of the former Mayors consistently. According to Republic Act No. 7160 [26], the "Local Government Code of 1991" and 8526 "Charter of the City of Valenzuela," [27] Valenzuela is recognized as a first-class, highly urbanized city based on population and income classification. It is in Luzon, about 14 kilometers north of Manila, the Nation's Capital, with a land area of 4,459.4 hectares. The city is bordered to the east by Quezon City, the south by Malabon City, the west by Obando, and the north by Meycauayan City in both Bulacan provinces. Valenzuela City is known to be business-friendly which is the primary source of income for businessmen, industries and factories, vendors, and small-scale enterprises. Moreover, the population of the city in the latest year (2022) is 714, 978, ranking 6th in the most populated city in the National Capital Region and 11th in the entire country. The National Capital Region (NCR) consists of 9.93 million people, and the city contributed 4.89% of them. In terms of the overall population of the country with over 76.5 million, Valenzuela City contributed a growth rate of 3.03%, an increase of 94,556, and a total population of 714,978 (PSA,

2020) [28]. According to the 2022 elections, the city has 443,611 registered voters. Mayor Sherwin T. Gatchalian garnered 82,576 votes in 2007 and 162,999 votes obtained in 2010. The former mayor, Rexlon T. Gatchalian gathered 147,153 votes in 2013, 190,856 total votes with over 74.47% in 2016, and 249,508 with over 96.69% of the entire population in 2019, whereas both votes to the public servants appeared from 704 precincts in District 1 and 2 of Valenzuela.



Fig. 1. Valenzuela city map

C. Profile of the Respondents

The criteria, as provided in Table 1, assisted the researchers in obtaining their respondents to make sure they were qualified to be involved in this study and had sufficient knowledge and experience regarding the Gatchalians' leadership styles.

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Gatchalian exhibited during their term.

D. Profile of the Key Informants

In terms of the key informants for the interview, it was determined also using purposive sampling. The researchers administered semi-structured interviews with a set of key informants as a data collection method, a questionnaire containing questions to be addressed, which allowed an open-ended flow of conversation that directed them to have follow-up questions, if needed to explore the responses of the participants. With the use of semi-structured interviews, all pertinent questions were raised, and no crucial information was overlooked, it lessened the possibility of bias or discrepancies in the interview process. In interviewing the participants, the researchers recorded the session of conversation with consent for the future reference of the data and transcription. However, for the participants who did not consent to record the conversation, then the researchers used pen and paper to take notes of the responses of the participants; this helped the researchers to write down every important detail of their answers. Specifically, the study administered the interview to local leaders from the two districts of Valenzuela City who passed the criteria that they should be in the public service during the mayoral terms of Gatchalians, an academic, and a community leader, which helped in providing a wider spectrum of insights and ideas on the local leadership in Valenzuela City.

4. Results and Discussion

Figure 2 shows the percentage in the perception of the respondents through the definition of transparency and accountability. On a specific statistic, 94% out of 100% have answered, “Yes,” while 6% for “No” in both terminologies to be understood by the respondents themselves.

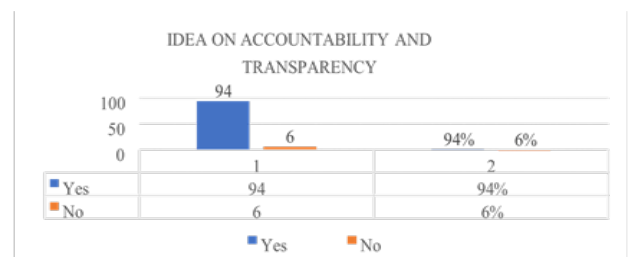


Fig. 2. Respondents' ideas on accountability and transparency

A. Views and Opinions of Valenzuelanos on the Leadership Performance of their Local Leaders

In this section, the response on the first statement of the problem is discussed in which the views and opinions of the residents regarding the leadership performance of the City

Table 1
Criteria for identifying target participants for extracting local knowledge in Valenzuela city

Criteria	Remarks
Years of residency	Residents who have been living in Valenzuela City for at least 10 years to make sure that they know the leadership performance and techniques of the Gatchalians.
Registered Voter of the City	Residents who are registered voters in Valenzuela City, to ensure that the participants are residing in the city and have witnessed the performance of the Gatchalians.
Age group (Adults and Youths)	Residents who have experienced the services provided by the Gatchalians such as adults and youths can be a good source of different perspectives and approaches.
Gender	Perspectives of men and women can have different approaches and impacts on the study.

Table 2
Likert scale

Indicators	WM	VI
1. The programs and policies in the City of Valenzuela are suitable to my needs.	3.53	SA
2. The programs and policies of the local government timely respond to my problems.	3.41	SA
3. I trust the way the Gatchalians are governing because of the progress that is taking place in the city of Valenzuela.	3.65	SA
4. My life has become easier because of the benefits provided and projects implemented by the city.	3.27	SA
5. I am contented and satisfied with the management of the local leaders of the city of Valenzuela.	3.41	SA
6. I became active in participating in the projects carried out by the city.	2.98	A
7. The service delivery process in Valenzuela is fast.	3.35	SA
8. The benefits brought by the public services available in Valenzuela are within reach.	3.43	SA
9. The leadership style of the Gatchalians positively affects the ability of the city of Valenzuela in various aspects.	3.52	SA
10. Valenzuela City's well-being improved even more under the Gatchalians	3.55	SA
GWM	3.41	SA

Legend: WM – Weighted Mean, GWM – Grand Weighted Mean, VI – Verbal Interpretation

3.26 – 4.00 Strongly Agree (SA), 2.51 – 3.25 Agree (A), 1.76 - 2.5 Disagree (D), 1.00-1.75 Strongly Disagree (SD)

Table 3
Checklist

Public Service, Programs, and Projects in Valenzuela City	✓
Public parks such as Valenzuela People's Park, Family Park, etc.	97
Public Library or Valenzuela Academic Center for Excellence (ValACE).	95
3S Plus Valenzuela City Online Services, such as Paspas permit or online business permit, and other e-payment services.	94
Housing Resettlement Projects, mainly Disiplina Villages in barangay Arkong Bato, Bignay, Lingunan, and Ugong.	90
3S Centers in different barangays in Valenzuela City.	98
Public hospitals and health centers in each barangay.	90
Conducting Mega Job Fair.	88
Summer Reading Camp for elementary students who have difficulty in reading	91
Financial Assistance Program for the victims of calamity and medical assistance.	95
Nanay-Teacher Program.	86
K to 6 In-School Feeding Program for selected students.	84
<i>Bahay Kalinga</i> for the abused and neglected youth, <i>Bahay Pag-asa</i> for children in conflict with the law, and <i>Bahay Kanlungan</i> for the abused and neglected senior citizens and persons with disabilities.	97
ALERT Center (Allied Local Emergency and Evacuation Response Teams).	94
Valenzuela City Drug Rehabilitation and Treatment Center or <i>Balai Banyuhay</i> .	91
Summer Sports Camp at Obstacle Sports Training.	77
Continuous improvement of Tagalag Fishing Village.	84
Public museums such as Dr. Pio Valenzuela Museum at Museo Pambata.	81
Arts Workshop for the youth (Arts in the City).	80
Distribution of goods to senior citizens.	96
Deployment of <i>libreng sakay</i> using the city's motor pool during public vehicle strikes and calamities.	90

Government of Valenzuela and its impact on the public's trust and confidence in its mayor were identified through the survey questionnaire. This was to determine how the constituents of former mayors Sherwin and Rexlon Gatchalians viewed their leadership during their mayoral terms and assess if they have earned the public's trust. The tables 2 shows how the residents viewed their local leaders in terms of leadership performance, public service delivery, and effectiveness of programs, projects, and policies.

With a Grand Weighted Mean (GWM) of 3.41, with verbal interpretation of Strongly Agree (SA), the findings of the Likert Scale indicated that the residents expressed strong agreement with the statements. Nine of the ten statements obtained a weighted mean higher than 3.25 showing that the respondents mostly viewed their local leaders positively in terms of various aspects. For example, the calculated mean of the statements focusing on improvement of quality of life, speed of public service processes, and timeliness of programs all got a verbal interpretation of Strongly Agree. They also strongly agreed that the leadership style of the Gatchalian impacts positively on the city's progress and that the city's wellbeing improved during their term. It also indicates that the residents are satisfied with the leadership of their local leaders as evidenced by the weighted mean of 3.4 and a verbal interpretation of Strongly Agree. However, active participation of the residents on the

projects implemented by the city got the lowest weighted mean of 2.98, but still with a verbal interpretation of Agree.

As shown in Table 3, reveals that 98 out of 100 respondents agreed that the 3s centers in every barangay were the most effective programs of the city that highly contributed to the City's development. *Bahay Kalinga*, *Bahay Pag-asa* at *Bahay Kanlungan*, and public parks are next on the top list with 97%, followed by the Contribution of goods to the senior citizens with 96%. Moreover, 95% of the respondents agreed that Financial Assistance and Public libraries are also an effective program of the city. Alert centers and online services are also effective with a total of 94%, followed by *Balai Banyuhay* and Summer Reading Camp with a percentage of 91 out of 100.1 *Libreng Sakay*, Public Hospital, and Housing Resettlement Project obtained a 90%. However, the Mega job fair got 88%, the Nanay Teacher program got 86%, the Tagalag Fishing Village and Feeding Program got 84%, the Public Museum got 81%, the Arts in the City got 80%, and Summer Sports Camp is on the lower ranking with 77%. Therefore, it demonstrated that most of the public services, programs, and projects in the city are effective. Implementing those programs and projects contributed to the city's progress and development. In addition, those programs, projects, and services of the Valenzuela city employed by the Gatchalians have had a significant impact on the city's development. Infrastructure development,

enhancement of education, healthcare services, and social support programs have played a vital role in improving the performance of the city for its residents. Therefore, these projects and programs that were implemented during the terms of the Gatchalians are seen by residents as effective for the growth and progress of Valenzuela City.

Furthermore, Figure 3 to 7 which have shown below were the trend in the answers of the respondents on the last part of the survey questionnaire, an open-ended question that aimed to gather additional information to have further supported and justified the results of the Likert Scale and Checklist.

The figure above illustrates the gathered data from the first question and indicates that the respondents mostly agreed that the leadership of former mayors Sherwin and Rexlon Gatchalian in the city government of Valenzuela is “maayos (decent/systematic)” that covered the 22%. Specifically, 12% also answered “maganda at mahusay (nice and great)” to define the progress of the city, and response to the former mayors like “magaling (excellent)” concluded that 10%, and “mabilis tumugon sa mga problema (quickly respond to the problems), and progresibo (progressive)” summed up the 9%, together with 4% for “quality governance, epektibo (effective), and disiplinado (disciplined)”, 3% for “maunlad (prosperous)”, and 2% for “innovative, and people centric”. The remaining is composed of “may isang salita (man with his words), mapayapa (peaceful), tapat (honest), matiwasay (secured/calm), matino (polite/sensible), mabuti ang panunungkulan (good tenure), and istrikto (strict)” with 1% each that contributed to the totality of the respondents to describe the effectiveness of Gatchalians in their leadership.

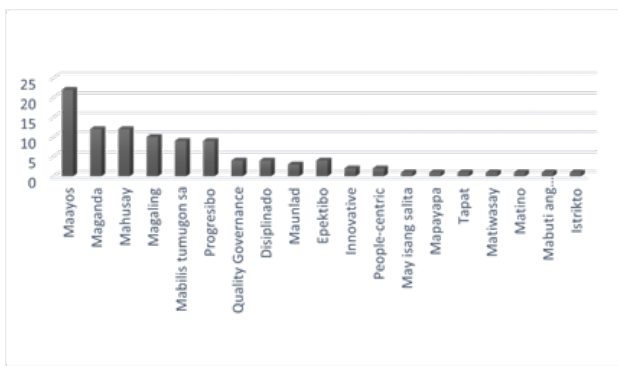


Fig. 3. Leadership of the Gatchalian as described by the residents

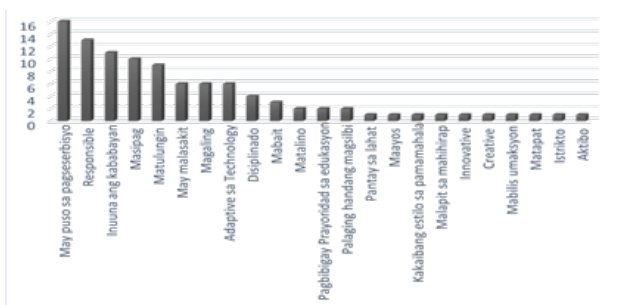


Fig. 4. Characteristics of the Gatchalians according to the residents

The finding of the next question has also indicated the percentage of respondents to list the various characteristics of

the Gatchalians that have contributed greatly to the progress of the city government of Valenzuela, which specific data such as 16% consumed the “*may puso sa pagseserbisyo* (heart in public service)”, 13% for being “*responsible*”, 11% enumerated “*inuuna ang bayan* (people is the priority)”, and 10% have described them as “*masipag* (diligent/hardworking)”. In addition to this, the remaining characteristics like “*matulungin* (helpful)” comprised the 9%, “*may malasakit* (compassionate), *magaling* (excellent), and *adaptive sa technology* (adaptive in technology)” continue to exist in the 6%, then lower data including 4% for “*disiplinado* (disciplined)”, 3% for “*mabait* (kind)”, and 2% each for “*matalino* (smart), *pagbibigay prayoridad sa edukasyon* (giving priority to education), and *palaging handang magsilbi* (always ready to serve)” has provided the output. The least percentage for this part added the 1% for all the “*pantay sa lahat* (equal for everyone), *maayos* (decent/systematic), *kakaibang estilo sa pamamahala* (unique style in governing), *malapit sa mahihirap* (close to the poor), *innovative, creative, mabilis umakasyon* (quick in action), *matapat* (honest), *istrikto* (strict), and *aktibo* (active)” has characterized upon the efficiency of Gatchalians in the Valenzuela City.

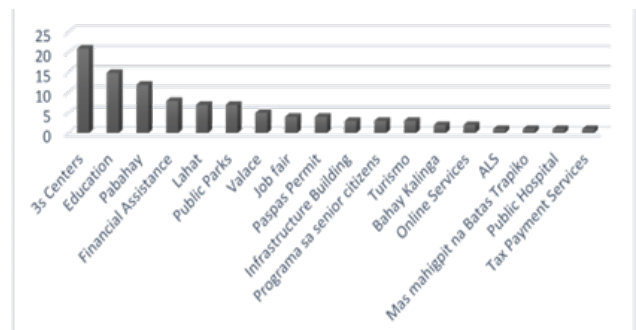


Fig. 5. Programs and services that are considered most effective

In addition, the third open-ended question demonstrated the effective programs and services implemented in Valenzuela City through the leadership of Sherwin and Rexlon Gatchalian that have instilled a huge impact on the residents. Mainly, the 3s Centers accumulated 21%, Education with over 15%, and Housing with 12% responses. Other programs that have been considered effective are financial assistance with a total of 8%, 7% for Public Parks, and “lahat” specifying all the programs and services executed by the Gatchalians, and 5% for the newly established Valenzuela City Academic Center for Excellence (ValACE). The last data included here are 4% which comprised of Job fair and PasPas permit (online business application), 3% for infrastructure building, programa sa senior citizens (programs for the senior citizens), and tourism, and 2% for Bahay Kalinga and online services. The remaining 1% each for Alternative Learning System (ALS), mas mahigpit na batas trapiko (stricter traffic laws), public hospital, and tax payment services are the programs and services agreed upon regarding the effectiveness of Gatchalians in the development of the city.

Moreover, it is also revealed in the study that 89% have approved that there is accountability and transparency in the leadership of Sherwin and Rexlon Gatchalian towards

progressive and competitive governance. Mostly supported their answers with the ample awards garnered by the city from 2004 up to the present, as well as the availability of government documents on the city’s official website. However, 10% doubted the records and achievements of the Gatchalians, thus 1% denied that there is accountability and transparency in the leadership of former mayors.

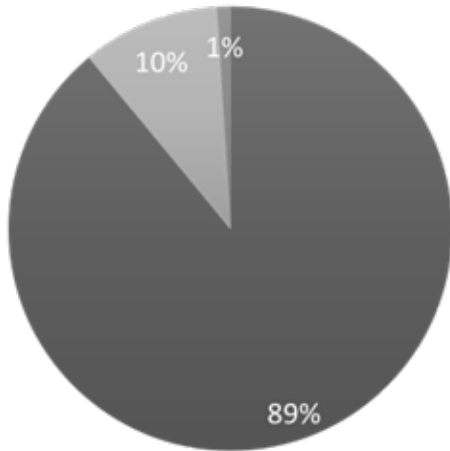


Fig. 6. Accountability and transparency

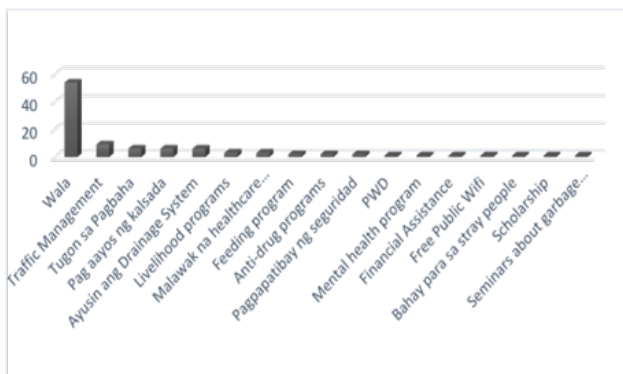


Fig. 7. Programs suggested by the residents

Lastly, the figure indicates that the last question is considered substantial since 54% have agreed that there are no other projects or programs they have thought or observed that would become more effective in the progress and development of the city, negligibly implemented by the Gatchalians. That being said, the existing projects and programs of the former mayors Sherwin and Rexlon have been effective and still effective in the growth of Valenzuela City itself. On the contrary, some respondents recognized the programs or projects that would have been effective for the residents if then implemented by the Gatchalians, especially 9% for the traffic management, 6% each of the “tugon sa pagbaha (flood response), pag-aayos ng kalsada (road repair), and ayusin ang drainage system (proper drainage system)”. The least data such as 3% for livelihood programs and malawak na healthcare facilities (wide range of healthcare facilities), 2% each the feeding programs, anti-drug programs, and pagpapatibay ng seguridad (security strengthening), together with the 1% for Person with Disability (PWD), mental health programs, financial assistance, free

public wifi, bahay para sa stray people (home for beggars), scholarship, and seminars about garbage segregation and climate change were also the things they viewed as effective and exceptional into transforming Valenzuela City.

B. Public Trust and Confidence Through its Mayor

The findings provided from the survey, manifest as most of the respondents have positive views and opinions on the leadership techniques and performance of the Gatchalians. The 3.41 calculated GWM of the Likert Scale implies that the residents of Valenzuela City have trust and confidence in the Gatchalian. The statement “Nagtitiwala ako sa paraan ng pamamahala ng mga Gatchalian dahil sa progresong nagaganap sa lungsod ng Valenzuela” (I trust the way the Gatchalians are governing because of the progress that is taking place in the city of Valenzuela) gathered the highest weighted mean of 3.65, verbal interpretation of Strongly Agree. This signifies the trust and confidence the Valenzuelanos have for their local leaders. It was also presented that the majority of the respondents believed that there is accountability and transparency in the leadership of the Gatchalians, implying that people are confident with the leaders and their actions. Additionally, the listed programs, projects, and policies all got a score of more than 75%, meaning that the residents of Valenzuela see them as effective and contributing to the growth and development of the city. The high GWM of the scale and the high frequency in the checklist signifies that the views and opinions of the residents are mostly positive and impact how much trust they have for the Gatchalians.

C. Leadership Styles Utilized by the Local Leaders of Valenzuela City

Through this next section, the second statement of the problem was then identified by the Key Informants (KI), such as the barangay captains (local leaders A to F respectively), academician, and a community leader in the justification of the degree of effectiveness of Sherwin and Rexlon Gatchalian. The Key Informants have observed different leadership styles of the aforementioned local executive leaders. The leadership styles exhibited by the Gatchalians promote progress and development in the city because with those 6 consecutive terms of the Gatchalians with a total of 18 years of being a Mayor of the City, 9 years for former Mayor now Senator Sherwin Gatchalian and another 9 years for former Mayor now Secretary Rexlon Gatchalian they have a lot of accomplishment that until now is very beneficial for the community. There is sustainability and there is continuity in terms of the policy, programs, and projects started by former Mayor Sherwin Gatchalian. One of the prominent leadership styles used by the Gatchalians is Servant Leadership. According to Key Informant (Local Leader E), “They are the type of leaders who get down to people and their leadership style is people to people approach. They are not just a leader; they prefer to get down to people so that they can interact with them. Maybe the approach is genuine, and they are the type of leaders who do more just in word.” This style encourages the residents to participate in the projects that are implemented by the city. Therefore, they are

the types of leaders who focus on serving the people by putting the people's needs as a top priority. (Local leader D) said that "they always think of what is needed by the city."

Another style embraced by the Gatchalians is transformational leadership. According to Academician & Community Leader, the mentioned leaders are more transformative, they implemented a lot of practices through programs and projects to transform the city not only its infrastructure but also the whole administration. When the administration of the Gatchalians began, the development of the city also began. As mentioned by the President of Association of Schools for Public Administration in the Philippines (ASPAP), he said that "I can say, they have transformed Valenzuela into a sleeping city, into a bustling city of economic growth, social coherence, and at the same time, for Valenzuela City to become a livable city. So transformative leaders. That is transformative leadership because you are trying to transform a city by maximizing all the resources including people."

Moreover, according to (Local Leader A), the former leaders of Valenzuela are both disciplined but the former mayor Sherwin was a bit stricter. (Local leader B) observed that the leaders used an advanced approach to governing the city. They are advanced and future-ready at the same time. (Local leader F) and the Academician, both observed that these leaders are visionary. The response of the academician emphasizes the importance of having a visionary leader as one of the most effective leadership traits. A vision is crucial for a leader to know what to do and how to direct their actions. Without a clear direction, a leader may struggle to achieve their goals. A vision involves having a clear direction and systematized processes to achieve it. In summary, having a vision is essential for effective leadership. In addition, he added that Mayor Rex and Senator Win are visionary leaders who are innovative and creative, they think outside the box to address societal and city challenges. To sum it all up, the academician said that these Mayors are transformative, innovative, creative, and visionary with political will.

D. Leadership Performance Exhibited by the Former Mayors

Leadership performance has a significant impact in various fields, showcasing their ability to inspire and lead with excellence. The participants in this study have observed numerous characteristics of the mentioned Local Leaders, Sherwin, and Rexlon Gatchalian. (Local Leader A) observed that the performance of the two brothers is also the same but it is Former Mayor Sherwin who started revolutionizing the City and Former Mayor Rexlon just continued polishing it. Nevertheless, (Local Leader F) described the leadership performance of the Former Mayors in one word as "Successful". In addition to that, (Local Leader E) declared that Valenzuela had a bad image before, but it was improved when the city was governed by the Gatchalian. Some Local leaders described the leadership performance of the Gatchalian as very hands-on and a very good leader.

Lastly, the Academician reveals that those leaders' performances are Excellent and beyond expectation. Also, the community leader observed that they have a good leadership

performance for the reason that the community leader suspected a lot of improvements and consistency of the leaders. As a result, all of the Key Informants are providing a positive response regarding the characteristics of leadership of the Gatchalians.

E. Effectiveness of Leadership Style Exhibited by Local Leaders

Local leaders are responsible for governing its jurisdiction, thus providing better outcomes for the benefit of its citizens and area. Specifically, the effectiveness of the Leadership Style practiced by the Gatchalians is evident in the development of the city government of Valenzuela. Identified practices of the Gatchalians had become common knowledge in this study and its impact regarding the degree of their effectiveness and how these techniques influence the performance of the city. Indeed, it has appeared on the data that residents of Valenzuela City strongly agree on the effectiveness of Gatchalians in governing the area with a weighted mean of 3.41, almost exceeding the expectation of the Valenzuelanos to meet their standards and conditions. Also, thereby highly agreed on the compliance of the Gatchalians and the Local Government of Valenzuela to satisfy their needs, demands, issues, and status to attain prosperous lives. As mentioned, residents also believed that the programs and policies implemented by the local leaders suited their necessities and compelled them to trust the leadership of Gatchalians over time, resulting in unquestionable effective governance.

Additionally, it is determined that the degree of effectiveness in the leadership of Gatchalians is further superior in the progress of Valenzuela City. In the description of how Valenzuelanos observed the city, it is regarded that the Leadership Style of local leaders is high quality with over 22%, and the eagerness in public service and for the residents represented 16%. The vision of having efficient and speedy delivery of services with excellence in governance led to the reality by getting to establishing 3S Centers in the mayoral term of Sherwin Gatchalian, this alone legitimized the progress in the city and boosted the local economy, especially the government of Valenzuela to a greater extent be serving the public innovatively and creatively. Thereafter, Rex Gatchalian added even more significance to the 3S principles through the incorporation of the Plus factor within a more innovative application of technology. This was demonstrated by the Electronic Terminal for Building and Construction Permits Application including Online Tax Billing and Payment. The effectiveness of the Gatchalians in the city because of their practices and styles are recognized by the city residents indulging in the 21% to attest the project. In light of this, 89% of the Valenzuelanos perceived that there is accountability and transparency in the leadership of Gatchalians which also indicated that the success of government and local leaders of Valenzuela justifies the degree of its effectiveness, and 54% have proven that there are no other effective programs or projects to be implemented and utilized than the Gatchalians.

Furthermore, efficacy in the leadership and performance of Valenzuela City is defined not just by how it impacted the

individual aspects but also by the community and national competitiveness. It can be regarded as a domino effect, as the Gatchalians implemented programs and policies centered on improving the lives of Valenzuelanos, and then the residents were able to capitalize their skills and knowledge transcending the community into a better liveable city.

F. Influence of Programs, Projects, and Services in Valenzuela City

The perceptions of the residents in the public service, programs, and projects in Valenzuela City are identified to support the degree of effectiveness of the Gatchalians. Also, this carries substantial evidence to prove that the leadership and performance of Gatchalians have been effective and efficient in the practice of these styles towards good governance and public local governance. As stated above, the 3S Centers have been the most effective project of the Gatchalians with over 98% agreeing to the benefits of these centers for public service within the community. Next to this, the effectiveness of Gatchalians also proved the progress in the infrastructures like public parks, specifically the Valenzuela People's Park and Family Park, together with the Bahay Kalinga for the abuse and abandoned youths, Bahay Pag-asa for children in conflict with the law, and Bahay Kanlungan for the abused and abandoned senior citizens were considered to be the effective projects implemented by the local leaders on which 97% have agreed respectively. On the other hand, 96% believed that programs of the LGU could serve as a major justification for the efficacy of the local leaders, particularly when it comes to assistance and commodities for senior citizens like goods provided by the government. Moreover, residents also based the effectiveness of the abovementioned leaders in the financial assistance or subsidies for the victims of calamity and healthcare maintenance offered by the government as confirmed along with the 95% of Valenzuelanos. Education also played a great part in the effectiveness of Gatchalians to the city's progress and development, 15% have agreed that the schools and state universities constructed in Valenzuela have a major contributing factor to transforming the city's well-being. Next, 12% have agreed that Housing is another validation to consider its efficacy and efficiency in public local governance, whereas the needs and demands of the citizens themselves are hard to fulfill. One example of this is the Discipline Village located in different barangays of Valenzuela including Bignay, Arkongbato, Lingunan, and Ugong. Over and above that, these programs, projects, and services completely influenced the leadership of Gatchalians and the performance of the city government of Valenzuela has been effective.

5. Conclusion and Recommendations

This research generally concluded that the leadership of the Gatchalians were perceived as effective by their constituents in the overall well-being of the city, thus the residents had trust and confidence through their former mayors in the attainment of quality of life, and community-building. Furthermore, numerous programs, projects, policies, and services implemented during their full mayoral term were viewed as

efficient and effective due to its contribution in the development of the Valenzuela, being regarded as one of the Highly Urbanized Cities. Satisfaction of the public in the effective public local governance and performance of the city government of Valenzuela were attained due to the Gatchalians' transparency and accountability. Therefore, the objectives of this research were accomplished because of the comprehensive data.

Based on the findings, it revealed the effectiveness of the leadership techniques and performance exhibited by the local leaders of Valenzuela, particularly Sherwin and Rexlon Gatchalian. Hence, the following recommendations are hereby presented:

Since the City of Valenzuela has faced a problem in traffic congestion, improving the traffic management will help the city to have efficient movement of the vehicle that saves the time of the people; second, it is also recommended to have a proper drainage system to prevent waterlogging that causes heavy flooding; and third, to have a better seminar about garbage segregation and climate change. Also, Results manifested the need to invest in health, specifically to establish a new healthcare facility that provides a wide range of medical services for the public. Aside from that, the local government should also focus on agriculture and promote urban gardening in every slum in the city because this will help the residents to learn planting trees, in order for them to maximize the benefits of gardening.

Additionally, there are a lot of opportunities waiting for the young people and giving focus to them will help the city have the participation in the service of the next generation in the government; changes in policies to further address the issues and problems of the city and its people is suggested. Consensus building is also recommended as this will help the Local Government Unit (LGU) of Valenzuela gather information about the public in their needs and make a program or project that will benefit from it, with that being done, the problem faced by the community is easier to determine and give a proper and concrete solution.

Moreover, this research revealed that the most effective program of Valenzuela City is the 3S centers in every barangay. Other Local Government Units, outside the Valenzuela City can also establish a 3S (Sentro ng Sama-samang Serbisyo) or (Speed, Simple, and Service Excellence) centers at their local levels to make a more responsive public local government. This will help them to promote efficient and more accessible public services. Apart from this, they can also do benchmarking on the various programs and projects implemented in the City Government of Valenzuela as they were mostly viewed by the people as effective in terms of the growth and development of the city.

As ultimately recommend by the researchers, the leadership styles and performance of Sherwin and Rexlon Gatchalian has been viewed effective in governing the City of Valenzuela, neighboring Local Leaders could use the leadership techniques and performance utilized by the Gatchalians in developing their own city; this will help them to develop, improve and transform the city, and establish a strong relationship with the residents

which would help them gain the trust of the public, as well as the people's engagement.

For future researchers, it is suggested to conduct a study about the Local Government of Valenzuela operated as a business entity by the local leaders of Valenzuela, specifically by the Gatchalians, to determine if these techniques have become effective or impactful for the development of the city.

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