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Table of Contents

Title	Page No.
<p>Awareness and Usage of Artificial Intelligence Among Faculty Members at Core Gateway College, Inc.</p> <p style="padding-left: 40px;"><i>Marvin J. Agustin, Lian Jayne P. Bucago, Howell E. Claro, Khris Ednard G. Flores, Jareb Ralph V. Salameda, Almira J. Cabrillas, Marjorie S. Velasco</i>.....</p>	9
<p>Factors Influencing the Voting Preference in San Jose City, Nueva Ecija</p> <p style="padding-left: 40px;"><i>Michael M. de Liña, Marie Jean A. Galicia, Jayvee F. Lopez, and Elsie B. Viernes</i>.....</p>	18
<p>Exposure to Health-Related Content on Social Media and Its Effect on Millennials' Perception and Consumption of Red Rice</p> <p style="padding-left: 40px;"><i>Darwin G. Dela Cruz, Jonard A. Barlaan, and Christine Grace S. Fuchigami</i>.....</p>	30
<p>Perceived Effects of Corporate Social Responsibility on Microfinance Institutions (MFI's) Operations in Cabanatuan City</p> <p style="padding-left: 40px;"><i>Noel B. Agustin, Mary Jane S. Magno, Lorelyn F. Maraya, and Effer Mark Joseph I M. Matias</i>.....</p>	58
<p>The Resolution Strategies and Leadership's Role in Managing Organizational Conflict</p> <p style="padding-left: 40px;"><i>Jefferson A. Millad</i>.....</p>	83
<p>Barangay Captains' Compliance, Knowledge, and Perceived Fairness of Section 93, Local Government Code of 1991</p> <p style="padding-left: 40px;"><i>Angelo Paolo C. Acosta, and Vilma B. Ramos</i>.....</p>	100
<p>Examining the Influence of Socratic Method Strategy on Learners' Academic Performance in the Grade 12 Accountancy, Business, and Management Strand</p> <p style="padding-left: 40px;"><i>Roston D. Sangngangao</i>.....</p>	121

Awareness and Usage of Artificial Intelligence Among Faculty Members at Core Gateway College, Inc.

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ABSTRACT

This study investigated the level of awareness and adoption of Artificial Intelligence (AI) among faculty members in higher education. Specifically, it explored the use of AI tools in teaching and administrative tasks, as well as identifying barriers hindering AI adoption. The study was conducted during the first semester of the 2024-2025 academic year at Core Gateway College Inc. in San Jose City, Nueva Ecija. The research examined faculty socio-demographic characteristics (age, sex, specialization, marital status, teaching experience, and educational attainment) and their awareness, usage, and perceptions of barriers to AI technology. A descriptive research design was employed, utilizing frequency distributions, standard deviations, and percentages to analyze the data. Results revealed that respondents had a moderate awareness of AI, with a mean score of 3.17, though their understanding of AI technology was lower (mean score of 2.94). Faculty reported using AI tools in their professional work with a mean score of 3.01, indicating some adoption but leaving much scope for further integration. An apparent lack of training opportunities and the scarcity of time were the key challenges to AI adoption. The study emphasized the need to increase AI literacy in academic environments and support its adoption. The development of an AI literacy program, increased research in educational

AI tools, and the adoption of an AI adoption policy were recommended to improve faculty competence with AI, enhance teaching quality, and prepare students for a more AI-driven future.

Keywords. *Artificial Intelligence, Faculty Awareness, AI Adoption, Barriers to AI, Higher Education*

INTRODUCTION

The increasing integration of Artificial Intelligence (AI) in higher education is an interest that has gained momentum in terms of awareness and adoption among faculty. Improved teaching methods, administrative efficiency, and personalized student experiences are some of the factors driving the integration of AI into higher education. The faculty members are ready to integrate AI tools due to their perceptions of these technologies, the institutional support they receive, and the challenges they face with new pedagogical frameworks. Modern technology has influenced every element of human life, including education. The world has now progressed toward utilizing the fifth generation of the Internet, known as the Internet of Things, in education, and there has been a growing interest in incorporating artificial intelligence (AI) applications into the teaching and learning process (Al-Darayseh, 2023).

According to Mondal et al. (2023), artificial intelligence can be an effective tool for assisting faculty members in overcoming the obstacles they encounter in educational institutions. AI can help by creating content for teachers. For instance, it can be used to develop questions and answers, quizzes, and assignments, among other things. This saves faculty time and effort, allowing them to focus on other vital areas of teaching in higher education institutions (Giray et al., 2024). Teachers' awareness of AI is essential to ensure the practical application of AI technologies in education.

On the other hand, Ng et al. (2023) highlight the need for more thorough research on AI literacy in the context of teacher education. Although artificial intelligence is a hot topic, there is limited published information on its application in Philippine higher education. As shown in Estrellado and Miranda's (2023) study on AI in the Philippine educational system, many teachers may not be entirely prepared to incorporate AI into their teaching due to a lack of in-depth discussion. According to Villarino (2022), only 17.29% of respondents were aware

of any norms or guidelines about the usage of AI, which was a significant finding. High usage rates and this lack of knowledge point to an essential gap in policy communication and implementation in higher education institutions in rural Philippines.

The Commission on Higher Education (CHED) has appreciated the role AI plays in the education sector. In its 2019 roadmap, CHED supported the application of AI in developing curricula as well as training individuals who will become teachers. Nonetheless, despite some commendable activities, such as pilot AI implementations at certain universities, the full integration of AI into faculty members' roles is still a work in progress (CHED, 2019).

The comprehension and implementation of AI technologies by faculty members within the higher education context are essential for the optimal use of these technologies in students' lessons, learning processes, performance evaluation, and administration. Knowing the levels of faculty awareness will facilitate the design of practical training and integration policies. It also ensures that the faculty is capable of spearheading the digital transformation of education, leading to better teaching and learning outcomes, as well as equipping students for a world where technology is the norm.

In our capacity as researchers, we have observed that certain instructors at Core Gateway College Inc. have begun incorporating AI as a source in the lessons they teach to students. Similarly, some aspiring teachers have also begun incorporating AI into their academic coursework. This suggests that the trend of using AI tools for curriculum-based activities is increasing among current and prospective teachers.

Artificial intelligence in higher educational institutions helps teaching personnel personalize the learning experience, automate routine tasks, and allocate more time for teaching and research. It helps the teaching staff evaluate students, refine the course content, and forecast their achievements. With the application of AI, these leaders can assertively guide their departments in using technology for more effective learning and improved output. The reasons for conducting this study are the limited research available in this field.

METHODS

The researchers employed a descriptive study design, utilizing quantitative methods. All 64 faculty members of Core Gateway College, Inc. in San Jose City, Nueva Ecija, participated in the study. The research

focuses on the Level of Awareness of respondents regarding AI, the usage of AI tools in teaching, and the usage of AI tools in teaching from the academic year 2024–2025. The research questionnaire was pre-tested with 20 faculty members who were not final respondents. Reliability was demonstrated by the instrument's pooled mean with a standard deviation of 0.76. Before disseminating the questionnaire, the researchers obtained the necessary authorizations and consents from the relevant authorities. Each respondent received a copy of the questionnaire. The frequency distribution, mean, standard deviation, and percentage were used to tabulate and evaluate the data. The level of awareness among respondents regarding AI, as well as their usage of AI tools in teaching, was assessed using a four-point Likert scale.

RESULTS AND DISCUSSION

Profile of the Respondents

The respondents, who had an average age of 23-30 years, were single, and most held a major in Social Studies, had 1-3 years of experience in teaching, and possessed a Bachelor's degree.

Level of Awareness of the Respondents on AI

The respondents' level of awareness has a pooled score of 3.17 and a standard deviation of 0.49, which is described as "agree," implying that the majority of respondents are familiar with artificial intelligence. The statement "I have a working knowledge of the fundamental elements of Artificial Intelligence (AI)." "I am very familiar with Artificial Intelligence." Moreover, "I know the potential uses of AI in various sectors such as health, financial, and educational services" got the highest mean of 3.30. The standard deviations of the three statements are 0.58, 0.63, and 0.66, described as strongly agree. The statement "I understand the workings behind the AI systems" has the lowest mean of 2.93. The standard deviation is 0.80, described as 'agree.' This implies that the respondents have knowledge and familiarity with the concepts and use of artificial intelligence.

Table 1. Level of Awareness of the Respondents on AI

STATEMENTS	Mean	Std. Deviation	Verbal Description
I have a working knowledge of the fundamental elements of Artificial Intelligence (AI).	3.30	0.58	Strongly Agree
I am capable of distinguishing AI tools from their ordinary configuration.	3.22	0.58	Agree
I know the potential uses of AI in various sectors, such as health, finance, and educational services.	3.30	0.63	Strongly Agree
I assert that the use of AI can enhance productivity and the quality of the decision-making process.	3.07	0.72	Agree
I am aware of the moral issues associated with the application of AI, including privacy concerns and potential discrimination.	3.04	0.85	Agree
AI will shortly be a significant factor in determining the way People work.	3.14	0.78	Agree
I understand the workings behind the AI systems.	2.93	0.80	Agree
I am very familiar with Artificial Intelligence.	3.30	0.66	Strongly Agree
Pooled Mean	3.17	.49	Agree

Usage of AI Tools in Teaching

The pooled mean from the respondents was 3.01, with a standard deviation of 0.65, indicating a generally positive yet varied perception of AI tools in teaching. This perception is described as agreeable, suggesting openness to technological integration and the need for targeted professional development, support structures, and resources to improve adoption and address individual challenges. The statement "AI acts as a virtual teaching assistant" got the highest mean of 3.19 and had a standard deviation

0.75 was described as "agree," while "AI tools are great in assessing my teaching skills" had the lowest mean of 2.68 and a standard deviation of

0.91, also described as "agree." This implies that the respondents utilize artificial intelligence as a tool for their profession. Artificial intelligence assists them as they execute their tasks.

Table 2. Usage of AI Tools in Teaching

STATEMENTS	Mean	Std. Deviation	Verbal Description
AI continues to enhance teaching activities, including grading, assessment, and delivering lectures.	3.01	0.79	Agree
AI acts as a virtual teaching assistant.	3.19	0.75	Agree
AI can assist teachers in creating lesson plans and generating course content.	3.11	0.77	Agree
AI Tools provide real-time language translation and personalized lessons.	3.16	0.71	Agree
AI tools are excellent for assessing my teaching skills.	2.68	0.91	Agree
AI helps in academic research by automatic literature review, data analysis, and citation.	2.84	0.99	Agree
Pooled Mean	3.01	0.65	Agree

Barriers to Faculty Adoption of AI.

The rank shows that "Inadequate training on AI tools" is at the top with a frequency of 44 and SD 23.16, and it shows a widespread problem that educators face while adjusting to AI technologies. This is primarily followed by "Ethical issues on AI" (43 frequency, SD = 22.63) in terms of its importance in addressing moral implications in educational settings. "Lack of AI support to teaching and curriculum" (34 frequency, SD = 17.89). This means that there is a lack of provision, leaving the instructor unable to provide AI support for the curriculum. The "High cost of AI tools" (26 frequency, SD = 15.66) increases complexity and challenge because schools and institutions lack the resources required to upgrade such facilities. At last, "Threat to the job" (23 frequency, SD = 12.11) poses a threat to AI adoption, particularly due to the fear that it will replace human roles in education. Lastly, a lack of time (11 frequency, SD = 5.79) reflects the practical and logistical challenges educators face in allocating sufficient time to engage with AI technologies adequately, thereby integrating them into classrooms.

Table 3. Barriers to Faculty Adoption of AI.

STATEMENTS	Frequency	Standard Deviation	Rank
Inadequate training of AI tools	44	23.16	1
Ethical issues on AI	43	22.63	2
Lack of AI support for teaching and curriculum	34	17.89	3
High cost of AI tools	26	15.66	4
Threat to the job	23	12.11	5
Lack of time	11	5.79	6

CONCLUSION

Based on the study's results, the findings suggest that faculty members, particularly those who are younger and less experienced, require ongoing support and training to apply AI in education effectively. It should, therefore, involve targeted training programs for all faculties, such as those tailored to age, specialization, and gender, to address the specific needs of various faculty groups. Workshops on technical understanding, as well as practical applications of AI in curriculum delivery and assessments, would address the present gaps in knowledge. Facilitating cross-disciplinary AI projects and initiatives by faculty can foster the dissemination of knowledge and effectively demonstrate the practical applications of AI. An AI literacy program supported by Computer Science faculty can help address barriers such as a lack of proper training and access to facilities through a regular feedback mechanism. Lastly, the establishment of an AI adoption policy, along with investments in innovation, resources, and faculty development, will help pave the way for the successful integration of AI in education and guide continuous improvement.

RECOMMENDATIONS

These recommendations are based on the conclusion drawn from the research study. The study examines the necessity of continued support and training for faculty, particularly younger or less experienced individuals, to enhance their knowledge and application of AI in education. Training programs may use demographic differences in age,

specialty, and gender to tailor them to more distinct groups of faculty. Practical workshops devoted to implementing AI in teaching, such as curriculum delivery and assessment, can help bridge the gap in technical understanding and usability. Cross-disciplinary projects and collaboration among faculty should be encouraged to facilitate the sharing of knowledge and demonstrate the practical applicability of research. Regular polls and mechanisms for feedback are recommended to identify barriers, such as inadequate training and limited access to resources, which can be addressed through targeted interventions and peer support programs. Additionally, an AI literacy program, assisted by Computer Science faculty, can foster access to and effectiveness of AI within education through continuous research and innovation.

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Factors Influencing the Voting Preference in San Jose City, Nueva Ecija

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ABSTRACT

This descriptive research was conducted to determine the factors influencing the voting preference in San Jose City, Nueva Ecija. A researcher-made survey questionnaire was distributed to 663 registered voters from the 38 barangays of San Jose City, who served as respondents in the study. The ages of the respondents ranged from 18 to 73 years old. The majority of them were male, married, college-educated, and had a monthly income of ₱10,000 to ₱15,999. The factors influencing the respondents' voting preferences were described as agreeable. Findings revealed that the problems encountered by the respondents in choosing who to vote for include vote buying, family influence, and a sense of indebtedness (*utang na loob*) among voters. Some recommendations were made to strengthen the campaign and ensure the observance of honest, fair, and reasonable elections.

Keywords: *local election, problems encountered, registered voters, suffrage*

INTRODUCTION

Elections are one of the indispensable processes of democratic life. Whether to vote or not depends on the individual's personal preference. The Philippines is a democratic country where people have the right to elect the politician of their choice to hold a position in the government. In Barangay and Sangguniang Kabataan Election (BSKE). The qualified voters of BSKE are as follows: those aged 15-30 are eligible to vote for Sangguniang Kabataan Officials, while those aged 18 and above are eligible to vote for Barangay Officials.

These days, politicians employ various methods and techniques to introduce themselves to voters and distinguish themselves. Politicians use social media and other technology in their campaigns. According to Graepel (2013), Political operatives develop highly detailed voter profiles, integrating demographic information, information about the economic, social, and political views of voters, and detailed records of online and even offline behavior into rich voter profiles that can also reveal, through powerful data analytics,

Their motivation influences an individual's decision to vote, as well as the ease or difficulty of casting a vote. Krosnick (2008) psychologically explains that the motivation to vote can correlate with strong preferences for a particular candidate or the belief in a civic duty.

According to Kurtbas (2015), the factors that influence voting behavior and voters' behavior in general are essential subjects that are widely addressed in political science and sociology. As the factors that influence voters' preferences are better understood, politics gets closer to the ideal of creating a "common good" for the people, settling issues, and ensuring social welfare and integrity.

Therefore, whenever politics, which is the only method in this framework, leaves it to other methods to fulfill these goals, the price is paid by "human suffering," which is always the price for wrong politics. In today's world, where sicknesses, poverty, and wars terrorize the entire planet, politics has a long way to go.

Elections demonstrate the best and worst of this country. The best is the enthusiasm, excitement, and energy of voters who insist on interacting directly with candidates and take seriously the right and responsibility to vote. Media coverage is enormous, with all candidates receiving dedicated TV and radio coverage befitting the stakes and intense national interest. It is common to see voters waiting four or five hours in a queue before casting their ballots. That wait, though, is part of the problem. For all our affection for elections, the process itself can feel bastardized. Vote buying remains far too accepted a tactic. Moreover, our candidates often lean on showbiz antics and even resort to political violence (Casiple, 2016).

According to data from the Commission on Elections (Comelec) Office in San Jose City, more than 102,032 registered voters were recorded. It is essential that people, especially the young, are engaged in formal political processes and have a say in shaping today's and tomorrow's politics. Inclusive political participation is not only a fundamental right in politics and democracy; it is also a crucial component of a healthy democracy. However, it is also crucial to build stable and peaceful societies and develop policies that respond to the specific needs of younger generations.

In the Philippines, many private institutions needed help retaining their teachers. According to Batugal (2019), private schools are experiencing an exodus from public schools. This predicament in teachers' commitment is undoubtedly due in part to the low salary and benefits, uncondusive working areas, and the lack of prestige of the teachers in some private colleges and universities. The resignations of

Tenured and qualified faculty members have caused the need for more qualified faculty members in the said colleges and universities.

It is also important to note that not all private school teachers can encounter various challenges that may lead to job dissatisfaction, like heavy workload, limited resources, compensation, lack of job security, and professional isolation. However, some may find their work highly satisfying despite these challenges. The specific issues teachers face can vary depending on the school, its culture, and the individual circumstances of the teacher. This research determined the correlation between organizational culture and job satisfaction.

METHODS AND PROCEDURE

A total of 663 registered voters from all 38 barangays of San Jose City, Nueva Ecija, who served as respondents in this study, were personally given a researcher-made survey questionnaire. The data gathering was administered personally by the researchers. The respondents were given enough time to answer the questionnaire.

A quantitative research design was used in the study. In presenting the data, a descriptive method was employed. Descriptive statistics, including frequency counts, percentages, rankings, and means, were used to describe the gathered data.

RESULTS AND DISCUSSION

Socio-demographic Characteristics of the Respondents

The ages of the respondents ranged from 18 to 73 years old. The majority of them were male, married, college-educated, and had a monthly income of ₱10,000 to ₱15,999.

Factors Influencing the Voting Preference in San Jose City, Nueva Ecija

The factors influencing voting preference had an overall mean of 2.54, which is described as 'Agree.' This indicates that the respondents were influenced by their voting preferences.

Sociological Approach

The sociological approach yielded a pooled mean of 2.39, described as "Disagree." This shows that the respondents' voting preferences are not easily affected by sociological factors.

The highest mean of 2.80, described as Agree, was obtained on the statement "I follow the recommendation of the people or group whom I trust"; on the other hand, the lowest mean of 2.05, described as Disagree, was obtained on the statement "I vote for a

candidate endorsed by a *celebrity* . "The result implies that some voters trust the group they believe in, which may be their family and friends and are not easily influenced by celebrities.

According to Stamp (2010), individuals between the ages of 18 and 24 are twice as likely to be swayed by relatives or friends as those aged 65 and older. The combined power of family ties and peer pressure is the hidden 'swing factor' that even the most astute political strategist cannot convincingly master.

Economic Approach

The economic approach yielded a pooled mean of 2.82, described as 'Agree,' indicating that economic matters influenced respondents' voting preferences.

The highest mean of 3.33, described as "Strongly Agree," was on the statements "*I vote for those who advocate programs for economic prosperity*" and "*I vote for the candidate that supports charitable work*." The statement "*I sell my vote*" received the lowest mean of 1.55, described as "*Strongly Disagree*." This implies that voters are becoming more informed and aware of the vote-buying that often occurs during elections and are, therefore, assessing the candidates they want to vote for.

Candidates would spend millions, not on election lawyers or poll watchers, but rather on giving money to families. Due to poverty, families would often take that. This occurs before the elections when people are told not to vote anymore (Yang, 2019).

Psychological Approach

In this approach, the result obtained a pooled mean of 3.21, described as 'Agree.' This indicates that the candidates' attributes and traits are important to the respondents in determining their voting preferences.

The statement "*I vote for a candidate who is trustworthy*" received the highest mean of 3.53, described as "*Strongly Agree*." The statement "*I vote for a candidate who has a strong family background*" appears to be the lowest, with a mean of 2.80, described as "*Agree*." This reveals that voters judged candidates

by their characteristics rather than choosing a candidate from a wealthy or influential family.

Fundamentally, people expect a leader to be trustworthy. Trust is gained and sustained through the consistent demonstration of character, competence, and commitment. In other words, leaders earn trust when they fulfill their duties well, do so in the right way, for the right reasons, and persevere (Raidht, 2019).

Rational Approach

In the rational approach, the result obtained a pooled mean of 3.02, described as 'Agree.' This implies that respondents believed they were making a rational choice of a candidate.

The statement *"I gather information about the candidate"* received the highest mean of 3.24, described as "Agree." However, the statement *"I rely on my intuition"* received the lowest mean of 2.82, described as "Agree." This implies that in choosing a candidate, respondents tend to be more rational than relying on their emotions.

On the other hand, research based on the subjective definition of rationality suggests that voters are essentially rational, as they have shown remarkable consistency in their attitudes and choices (Chen, 2017).

Political Approach

The political approach yielded a pooled mean of 3.05, described as 'Agree,' indicating that voters are becoming more engaged in politics, which could enhance their civic participation.

The statement *"I prefer those candidates who have a good platform that benefits the majority"* received the highest mean of 3.45, described as "Strongly Agree." The lowest mean of 2.65 was obtained for the statement *"I choose those who are from the family of a politician,"* which was described as Agree. That means that voters depend on the candidate's platform rather than just voting for a candidate from a family of politicians.

Dovi (2007) elaborates on three virtues that a good representative should possess: the virtues of fair-mindedness,

critical trust-building, and good gatekeeping. Fair-minded politicians uphold the norms and values of representative democracy.

Table 1. Factors Influencing the Voting Preference in San Jose City, Nueva Ecija

STATEMENTS	MEAN	DESCRIPTION
Sociological		
1. I choose a candidate that my family decides to vote for	2.44	Disagree
2. I choose the candidate that my religious group decides to vote for	2.35	Disagree
3. I look at the physical appearance of the candidate	2.29	Disagree
4. I vote for the candidate endorsed by a celebrity	2.05	Disagree
5. I follow the recommendations of the people or group I trust	2.80	Agree
Pooled Mean	2.39	Disagree
Economic		
1. I sell my vote	1.55	Strongly Disagree
2. I vote for those who offer help to the needy	2.95	Agree
3. I vote for the candidate who supports charitable works.	3.29	Strongly Agree
4. I vote for those who advocate programs for economic prosperity	3.33	Strongly Agree
5. I vote for a candidate who has served for a long time	2.96	Agree
Pooled mean	2.82	Agree
Psychological		
1. I look at the quality of the candidate	3.26	Strongly Agree
2. I choose a candidate who is good at public speaking	3.14	Agree
3. I vote for a candidate who has a strong family background	2.80	Agree
4. I vote for a trustworthy candidate	3.53	Strongly Agree
5. I vote for a candidate who has political will	3.33	Strongly Agree
Pooled mean	3.21	Agree
Rational		
1. I gather information about the candidates	3.24	Agree
2. I decide by comparing the candidates (negative/positive)	3.10	Agree
3. I rely on my intuition	2.82	Agree
4. I vote for a candidate who supports my interests	2.90	Agree
5. I voted for a candidate that I liked	3.07	Agree
Pooled mean	3.02	Agree
Political		
1. I look at what political party a candidate belongs to	2.84	Agree
2. I choose a candidate who is from a family of politicians	2.65	Agree
3. I prefer a candidate who has a good platform that benefits the majority	3.45	Strongly Agree

4. I chose a candidate who had a good political track record	3.40	Strongly Agree
5. I vote for a candidate who is leading in a political survey	2.90	Agree
	Pooled mean	3.05
	Overall mean	2.54

Legend:	3.25 - 4.00	Strongly Agree
	2.50 - 3.24	Agree
	1.75 - 2.49	Disagree
	1.00 - 1.74	Strongly Disagree

Problems Encountered by the Voters in Barangay and Sangguniang Kabataan Elections

Table 2 shows the problems encountered by the registered voters during local elections. The main problems they encountered were vote buying and selling, followed by the influence of family, and “*Utang na Loob*” (*Debt of gratitude*).

Our country has had the most extended history of democratic elections, but attaining a credible election system still extends beyond the election process itself. Despite the aim for orderly and honest elections, various problems were encountered by youth voters during the local elections. This was an alarming situation during elections, as voters chose candidates for various reasons, including the effectiveness of their campaigns and the candidates' characteristics. There should be an increased concern in examining the basis on which voters exercise their suffrage, the basis on which they vote, and, most importantly, the reasons behind their voting choices.

Vote buying and accepting money during the election season are seen as major problems by the respondents. For one, people tend to accept fraud for socio-economic reasons. The finding implied that vote buying changes the perception of how voters choose an electoral candidate. They now consider accepting any form of dole-out in exchange for their vote. Voters primarily cast their votes for a candidate who can provide them with the benefits (Helmke & Levitsky, 2006).

Table 2. Problems Encountered by the Voters in Barangay and Sangguniang Kabataan Elections

PROBLEMS ENCOUNTERED	FREQUENCY	RANKING
Vote Buying/Selling		
Influence of Family		
Voters Utang na Loob (Debt of gratitude)	275	1
Influence of Friends	177	2
Relationship to Candidate	122	3
Voters' Educational Background	109	4
Voters Sincerity	106	5
“Binigyan ng Listahan” (given a list of whom to vote)	70	6
“Makumpleto lang ang iboboto” (to complete the vote)	65	7
“Wala ng ibang maiboto (not other candidates)	2	8
	2	9
	1	10
Total	929	

*Multiple Response

Proposed Solution to the Problem Encountered on Voting

Voting is a crucial component of the democratic process. Many, if not all, are aware of this, but in reality, many people do not vote (Wunderlich, 2018).

The following were proposed solutions to the problems encountered during elections:

1. The government should strengthen the anti-vote buying and vote selling law because this study found that it is the primary problem encountered by registered voters, ensuring fair and honest elections.
2. Provide effective and comprehensive enforcement of voter education and broader civic education programs, enabling campaigns to take a long-term view and increase people's understanding of how their vote is linked to future events.

CONCLUSIONS

The ages of the respondents ranged from 18 to 73 years old. The majority of them were male, married, college-educated, and had a monthly income of ₱ 10,000 to ₱15,999. The factors

influencing the respondents' voting preferences were described as agreeable. Findings revealed that the problems encountered by the respondents in choosing who to vote for include vote buying, family influence, and the voter's debt of gratitude (*utang na loob*). The proposed solution is to strengthen the anti-vote buying and vote selling law and to provide effective and comprehensive enforcement of voters' education and wider civic education programs that encourage active campaigning with a long-term view to increasing people's understanding of how their vote is linked to future events.

RECOMMENDATIONS

The following recommendations were derived from the findings: more seminars about voting rights should be conducted to integrate voters and inculcate in their minds the importance of not accepting money from politicians or making promises to vote according to their conscience, thereby becoming responsible voters. Voters should gather information about the candidate to evaluate their standards on the issue and examine their leadership activities. The government, specifically the Commission on Elections, should make improvements in the conduct of voter registration and the manner of casting votes to prevent cheating and vote buying. The people must work together and must contribute to the effort to improve the conduct of elections. It is the people, the electorate, that first show signs of reforming their attitudes and behavior in elections. Further study should be conducted to strengthen and broaden this research, focusing this time on the satisfaction of registered voters with the election of officers.

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Exposure to Health-Related Content on Social Media and Its Effect on Millennials' Perception and Consumption of Red Rice

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ABSTRACT

Rice is a staple in the Filipino diet, but its high consumption, particularly of white rice, has contributed to rising obesity rates and health concerns in the country. As a result, there is a growing interest in alternative rice varieties, such as red rice, which offer nutritional benefits, and a rising trend among young Filipino adults. This shift is primarily driven by social media, where young adults seek out health-related information about red rice. Thus, the research aims to determine how exposure to health-related content on social media affects Millennials' perceptions of the health benefits, taste, and affordability of red rice, as well as their consumption behavior. A mixed-method research design was used, combining quantitative surveys (n=106) among Millennials in Nueva Ecija and qualitative interviews with five (5) consumers and a restaurant owner offering red rice. Descriptive statistics and correlation analysis were employed to analyze the data. Results indicated that Millennials, especially those aged 31-40, are frequently exposed to health-related content on social media, which positively influences their perceptions of the health benefits and taste of red rice. However, in terms of affordability, it remains a significant barrier, as some respondents note that red rice is more expensive than white rice.

On the other hand, the study reveals a strong correlation

between social media exposure and Millennials' likelihood of consuming red rice. Promoting the health benefits and unique taste of red rice can encourage more frequent consumption despite its higher costs. As affordability remains a key factor limiting its widespread adoption, the study suggests that efforts to make red rice more affordable and accessible, combined with continued social media promotion, could enhance its consumption in the Philippines.

Keywords: Red rice, Health-related contents, Social media, Millennials, Perception, Consumption

INTRODUCTION

Rice is the staple food and a significant source of income for millions of farmers in our country. To achieve food security, particularly in rice, technology development efforts have consistently focused on increasing rice yields. Furthermore, the Philippines is primarily an agricultural country, although it has not been self-sufficient in rice. Our country is currently one of the world's major rice importers (IRRI, n.d.).

According to IRRI, the three main factors influencing rice imports are limited rice land, population growth, and inadequate infrastructure maintenance. Irrigation is not efficient, thus reducing the potential productivity, and transport infrastructure affects the transportation of rice, hindering the rice trade. Nevertheless, other opportunities for rice production continued in the country, especially in Central Luzon, the Philippines' rice granary. Consequently, rice is a central part of the Filipino diet and culture. Most Filipinos are primarily consumers rather than producers of rice. Recent data indicate that the Philippines consumed approximately 16 million metric tons of rice in the 2022/23 marketing year, reflecting a steady increase in consumption over the years (Balita, 2023). Additionally, projections for the 2023/24 marketing year estimate this figure to rise to 16.5 million metric tons, with the Philippines as a key driver in global rice consumption.

The increase in rice consumption among Filipinos, along with other dietary and lifestyle factors, has contributed to the rising rates of obesity in the country. Moreover, Filipinos consume rice in large quantities, often exceeding recommended serving sizes, and may eat it multiple times a day. Based on the latest World Health Organization (WHO) survey, approximately 27 million Filipinos are overweight or obese. The WHO projects that this number will continue to rise, with an estimated 167 million individuals in the Philippines facing health complications related to being overweight or obese by 2025.

Following this, an increasing number of Filipinos are seeking an alternative to white rice. A study conducted by PhilRice, as cited by Romero et al. (2017), found that unpolished pigmented rice varieties, including red rice, contain significantly higher levels of crude protein, fat, fiber, and essential phytochemicals compared to white rice. The research highlighted that the unique pigmentation in rice is attributed to the presence of antioxidants, such as anthocyanins, which are beneficial to health.

In parallel with this growing interest in healthier food options, research by Lim (2022) involving young adults has highlighted their active search for health information through social media platforms. Participants often come across health-related content while scrolling through their social media feeds, particularly on Facebook and YouTube. This demographic tends to trust information from relatable influencers and evaluates credibility based on personal judgment and cross-referencing multiple sources.

With the growing popularity of pigmented rice, including red rice, in the Philippines, driven by its nutritional superiority over white rice, its consumption remains relatively low. This study aims to bridge this knowledge gap by investigating the relationship between exposure to health-related content on social media about red rice and the consumption of Millennials. Previous research has demonstrated the nutritional advantages of red rice; however, there is a lack of understanding regarding effective communication strategies, particularly in the digital age. By exploring how social media content related to health influences consumers' perceptions and consumption of red rice, this study may help develop

campaigns that effectively promote red rice as a healthier dietary option on digital platforms. Most importantly, to increase the adoption of red rice among Filipinos.

METHODS AND PROCEDURE

Research Design

This study used a mixed-methods research design, incorporating both quantitative and qualitative data collection and analysis. The quantitative component involves collecting numerical data for descriptive and correlational analysis. On the other hand, the qualitative component consists of in-depth interviews with the owners of fast-food chains offering red rice and consumers of red rice. This approach helped researchers delve deeper into millennials' perceptions and consumption of red rice, which numerical data cannot capture, thereby revealing the underlying reasons behind the correlations observed in the data.

Population and Locale of the Study

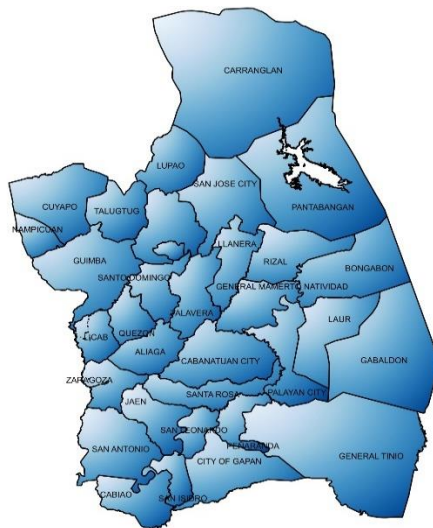


Figure 1. Map of Nueva Ecija

$$n = \frac{NZ^2p(1-p)}{Z^2p(1-p) + e^2(N-1)}$$

The study was conducted in Nueva Ecija, also known as the "Rice Granary of the Philippines," located in the Central Luzon region, with Palayan City serving as its capital. The province

$$n = \frac{NZ^2p(1-p)}{Z^2p(1-p) + e^2(N-1)} = \frac{183,612.20}{1224.53} = 150$$

comprises 27 municipalities, five cities, and 849 barangays. The province has a land area of 5,689.69 square kilometers and a population of 2,310,134, with an equivalent population density of 406 inhabitants per square kilometer, as per the 2020 Census.

Further, millennials are the target respondents of this study, typically defined as individuals aged 28 to 43. Based on the data from PSA in 2020 for the Nueva Ecija population by age group, the total number of millennials is 191,183. Thus, this will serve as the total population of the study.

To compute the sample size, Sample Size Estimation for proportion will be used with the formula:

Where n is the sample size, N is the population size, Z is the 95% confidence interval ($Z=1.96$), e is the margin of error ($e=0.08$), and p is the probability of 50%.

As a result of sample size estimation for proportion, the total number of respondents was 150. These respondents will be selected through purposive sampling. This is to select relevant individuals based on the study's objectives. The respondents were selected using the following criteria: (1) Millennials, born between 1981 and 1996; (2) have tried or consumed red rice; (3) social media users.

Data Collection Instrument

The structured instruments were developed and

administered to respondents. This includes the following parts to answer all the research questions of the study.

- Part 1. Socio-demographic Profile of the Respondents
- Part 2. Social Media Usage and Exposure of the Respondents
- Part 3. Perception towards Red Rice

Prior to the data collection phase, the instrument undergoes a face validity and reliability test to ensure the accuracy and consistency of the variables being measured.

Moreover, guide questions were developed to interview one (1) restaurant owner selling red rice and five (5) consumers of red rice. This aims to collect qualitative data and enhance the results obtained through survey questionnaires.

Data Collection Procedures

The Google Forms link to the instrument was made available online to facilitate data collection in months. The data obtained from respondents served as primary data for in-depth analysis.

Moreover, triangulation was also achieved through qualitative interviews with one restaurant owner selling red rice and five consumers of red rice. This allows the researchers to gather perspectives and experiences related to the perception and consumption of red rice. This aims to enrich the data collected from the Google Forms instrument and relevant literature, adding depth to the research findings.

Data Analysis

Upon completion of data collection, the data was analyzed through recommended statistical tools, such as correlation analysis, specifically Spearman Rank Correlation Coefficient, and Descriptive Statistics such as frequency, percentage, mean, and mode using Microsoft Excel and Statistical Package for Social Science (SPSS) Version 26 at Socio-Economic Research and Data Analytics Center of Central Luzon State University (CLSU)

Furthermore, the results were presented in a stepwise manner to ensure a logical presentation of the research findings.

The data was analyzed using the following:

Table 1. Research questions and data analysis conducted

Research Question	Data Analysis
What is the socio-demographic profile of the respondents?	Descriptive statistics (frequency, percentage, and mean)
What is the extent of exposure of Millennials to health-related content about red rice on social media?	<ul style="list-style-type: none"> • Descriptive statistics (frequency, percentage, mean, and mode) • Likert Scale
What is the perception of Millennials towards red rice?	<ul style="list-style-type: none"> • Descriptive statistics (frequency, percentage, mode) • Likert Scale
How does the extent of exposure to health-related content on social media affect Millennials' perceptions of red rice?	Correlation analysis, specifically Spearman rank correlation
How does the extent of exposure to health-related content on social media affect Millennials' consumption of red rice?	Correlation analysis, specifically Spearman rank correlation

RESULTS AND DISCUSSION

This summarizes the socio-demographic profile of the millennial respondents aged 26-41 years old in Nueva Ecija. Out of 150 questionnaires distributed, 106 were completed and returned, with a response rate of 70.67%.

This response rate is higher and acceptable, as shown in the study by Wu et al. (2022), which reported an average online survey response rate of 44.1% across 1,071 published educational research studies.

Consequently, five (5) consumers who consume red rice and one (1) restaurant owner serving red rice were interviewed to gather qualitative data. The interview results helped triangulate the

survey findings, providing a more in-depth understanding of the data gathered.

Socio-demographic profile

Sex

There are 106 millennial respondents to this survey, comprising 65 females and 41 males.

Age

On average, Millennial respondents in Nueva Ecija were 33.38 years old. Of the 106 respondents, 59.43% were aged 31-40 years old, followed by those aged 30 years old and above, accounting for 33.96%, and lastly, 6.60% were aged 40 years old and above.

Table 1. Sex and age of the respondents.

Profile	Frequency (n=106)	Percent (%)
<i>Sex</i>		
Male	41	38.68
Female	65	61.32
<i>Age</i>		
30 years old and below	36	33.96
31-40 years old	63	59.43
40 years old and above	7	6.60
<i>Mean Age</i>	33.38	

Educational attainment

In terms of the educational attainment of millennial respondents, a high proportion (83.96%) held a Bachelor's degree or higher. There were equal percentages for high school graduates and college undergraduates, at 5.66% each, followed by respondents who had attained postgraduate degrees, at 4.72%.

Table 2. Educational attainment of the respondents.

Highest Educational Attainment	Frequency (n=106)	Percent (%)
High School Graduate	6	5.66
College Undergraduate	6	5.66
College Graduate	89	83.96
Post Graduate	5	4.72

The monthly income of the respondents

Table 3 shows the monthly income distribution of the respondents, with an average income of 30,673. Moreover, 33.96% of the respondents' incomes range from \$30,001 to \$40,000, and 31.13% earn between \$20,001 and \$30,000. A smaller percentage of respondents earn between \$10,001 and \$20,000 (21.70%), while just 5.66% earn \$10,000 or less. Only a few respondents earn between 40,000 and 50,000 per month, which is equivalent to 0.94%. Meanwhile, 6.60% earn 50,001 or more. Thus, the results suggest that most respondents earn in the middle-income range.

Table 3. Monthly income of the respondents.

Monthly Income	Frequency (n=106)	Percent (%)
10,000 and below	6	5.66
10,001 -20,000	23	21.70
20,001-30,000	33	31.13
30,001-40,000	36	33.96
40,001-50,000	1	0.94
50,001 and above	7	6.60
Mean	30,673	

Consumption of Red Rice

Red rice is a type of whole-grain rice characterized by its reddish-brown color, which is attributed to the presence of anthocyanins, antioxidants found in the bran layer of the rice. It is

often considered a healthier alternative to white rice because it retains more of its natural nutrients, including fiber, vitamins, and minerals. Despite these benefits, the consumption of red rice remains low and can vary significantly depending on regional preferences, dietary habits, and availability (Hopio & Delos Reyes, 2019).

Among daily consumers, the majority (13 respondents, 12.26%) consume 1 cup of red rice, followed by nine respondents (8.49%) who consume 3 cups, and six respondents (5.66%) who consume 2 cups. Only one respondent (0.94%) consumes 4 cups of red rice daily. For monthly consumers, the majority also prefer 1 cup (8 respondents, 7.55%), followed by five respondents (4.72%) who consume 2 cups. Just one respondent (0.94%) consumes 3 cups, and no respondent consumes 4 cups or more. Among those who rarely consume red rice, most respondents (47, 44.34%) consume 1 cup, followed by 11 respondents (10.38%) who consume 2 cups, and just one respondent (0.94%) consumes 3 cups. The weekly consumption group is the smallest, with only four respondents (3.77%) consuming 1 cup and no respondents consuming 2 cups or more.

The total consumption indicates that the majority of respondents (72, or 67.92%) consume 1 cup of red rice, followed by 22 respondents (20.75%) who consume 2 cups, 11 respondents (10.38%) who consume 3 cups, and only one respondent (0.94%) who consumes 4 cups.

This consumption trend correlates with respondents' concerns about affordability and dietary habits, as revealed in interviews with consumers. Participants noted that the higher cost of red rice, combined with their regular consumption of white rice, influenced their consumption patterns.

Participant 1 mentioned consuming red rice "*isa o dalawang araw sa isang buwan*" (once or twice a month). Additionally, Participants 4 and 5 mentioned that they rarely consumed red rice due to its higher price and their preference for white rice.

Participant 4: "*Nasubukan kong kumain ng red rice. Dahil may kamahalan, madalang kaming kumain ng red rice*" (I tried red rice, but since it is expensive, we

rarely consume it).

Participant 5: *“Madalang sa isang buwan dahil sanay sa pagkonsumo ng white rice” (It’s rare in a month because I’m used to consuming white rice).*

Participants 2 and 3 noted eating red rice once a week, citing its health benefits as the primary reason.

Table 4. Cross tabulation for the consumption of rice and the amount consumed per meal by the respondents

Particulars	Consumption of red rice				
	Daily	Monthly	Rarely	Weekly	Total
1 cup	13(12.26)	8(7.55)	47(44.34)	4(3.77)	72 (67.92)
2 cups	6(5.66)	5(4.72)	11(10.38)	0(0.00)	22(20.75)
3 cups	9(8.49)	1(0.94)	1(0.94)	0(0.00)	11(10.38)
4 cups and up	1(0.94)	0(0.00)	0(0.00)	0(0.00)	1(0.94)

Table 5 shows the preparation methods used by respondents when consuming red rice. The most common method is boiling, amounting to 71.70% of respondents. On the other hand, 32.08% of respondents prefer to steam their red rice, while 20.75% opt for fried rice. This suggests that boiling is the preferred method of preparation, as it is common among most Filipinos.

This also mirrors the consumer's preparation practices, as revealed in the interview, where respondents generally used traditional cooking methods for red rice, with some exploring alternative preparations.

Participant 1: *“Sinasaing ito o inihahanda ito na katulad ng normal na bigas” (It is cooked like regular rice).*

Participant 5: *“Normal na pagsasaing. Masarap din itong isangag dahil mabuhaghag.” (It is cooked normally and is also suitable for frying because it is fluffy).*

Participant 4 mentioned using red rice to make "champurrado" (a type of rice porridge).

Table 5. Preparation used by respondents when consuming red rice.

Particulars	Frequency (n=106)	Percent (%)
Boiled	76	71.70
Steamed	34	32.08
Fried	22	20.75

Social Media Usage

Table 6 presents the different methods used by respondents to access the Internet. Most respondents (55.66%) used prepaid wi-fi to access the Internet. Mobile data follows closely, with 22.64% of respondents, while postpaid wi-fi has 18.90%. Additionally, a smaller portion, 2.82%, uses other methods, such as LAN, Line Fiber, or a monthly subscription. This data indicates that prepaid wi-fi is the most widely used method of internet access among the respondents, while mobile data also plays a significant role for many.

Table 6. Access to the Internet.

Access to the Internet	Frequency (n=106)	Percent (%)
Prepaid wi-fi	59	55.66
Postpaid wi-fi	20	18.90
Mobile data	24	22.64
Others	3	2.82

Note: Others such as Lan, Line-Fiber, and monthly subscription

Table 7 presents the gadgets used by respondents to access social media. Almost all respondents, at 98.11%, mainly used Android or iOS phones to access social media. Laptops are the second most commonly used gadget, with 49.06% of respondents. Desktop computers and tablets are used by fewer respondents, with 19.81% and 18.87%, respectively.

The result strongly suggests that smartphone ownership has

grown rapidly as digital devices around the globe have become increasingly affordable.

Table 7. Gadgets used

Gadgets used	Frequency (n=106)	Percent (%)
Android phone/IOS	104	98.11
Laptop	52	49.06
Desktop Computer	21	19.81
Tablet	20	18.87

Note: Multiple response

Table 8 revealed the social media platforms used by respondents. The most common platform among the respondents is Facebook, with 97.17%. This was followed by Instagram, with 62.26% of respondents using it, while YouTube and TikTok are both used by 60.38% of respondents. Twitter is used by 43.40%, making it the fifth most popular platform. On the other hand, a small percentage of respondents, 3.77%, use other platforms such as Threads, Reddit, and Pinterest. This data highlights the dominance of Facebook among the respondents, followed by a strong presence of Instagram, YouTube, and TikTok.

This was also cited by Vicencio et al. (2024), who noted that Facebook and YouTube have been the top social media platforms for staying in touch with family and friends, entertainment, and seeking information on health and well-being.

Table 8. Social Media Platforms Used

Social Media Platforms	Frequency (n=106)	Percent (%)
Facebook	103	97.17
Twitter	46	43.40
Instagram	66	62.26
Youtube	64	60.38
Tiktok	64	60.38
Others	4	3.77

Note: Others include Threads, Reddit, and Pinterest.

Table 9 presents the amount of time respondents spend on various social media platforms daily, ranging from Never to Always. As seen in the table, Facebook (FB) has the highest frequency of usage with 43.40% of respondents and a Mode of 5, indicating that they use it "Always." On the other hand, Twitter is the mode 'Never,' suggesting it is the least used platform. Instagram and YouTube both have the "Rarely" mode, meaning most respondents use these platforms infrequently. The mode for TikTok is "Often," showing that it is used regularly but not as frequently as Facebook. Additionally, for Others, it includes social media platforms such as Threads, Reddit, and Pinterest.

Table 9. Amount of time respondents spend daily on various social media platforms.

Social Media Sites	Never 1 n=106 (%)	Rarely 2 n=106(%)	Someti mes 3 n=106(%)	Often 4 n=106 (%)	Alway s 5 n=106 (%)	Mo de	Rema rks
Faceb ook	4(3.77)	12(11. 32)	21(19.8 1)	23(21. 70)	46(43. 40)	5	Alwa ys
Twitte r	36(33. 96)	25(23. 58)	10(9.43)	24(22. 64)	11(10. 38)	1	Never
Instagr am	21(19. 81)	28(26. 42)	21(19.8 1)	23(21. 70)	13(12. 26)	3	Rarel y
YouT ube	12(11. 32)	36(33. 96)	19(17.9 2)	28(26. 42)	11(10. 38)	3	Rarel y
TikTo k	21(19. 81)	22(20. 75)	18(16.9 8)	27(25. 47)	18(16. 98)	4	Often

Exposure to health-related content on social media

Table 10 shows the respondents' exposure to health-related content about red rice on social media. The majority of respondents Strongly Agree (Mode = 5) on Statements 1, 2, 6, 7, and 8, indicating that they frequently come across content related to the health benefits of red rice on their social media platforms. This includes frequent exposure to videos or posts on social media that

highlight the health benefits of red rice, discussions about red rice in health and wellness groups on social media, frequently recommended content about the nutritional benefits of red rice, and posts comparing red rice to other types of rice in terms of health benefits. They also agree (Mode=4) on Statements 3, 4, 5, 9, and 10, indicating moderate exposure and engagement. This includes seeing sponsored ads, posts from influencers, and shares by friends, as well as instances where respondents actively seek or engage with red rice content.

These results indicate that respondents are consistently exposed to health-related content about red rice on social media, with a significant portion of this exposure coming from organic sources such as posts by friends and influencers. Thus, the results indicated that social media serves as a platform for disseminating health-related information about red rice, which can shape perceptions and awareness among users.

On the other hand, based on interviews with consumers, they noted varying exposure to health-related content about red rice, particularly from institutions such as CLSU and social media platforms.

Participants 3 and 4 mentioned that CLSU actively promotes red rice:

Participant 3: *"CLSU, pin promote nila ang red rice" (CLSU promotes red rice).*

Participant 4: *"Pinopromote ng CLSU ang red rice sa pamamagitan ng Techno Village Development Program" (CLSU promotes red rice through the Techno Village Development Program).*

Moreover, Participants 1, 3, and 5 noted that social media exposure increased their awareness of health-related products, including red rice:

"Mas higit na tumataas ang aking kamalayan sa mga produktong may kinalaman sa kalusugan" (It increases my awareness of health-related products).

Table 10. Exposure to health-related content on social media.

STATEMENTS	Mode	Remarks
1. I frequently come across health-related content about red rice while scrolling through my social media newsfeed.	5	Strongly Agree
2. I am frequently exposed to videos or posts on social media that highlight the health benefits of red rice	5	Strongly Agree
3. I have seen sponsored ads on social media promoting the health benefits of red rice.	4	Agree
4. I have seen social media influencers post about the health benefits of red rice.	4	Agree
5. I see friends and acquaintances sharing health-related content about red rice on social media.	4	Agree
6. I frequently encounter discussions about red rice in health and wellness groups on social media.	5	Strongly Agree
7. Social media platforms frequently recommend content about the nutritional benefits of red rice.	5	Strongly Agree
8. My social media feed often includes posts comparing red rice to other types of rice in terms of health benefits.	5	Strongly Agree
9. I actively seek out information about the health benefits of red rice on social media.	4	Agree
10. I have engaged with content related to red rice on social media by liking, sharing, or commenting on it.	4	Agree

Perceptions of Red Rice (health-related benefits, taste, and affordability)

Table 11 presents the respondents' perceptions of red rice, focusing on its health-related benefits, taste, and affordability.

Health-Related Benefits

In terms of health-related benefits, the majority of respondents strongly agree (Mode = 5) with statements on the health advantages of red rice. They perceive red rice as a good source of antioxidants, which can help regulate blood sugar levels and aid in weight management. Additionally, respondents strongly believe that red rice offers significant health benefits compared to white rice, and many consider it a healthier choice due to its nutrient content.

This is supported by the restaurant owner, who notes that customers value red rice primarily for its healthier properties, such as its lower sugar content and higher fiber content. This aligns with the health-conscious trends observed among survey respondents, further confirming that the health benefits of red rice are a significant factor influencing consumption.

Restaurant Owner: *“The fact that it is healthier because it has less sugar and it has more fiber, considering it is half milled.”*

Similarly, consumer interview participants confirmed that health reasons were a significant motivator for choosing red rice over white rice. Participants 1, 2, 3, 4, and 5 consistently highlighted its low sugar content and benefits for health-conscious individuals:

Participant 1: *“Ang red rice ay tincturing na mababa ang glyceimic index” (Red rice is considered to have a low glyceimic index).*

Participants 2, 3, 4, and 5 noted that it is suitable for those monitoring sugar intake, saying red rice is “mababa ang sugar” (low in sugar).

Taste

In terms of taste, respondents consistently expressed a strong preference for red rice, with a Mode of 5 across all statements. They enjoy the unique taste and texture of red rice over white rice. Moreover, the respondents believe red rice complements various dishes well, which indicates a positive perception of its flavor.

The restaurant owner's feedback indicates that customers

appreciate both the texture and taste of red rice and that they also incorporate it into various dishes, such as congee (lugaw), sticky rice balls in coconut milk (ginataang bilo-bilo), and champurrado. This suggests that red rice is valued not only for its health benefits but also for its versatility and culinary appeal to consumers. This also cross-checks the survey responses regarding satisfaction with the texture and taste of red rice among the respondents.

The consumer interviews also provided insights into how red rice compares to white rice in terms of taste and texture. Participants 1, 2, 4, and 5 described red rice as being heavier in the stomach and making them feel full easily. While Participant 3 mentioned that it has a bland taste.

Participant 1: *“Ang red rice ay maalagkit at mabango. Mas makakaramdam ka na mas mabigat ito sa tiyan, ibig sabihin mas madali ka mabusog dito, at mas matagal ka makakaramdam ng gutom” (Red rice is sticky and aromatic. You feel that it’s heavier on the stomach, meaning you get full faster and stay full longer).*

Affordability

On the issue of affordability, respondents exhibit a more varied response. While they remain neutral (Mode = 3) about the affordability of red rice within their grocery budgets, the majority agree (Mode = 5) that red rice is reasonably priced compared to other rice varieties. Furthermore, many respondents are also willing to pay a higher price for red rice due to its health benefits, with several indicating that, despite its high cost, they still consider it a good value for money because of its nutritional advantages.

Moreover, the restaurant owner mentions that the higher price of red rice compared to white rice is a challenge, which supports the survey data that cost is a factor influencing their purchasing decisions. The restaurant owner noted that factors influencing pricing, such as production costs and delivery fees, provide context to the survey's findings regarding consumer price sensitivity.

Restaurant Owner: *“People are appreciating its value more and more over time. So even if it is higher in price compared to white rice, they buy it.”*

These findings suggest that respondents recognize red rice as a valuable choice, both nutritionally and in terms of taste. However, the price aspect remains a consideration, though it does not significantly affect those who value its health benefits.

All respondents agreed that red rice is more expensive than white rice, which limits its consumption:

Participant 5: *"Mahal ang red rice kaya hindi mandalas kumakain nito" (Red rice is expensive, so I do not consume it often).*

Table 11. Perception of Red Rice

STATEMENTS	Mode	Remarks
Health-Related Benefits		
1. Red rice is a good source of antioxidants.	5	Strongly Agree
2. Red rice can help in controlling blood sugar levels.	5	Strongly Agree
3. Consuming red rice can aid in weight management.	5	Strongly Agree
4. I believe that red rice has significant health benefits compared to white rice.	5	Strongly Agree
5. Red rice is a healthier choice due to its nutrient content.	5	Strongly Agree
Taste		
1. Red rice has a unique taste that I enjoy.	5	Strongly Agree
2. The texture of red rice is satisfying.	5	Strongly Agree
3. I prefer the taste of red rice to that of white rice.	5	Strongly Agree
4. Red rice complements a wide range of dishes well.	5	Strongly Agree

- | | | |
|--|---|----------------|
| 5. I prefer the taste of red rice to that of white rice. | 5 | Strongly Agree |
|--|---|----------------|

Affordability

- | | | |
|---|---|----------------|
| 1. I find red rice to be affordable within my grocery budget. | 3 | Neutral |
| 2. Red rice is reasonably priced compared to other rice varieties. | 5 | Strongly Agree |
| 3. I am willing to pay a higher price for red rice due to its health benefits. | 4 | Agree |
| 4. Red rice, despite being pricey, offers good value for money compared to other grains I buy | 5 | Strongly Agree |
| 5. I preferred to spend more on red rice because I value its nutritional advantages | 5 | Strongly Agree |
-

Relationship between Exposure to Health-related Content on Social Media and Millennials' Perceptions of Red Rice

Table 12 shows the relationship between exposure to health-related content on social media and Millennials' perceptions of red rice. Health-related benefits, taste, and affordability were correlated with exposure to health-related content on social media.

According to the restaurant owner, promotion plays a key role in increasing the popularity of red rice, primarily through social media platforms. The owner emphasized the importance of consistently promoting red rice to reach a wider audience, for it has an impact on shaping consumer awareness and preferences.

Restaurant Owner: *"It is important to consistently promote [red rice] on social media, reaching more people, especially the young ones who are brainwashed into believing white rice is the best rice."*

The role of social media in shaping consumer perceptions was also discussed in the interviews with consumers. Consumers noted that social media exposure significantly influenced their understanding of the nutritional benefits of red rice.

Participants 2 and 4 stated that social media made it easier to learn about red rice:

“Mas mabilis malaman ang nutritional benefits, kaya nakakaengganyo subukan kahit may kamahalan” (It is easier to learn about the nutritional benefits, which encourages me to try it despite the cost).

Participant 1: *“Dahil sa mga nakikita ko sa social media, mas higit na tumataas ang aking kamalayan sa mga product (red rice) na may kinalaman sa kalusugan” (Because of my exposure to social media, my awareness of health-related products, like red rice, increases).*

Table 12. Relationship between the exposure to health-related content on social media and Millennials' perceptions of red rice.

Perception of Red Rice	Correlation Coefficient	P-value
Health-Related Benefits	0.239*	0.014
Taste	0.360*	0.000
Affordability	0.377*	0.000

* significance at a 5% level of significance

Relationship between exposure to health-related content on social media and Millennials' consumption of red rice

Table 13 shows the relationship between exposure to health-related content on social media and Millennials' consumption of red rice. It revealed a strong positive correlation between exposure to health-related content on social media and rice consumption, with a p-value of 0.000 at a 5% level of significance. This suggests that as Millennials are more frequently exposed to health-related content on social media, they are more likely to consume red rice.

In support of this finding, the restaurant owner noted that there has been an increasing appreciation for red rice over time

despite its higher cost compared to white rice. The owner emphasized that this shift in consumer behavior can be attributed to the growing awareness of red rice's health benefits, including its high fiber content and lower sugar levels. The owner also pointed to the role of social media promotion in driving this awareness, stating:

Restaurant Owner: *“People are appreciating its value more and more over time. So even if it is higher in price compared to white rice, they buy it because of the promotion on social media and other platforms being made by producers like me and the availability in the market.”*

Participants 1, 3, and 5 acknowledged that social media exposure made them more likely to try red rice:

“Mas higit na tumataas ang aking kamalayan sa mga produktong may kinalaman sa kalusugan” (It increases my awareness of health-related products).

Moreover, consumers suggested ways restaurants and markets can improve their strategies for selling red rice and increase the consumption of red rice among consumers. One participant suggested that including red rice as a regular menu item could encourage more consumers to try it:

Participant 1: *“Kung magiging bahagi ito ng menu na handa silang ipagkaloob sa kanyang mga kliyente.” (If it becomes part of the menu that they are willing to offer to their customers).*

Thus, this suggests that the increased exposure to health-related content on platforms like social media is influencing Millennials to choose and consume red rice, even if it means paying a higher amount for it. Additionally, offering red rice regularly in restaurants and markets can increase its consumption.

Table 13. Relationship between the exposure to health-related content on social media and Millennials' consumption of red rice.

Particulars	Correlation Coefficient	P-value
Exposure to health-related content on social media	0.545*	0.000

* *significance at a 5% level of significance*

Relationship between the perception of red rice and Millennials' consumption of red rice

Table 14 illustrates the relationship between Millennials' perception of red rice and their consumption of red rice. It shows that affordability is the only perception significantly correlated to the Millennials' consumption of red rice. This suggests that promoting the affordability of red rice may be a more effective way to increase its consumption.

On the other hand, the restaurant owner emphasized the challenges of red rice's higher cost as a barrier to widespread adoption. While many customers appreciate the health benefits and taste of red rice, the price remains a significant factor in their purchasing decisions and consumption. The owner explained:

Restaurant Owner: *"The cost and limited supply are the main barriers. I sell red rice at ₱100 per kilo, which is significantly higher than white rice. However, despite this, people are still buying it because they know it is healthier and more nutritious."*

The positive perceptions of red rice, notably its health benefits and taste, have significantly influenced its consumption. The consumers also mentioned this during the interview, where Participants 1, 3, and 5 emphasized its filling nature, *"Mabilis makabusog" (Filling)*.

Additionally, Participants 3 and 4 associated red rice with its suitability for dieting and health-conscious individuals:

Participant 3: *"Maganda sa mga taong health conscious at nagda-diet" (Good for health-conscious people and those on a diet)*.

Table 14. Relationship between the perception of red rice and Millennials' consumption of red rice.

Particulars	Correlation Coefficient	P-value
Health-Related	0.010	0.920

Benefits		
Taste	0.097	0.322
Affordability	0.221*	0.023

* *significance at a 5% level of significance*

CONCLUSIONS

The study reveals that exposure to health-related content on social media has a significant influence on Millennials' perceptions and consumption of red rice. The majority of respondents viewed red rice positively due to its health benefits, taste, and nutritional value, which aligns with the growing awareness through social media. Health-conscious Millennials, particularly those exposed to frequent health-related content, are more likely to consume red rice despite its higher cost.

The study also highlights the importance of social media as a platform for increasing consumer knowledge, with both respondents and restaurant owners emphasizing the role of online content in shaping consumer preferences.

Additionally, based on the result, promoting red rice as a cost-effective option on social media may resonate well with Millennials, who are often budget-conscious while also seeking healthier food alternatives. Therefore, marketing efforts should focus on highlighting the economic benefits of red rice, alongside its nutritional advantages, to effectively increase its appeal and consumption rates within this age group.

The findings suggest that producers, restaurants, marketers, and others can enhance red rice consumption by further utilizing social media to promote its health benefits and by incorporating it into regular menus to increase accessibility.

RECOMMENDATIONS

Based on the results of the study, the following are the recommendations of the researchers:

1. The results revealed a need to enhance the consumption of red rice among Millennials. Thus, stakeholders (producers, sellers, restaurants, etc.) should focus on promoting their health benefits on social media, primarily through influencers and health-related groups.
2. Interviewed respondents also recommended that restaurants and other *carinderias* consider making red rice a regular menu item, as the results show a positive perception in terms of taste and health benefits. Thus, offering red rice in different dishes could encourage trial and could lead to regular consumption.
3. As affordability is one of the barriers to red rice consumption, price reductions through bulk buying, offering discounts for regular purchases, or educating consumers on the long-term health benefits that justify the higher price could make it affordable to consumers.
4. Enhance collaboration with local farmers and producers to reduce supply chain costs and increase the accessibility of red rice to a broader audience, thereby promoting wider adoption.
5. Expand the availability of red rice in grocery stores and fast-food outlets to increase its accessibility to consumers.
6. While social media exposure was a key factor in shaping perceptions and consumption of red rice, other factors, such as family, peers, and traditional media (including TV and radio), could also be explored to gain a deeper understanding of the broader context of decision-making in red rice consumption.
7. Future studies could expand beyond Nueva Ecija to other provinces or urban areas in the Philippines to examine regional differences in Millennials' perceptions and consumption of red rice.

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Perceived Effects of Corporate Social Responsibility on Microfinance Institutions (MFI's) Operations In Cabanatuan City

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ABSTRACT

This study examines the impact of Corporate Social Responsibility (CSR) on the operational effectiveness of Microfinance Institutions (MFIs) in Cabanatuan City, Nueva Ecija. The research aims to assess the effects of CSR initiatives on business operations, particularly in terms of operational efficiency, financial performance, and institutional reputation. It also seeks to identify challenges encountered in CSR implementation and provide strategic recommendations for enhancing CSR integration within MFIs. The study employs a quantitative research design, utilizing a descriptive-correlational approach to analyze the relationship between CSR activities and business operations. Purposive sampling was used to select 28 key employees from registered MFIs in Cabanatuan City who actively engage in CSR initiatives. Data collection was conducted through structured surveys and questionnaires, which were analyzed using statistical methods to determine the extent of CSR's impact on operational performance. Findings indicate that while CSR initiatives contribute positively to the financial performance of MFIs by improving access to funding and investment opportunities, their impact on operational efficiency and brand reputation remains minimal. The study highlights key challenges in CSR implementation, including resource constraints, limited employee

engagement, and difficulties in maintaining long-term community partnerships. Additionally, sustainability concerns regarding consistent funding for CSR initiatives were identified as a recurring issue. Based on these findings, the study recommends appointing dedicated CSR directors, improving impact assessment mechanisms, and enhancing employee and community engagement to strengthen CSR practices. The results offer valuable insights for MFIs seeking to strike a balance between financial sustainability and social responsibility, ultimately contributing to the broader discourse on the role of CSR in financial inclusion and economic development in the Philippines.

Keywords: *Business, Sustainability, Community, Engagement, Corporate Social Responsibility, Financial Inclusion, Microfinance Institutions, Operational Efficiency.*

INTRODUCTION

Doing business was not only about earning money but also about achieving business objectives and goals. It was a deeper connection between economic value and a commitment to its stakeholders. The traditional concept of "business of business is business" is no longer prevalent in today's modern business environment; instead, it has given way to the rise of Corporate Social Responsibility (CSR). CSR was not only seen as a charitable and philanthropic activity but also as a strategic tool that a company could use to promote the long-term sustainability of its business. CSR also had a way of striking a balance between making a profit and fulfilling its moral obligation to the community in which the business was situated. One of the business industries that was open to CSR was the Financial Institutions. Financial Institutions, in serving their clients through financing activities, also engage in CSR programs that can broaden their corporate strategy, recognizing their role in enhancing operational efficiency, building brand trust, and contributing to social welfare (Meng & Imran, 2024).

Microfinance Institutions (MFIs) are considered one of the most important tools for international development and poverty alleviation (Mader, 2016). Such businesses have been at the forefront of incorporating CSR into their business operations. The operations involved empowering low-income individuals and marginalized communities by providing services such as financial access and financial

literacy education. MFIs worldwide have demonstrated how CSR can be effectively integrated into business operations through engagement in social activities.

In the Philippines, CSR has gained significant traction across the public and private sectors, prompting businesses to align their strategies with sustainable and responsible practices. Government regulations and policies further reinforce the adoption of CSR, particularly among MFIs, as a mechanism to support financial inclusion, empower communities, and contribute to national development goals (Santos, 2017). However, while CSR objectives are well-defined, challenges persist. Many businesses struggle with resource constraints, a lack of CSR awareness, and difficulties in fully integrating social responsibility into their operations (Mirvis & Googins, 2018).

Narrowing the scope, MFIs in Cabanatuan City, an economic hub in Nueva Ecija, play a crucial role in offering financial services to marginalized communities. These institutions engage in CSR activities such as community outreach and financial literacy programs, demonstrating their commitment to social responsibility. However, despite their contribution to local economic development, the extent to which CSR is integrated into their operations and its impact on efficiency and financial performance remains underexplored. While research has shown that CSR enhances community engagement (Freeman, Harrison, & Zyglidopoulos, 2021), its effect on institutional operations, client loyalty, and long-term business sustainability needs further investigation.

Although many CSR studies highlight its impact on communities, gaps remain in understanding how CSR initiatives influence day-to-day operational efficiency, employee engagement, and financial performance at the local level (Jamali & Karam, 2016). This study aims to bridge that gap by examining the relationship between CSR and the operational effectiveness of MFIs in Cabanatuan City. The research seeks to provide strategic recommendations for enhancing CSR integration and improving institutional performance. By analyzing CSR's influence on key operational areas such as resource allocation, employee engagement, and community involvement, this study will offer insights into the challenges MFIs encounter in balancing social responsibility with business sustainability. Therefore, this research will assess the impact of CSR on MFIs in Cabanatuan City and its effects on business operations, ultimately serving as a basis for developing a strategic plan.

METHODS

The study employed a quantitative research method. It aimed to collect and analyze numerical data to answer research questions and test hypotheses. In research involving a large population, a quantitative study is recommended, as this methodology utilizes numerical data and statistics to collect information and examine various issues or phenomena.

This study would utilize purposive sampling. Additionally, an adequate purposive sample must have clear criteria and a well-defined rationale for inclusion. This study would cover all the registered MFIs operating in Cabanatuan City that have CSR Programs. In selecting the registered MFIs with active CSR programs, the study aimed to gather comprehensive data that could be used to determine the Corporate Social Responsibility (CSR) practices of MFIs in Cabanatuan City and the effects of these CSR programs on business operations.

The respondents of the study were the twenty-eight (28) key employees from the registered MFIs in Cabanatuan City. To gather relevant data and minimize biases in the data collection process, the respondents include MFI managers and supervisors, the institution's CSR officers, financial officers, and other relevant personnel. The identified employees were actively and directly involved in the study, having substantial knowledge of their institution's CSR initiatives and operational activities.

The study was conducted in Cabanatuan City, where several MFIs are registered and actively engaged in various CSR programs. With this, Cabanatuan City was the ideal research site for conducting the study, as it would provide variations in the data gathered due to the number of registered MFIs. The survey was administered on the premises of the MFI company at a time convenient for the researchers to gather comprehensive information.

RESULTS AND DISCUSSION

Profile of the Microfinance Institutions

Forms of Business

The distribution of respondents by geographical location is presented in Table 1. The results showed that

microfinance institutions (MFIs) in Cabanatuan City operate under diverse business forms, including associations, cooperatives, corporations, and Non-Governmental Organizations (NGOs).

Table 1. Business Forms

Form of Business	Frequency	Percentage
Sole Proprietorship	2	7%
Partnership	1	4%
Corporation	21	75%
Cooperative	3	11%
NGO	1	4%
Total	28	100%

Years in Operation

The distribution of respondents by their years of operation is presented in Table 2. Their operational duration varies significantly, ranging from 1 to more than 10 years.

Table 2: Business Operating Years

Years in Operation	Frequency	Percentage
Less than a year	-	-
1-5 years	2	7%
6-10 years	2	7%
More than 10 years	24	86%
Total	28	100%

Scope of Operation

Based on the scope of the business operation, the MFI's scope of service caters to local, provincial, regional, and national levels of service.

Table 3: Business Operation Scope

Scope of Business Operation	Frequency	Percentage
Local (within Cabanatuan City)	1	4%
Provincial (within	11	39%

Nueva Ecija)		
Regional	10	36%
National	6	21%
Total	28	100%

Number of Employees

Employee sizes differ widely, ranging from fewer than 10 to over 100, as indicated in Table 9. The variety in business structures and operational traits of MFIs showcases their ability to adapt to the needs of financial inclusivity. The differences in employee numbers and operational ranges suggest that MFIs can be both flexible and scalable based on their target market and organizational objectives. For example, larger MFIs with a national presence and considerable staff are more capable of executing CSR initiatives that create a broader impact. In contrast, smaller MFIs may concentrate on community-specific and localized CSR activities.

Table 4. Number of Employees

Scope of Business Operation	Frequency	Percentage
Less than 10	6	21%
10-50	4	14%
51-100	9	31%
More than 100	9	31%
Total	28	100%

Affiliation or Accreditation

The distribution of respondents based on the number of MFIs with which they have affiliations or accreditation is indicated in Table 9. Additionally, while some MFIs have affiliations or accreditations with relevant organizations, others operate independently.

Table 5. Affiliation or Accreditation

Affiliated/Accredited	Frequency	Percentage
Yes	5	17%
No	23	79%
Total	28	100%

CSR Scope and Description

The study found that the corporate social responsibility (CSR) initiatives of microfinance institutions (MFIs) in Cabanatuan City

encompass a broad spectrum of activities, including environmental conservation, social welfare programs, economic development initiatives, educational support, health and safety campaigns, charitable projects, and youth and sports development.

Table 6. CSR Scope and Description

CSR Scope and Description	Frequency	Percentage
Environmental	6	11%
Social Welfare	6	11%
Economic Development	4	7%
Educational Support	6	11%
Health and Safety	5	9%
Charitable	6	11%
Projects/Programs		
Youth and Sports	4	7%
Development		
Others	20	35%
Total	67	100%

CSR Implementation

The frequency of CSR implementation varies, with activities being conducted rarely (once a year), occasionally (1–2 times a year), or regularly (at least once a month). The majority (55%) of the institutions did not implement their CSR. At the same time, 7% of them implement once a year.

Table 7. CSR Implementation

CSR Implementation	Frequency	Percentage
Regularly (at least once a month)	6	21%
Occasionally (1-2 times a year)	4	14%
Rarely (once a year)	2	7%
Not at all	16	55%
Total	28	100%

CSR Monitoring and Evaluation

Furthermore, while some (38%) MFIs monitor and evaluate their CSR initiatives, the majority (595) of them do not, as indicated in Table 12.

Table 8. CSR Monitoring and Evaluation

CSR Monitoring and Evaluation	Frequency	Percentage
Yes	11	38%
No	17	59%
Total	28	100%

The method used in Monitoring and Evaluation.

Monitoring and evaluation are conducted through various mechanisms, including internal monitoring teams, external auditors, and community feedback. The range of CSR initiatives demonstrates the MFIs' commitment to addressing various socio-economic and environmental issues within their areas of operation. Nonetheless, the differences in how often these initiatives are carried out suggest limitations in resources or varying strategic focuses among the institutions. Frequent CSR activities signify a forward-thinking and cohesive approach to social responsibility, whereas infrequent initiatives could imply a reactive stance or constrained resources.

Table 9. Methods used in Monitoring and Evaluation

CSR Monitoring and Evaluation	Frequency	Percentage
Internal Monitoring Team	8	42%
External Auditors	5	26%
Community Feedback	6	32%
Total	19	100%

Effects of Corporate Social Responsibility on Microfinance Institutions (MIFs) Operations

For the study to assess the effects of Corporate Social Responsibility Practices of Microfinance Institutions (MIFs), the following rating scales were used: (4) Strong Positive Effects, (3) Positive Effects, (2) Minimal Effects, and (1) No Effects. The variables operational efficiency/productivity, financial performance, reputation, and Brand image were asked among the respondents.

Operational Efficiency/Productivity

When respondents were asked about the effects of Corporate Social Responsibility (CSR) practices on the operational efficiency and productivity of microfinance institutions (MFIs), the highest weight was attributed to the statement, "CSR efforts in our organization have streamlined operational processes and workflows." Despite this, the overall weighted mean of 2.36 indicates that CSR practices have only a minimal effect on the operational efficiency and productivity of MFIs.

The results indicate that although CSR initiatives can lead to enhanced processes and workflows in certain instances, their overall effect on operational efficiency is limited. This may be due to various factors, including the lack of CSR integration into primary business strategies, inadequate resources dedicated to CSR efforts, or an emphasis on benefits for the community rather than improvements to internal operations. These findings stand in contrast to earlier research by Sun & Yu (2015), which highlighted CSR's potential to boost organizational productivity, as well as the work of Singh & Misra (2021), who noted enhancements in stakeholder engagement and streamlined operations.

The limited effect seen in this study may be indicative of a contextual or sector-specific limitation, especially for microfinance institutions that frequently function with limited resources and tend to prioritize community-oriented CSR over the optimization of internal processes (Nourani et al., 2020).

Table 10. Operational Efficiency/Productivity

Operational Efficiency/Productivity	Weighted Mean	Verbal Interpretation	Verbal Description
1. The integration of CSR into our business operations has enhanced employee productivity.	2.43	Minimal Effects	The respondent somewhat disagrees that CSR practices have a meaningful effect on their business operations, with a limited effect.
2. Our organization's CSR efforts have streamlined operational processes and workflows.	2.46	Minimal Effects	The respondent somewhat disagrees that CSR practices have a meaningful effect on their business

3. Our company's CSR practices have led to a reduction in operational costs.	2.17	Minimal Effects	operations, with a limited effect. The respondent somewhat disagrees that CSR practices have a meaningful effect on their business operations, with a limited effect.
4. Our CSR programs have contributed to faster decision-making and problem-solving within our operations.	2.32	Minimal Effects	The respondent somewhat disagrees that CSR practices have a meaningful effect on their business operations, with a limited effect.
5. Our CSR activities have positively impacted the efficiency of resource management (e.g., energy, water, materials).	2.42	Minimal Effects	The respondent somewhat disagrees that CSR practices have a meaningful effect on their business operations, with a limited effect.
Overall Weighted Mean	2.36	Minimal Effects	Somewhat Disagree

Legend: 3.28-4.00 -Strong Positive Effects
 2.52-3.27 -Positive Effects
 1.76-2.51-Minimal Effects
 1.00-1.75-No Effects

Financial Performance

In terms of the effects of Corporate Social Responsibility (CSR) practices on the financial performance of microfinance institutions (MFIs), the respondents give the highest weight to the statement, "Engaging in CSR has helped us secure better financing or investment opportunities from stakeholders." The overall weighted mean of 2.51 indicates that CSR practices have a positive effect on the financial performance of the microfinance institution in Cabanatuan City.

The results demonstrate that CSR initiatives are crucial for enhancing the financial performance of MFIs, particularly by facilitating improved access to funding and investment opportunities. This supports previous research by Wang and Sarkis (2017), which emphasizes the role of CSR

in building stakeholder trust and garnering financial backing. The established positive correlation between CSR and financial success reinforces the idea that socially responsible practices are a valuable strategic resource for MFIs. Nevertheless, the weighted mean indicates that while the influence is beneficial, it is not fully optimized. This may be due to factors like inconsistent execution of CSR initiatives, insufficient visibility of CSR activities to stakeholders, or a disconnect between CSR objectives and financial goals (Kalra, 2024).

Table 11. Financial Performance

Financial Performance	Weighted Mean	Verbal Interpretation	Verbal Description
1. Microfinance Institution programs have contributed to lowering financial risks by strengthening relationships with clients and the community.	2.61	Positive Effect	The respondent agrees that CSR practices have a positive effect on their business, although the effect may be moderate in some areas.
2. CSR efforts, such as supporting local small businesses, have led to more sustainable client relationships and a positive impact on our financial performance.	2.39	Minimal Effect	The respondent somewhat disagrees that CSR practices have a meaningful effect on their business operations, with a limited effect.
3. The social and community-oriented CSR initiatives have enhanced client loyalty, leading to improved financial outcomes.	2.61	Positive Effect	The respondent agrees that CSR practices have a positive effect on their business, although the effect may be moderate in some areas.
4. Engaging in CSR has helped MFI secure better	2.64	Positive Effect	The respondent agrees that CSR practices have a

financing or investment opportunities from stakeholders.				positive effect on their business, although the effect may be moderate in some areas.
5. The CSR activities of microfinance institutions have reduced operational costs, contributing to improved financial performance.	2.32	Minimal Effect		The respondent somewhat disagrees that CSR practices have a meaningful effect on their business operations, with a limited effect.

Overall Weighted Mean	2.51	Positive Effects	Agree
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Legend: 3.28-4.00 -Strong Positive Effect
 2.52-3.27 -Positive Effect
 1.76-2.51 -Minimal Effect
 1.00-1.75 -No effect

Reputation and Brand Image

Regarding the impact of Corporate Social Responsibility (CSR) practices on the reputation and brand image of microfinance institutions (MFIs), the respondents give the highest weight to the statement, "Our microfinance institution's CSR efforts have improved our visibility and recognition in the industry." However, the overall weighted mean of 2.41 indicates that CSR practices have a minimal effect on the reputation and brand image of the microfinance institution in Cabanatuan City. The results indicate that although CSR initiatives enhance visibility and recognition within the sector, their overall effect on reputation and brand image is limited. This may suggest that the existing CSR activities are not communicated effectively to stakeholders or lack the scale and consistency required to significantly influence the MFIs' brand positioning. This finding contrasts with previous research, which commonly emphasizes CSR as a vital factor in enhancing brand perception and reputation (Geng et al., 2022). The divergence may be attributed to sector-specific challenges (Araújo et al., 2023), such as limited marketing resources or a greater emphasis on community involvement rather than strategies focused on brand building.

Table 12. Reputation and Brand Image

Reputation and Brand Image	Weighted Mean	Verbal Interpretation	Verbal Description
1. Microfinance Institution's commitment to CSR has strengthened our institution's reputation as a socially responsible financial service provider.	2.43	Minimal Effect	The respondent somewhat disagrees that CSR practices have a meaningful effect on their business operations, with a limited effect.
2. Our microfinance institution's CSR initiatives have made us more attractive to potential clients and partners.	2.36	Minimal Effect	The respondent somewhat disagrees that CSR practices have a meaningful effect on their business operations, with a limited effect.
3. CSR activities, such as supporting local communities, have enhanced the brand loyalty of microfinance institutions.	2.36	Minimal Effect	The respondent somewhat disagrees that CSR practices have a meaningful effect on their business operations, with a limited effect.
4. The implementation of CSR programs has positioned microfinance institutions as leaders in ethical and	2.43	Minimal Effect	The respondent somewhat disagrees that CSR practices have a meaningful effect on their

responsible business practices.

business operations, with a limited effect.

5. The microfinance institution's CSR efforts have improved our visibility and recognition in the industry.

2.5

Minimal Effect

The respondent agrees that CSR practices have a minimal impact on their business, although this impact may be minimal in certain areas.

Overall Weighted Mean	2.41	Minimal Effect	Somewhat Disagree
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Legend:3.28-4.00 -Strong Positive Effect

2.52-3.27 -Positive Effect

1.76-2.51-Minimal Effect

1.00-1.75-No effect

Challenges Encountered in the Implementation of Corporate Social Responsibility of Microfinance Institutions (MIFs)

For the study to assess the challenges encountered in the implementation of the Corporate Social Responsibility of Microfinance Institutions (MIFs), the following rating scales were used: (4) Very Challenging, (3) Challenging, (2) Slightly Challenging, and (1) Not Challenging. The variables of resource allocation, employee engagement, community engagement, and sustainability of the CSR program were asked among the respondents.

Resource Allocation

When respondents were asked about the challenges encountered in implementing Corporate Social Responsibility (CSR) practices, particularly in the allocation of resources by microfinance institutions (MFIs), the highest weight was attributed to the statement, "Securing consistent funding for CSR projects is a challenge for our institution." Despite this, the overall weighted mean of 2.05 indicates that CSR practices are slightly challenging for MFIs.

The results indicate that funding is a significant hurdle in implementing CSR initiatives, highlighting the financial limitations faced by numerous

MFI. This finding is consistent with previous research, which has recognized the scarcity of resources as a significant impediment to the successful implementation of CSR programs, especially in organizations operating in environments with limited resources (Birhanu Moltot Ayalew, 2018). The moderately weighted mean implies that while funding represents a considerable obstacle, other facets of CSR implementation, such as staffing or operational integration, might be less challenging. This illustrates the ability of MFIs to effectively utilize non-financial resources in maintaining their CSR efforts.

Table 13. Resource Allocation

Resource Allocation	Weighted Mean	Verbal Interpretation	Verbal Description
1. The allocation of time for planning and executing CSR activities is limited, posing a challenge for our institution.	2.04	Slightly Challenging	The respondent perceives the task as somewhat complicated, although it is not overwhelming and can be handled with minimal effort or minor adjustments.
2. Allocating sufficient resources (financial, human, or material) for CSR initiatives is a challenge for our microfinance institution.	2.04	Slightly Challenging	The respondent perceives the task as somewhat complicated, although it is not overwhelming and can be handled with minimal effort or minor adjustments.
3. Balancing resource allocation between CSR and core business operations is difficult for our institution.	2.00	Slightly Challenging	The respondent perceives the task as somewhat complicated, although it is not overwhelming and can be

<p>4. Securing consistent funding for CSR projects is a challenge for our institution.</p>	<p>2.11</p>	<p>Slightly Challenging</p>	<p>handled with minimal effort or minor adjustments. The respondent perceives the task as somewhat complicated, although it is not overwhelming and can be handled with minimal effort or minor adjustments. The respondent perceives the task as somewhat complicated, although it is not overwhelming and can be handled with minimal effort or minor adjustments.</p>
<p>5. Microfinance institution faces challenges in acquiring the necessary materials or tools for successful CSR programs.</p>	<p>2.07</p>	<p>Slightly Challenging</p>	<p>The respondent perceives the task as somewhat complicated, although it is not overwhelming and can be handled with minimal effort or minor adjustments.</p>

<p>Overall Weighted Mean</p>	<p>2.05</p>	<p>Slightly Challenging</p>	<p>Somewhat Difficult</p>
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Legend: 3.28-4.00 -Very Challenging
 2.52-3.27 - Challenging
 1.76-2.51- Slightly Challenging
 1.00-1.75- Not Challenging

Employee Engagement

In terms of employee engagement, when respondents were asked about the challenges encountered in implementing Corporate Social Responsibility (CSR) practices, the highest weight was attributed to the statement, "Our institution struggles to maintain high levels of employee engagement in CSR despite heavy workloads." However, the overall weighted mean of 2.09 indicates that CSR practices are slightly challenging for MFIs.

The results suggest that, although competing work demands can influence employee involvement in CSR activities, this issue does not pose a significant obstacle for most MFIs. This could imply that

employees typically acknowledge the importance of CSR initiatives or that MFIs have successfully developed strategies to manage workloads while participating in CSR activities. This finding is consistent with earlier research by Hosseini et al. (2021), which suggests that organizational culture and the perceived connection between CSR efforts and both personal and institutional objectives often influence the level of employee engagement in CSR. Nevertheless, the findings also highlight an area where improvements can be made, as maintaining high levels of employee engagement is crucial for the effectiveness and longevity of CSR initiatives.

Table 14. Employee Engagement

Employee Engagement	Weighted Mean	Verbal Interpretation	Verbal Description
1. Communicating the importance of CSR to employees in a way that inspires action is challenging.	2.14	Slightly Challenging	The respondent perceives the task as somewhat complicated, although it is not overwhelming and can be handled with minimal effort or minor adjustments.
2. Encouraging and maintaining employee participation in CSR activities poses a challenge for our institution.	2.00	Slightly Challenging	The respondent perceives the task as somewhat difficult, although it is not overwhelming and can be handled with minimal effort or minor adjustments.
3. Microfinance institutions struggle to integrate CSR activities into employees' daily responsibilities without disrupting operations.	2.04	Slightly Challenging	The respondent perceives the task as somewhat difficult, although it is not overwhelming and can be handled with minimal effort or minor

<p>4. Creating opportunities for employees to contribute to CSR in meaningful ways that align with their skills and interests is a significant challenge.</p>	<p>2.11</p>	<p>Slightly Challenging</p>	<p>adjustments. The respondent perceives the task as somewhat difficult, although it is not overwhelming and can be handled with minimal effort or minor adjustments.</p>
<p>5. Microfinance institution struggles to maintain high levels of employee engagement in CSR despite heavy workloads.</p>	<p>2.19</p>	<p>Slightly Challenging</p>	<p>The respondent perceives the task as somewhat complicated, although it is not overwhelming and can be handled with minimal effort or minor adjustments.</p>
<p>Overall Weighted Mean</p>	<p>2.09</p>	<p>Slightly Challenging</p>	<p>Somewhat Difficult</p>

Legend: 3.28 -4.00 -Very Challenging
 2.52-3.27 - Challenging
 1.76-2.51- Slightly Challenging
 1.00-1.75- Not Challenging

Community Engagement

When respondents were asked about the challenges encountered in implementing Corporate Social Responsibility (CSR) practices in community engagement, the highest weight was attributed to the statement, "Our institution faces challenges in maintaining long-term community partnerships for CSR initiatives." Despite this, the overall weighted mean of 2.11 suggests that challenges related to community engagement are relatively minimal for microfinance institutions (MFIs). The results indicate that although maintaining long-term community partnerships can be challenging, it is not a significant obstacle for most microfinance institutions (MFIs). This may reflect the nature of corporate social responsibility (CSR) initiatives, in which MFIs often focus on short-term, project-specific efforts rather than long-term partnerships due to resource or operational constraints. These findings are consistent with previous studies that underscore the significance of long-term community

involvement in maximizing social impact and the sustainability of CSR initiatives (Aslaksen et al., 2021). According to Raj (2023), difficulties in upholding these partnerships often arise from issues such as differing expectations, insufficient resources, or the absence of follow-up strategies to enhance relationships with community stakeholders.

Table 15. Community Engagement

Employee Engagement	Weighted Mean	Verbal Interpretation	Verbal Description
1. Understanding the specific needs of the community for targeted CSR programs poses a challenge for our institution.	2.14	Slightly Challenging	The respondent perceives the task as somewhat complicated, although it is not overwhelming and can be handled with minimal effort or minor adjustments.
2. Ensuring that our CSR initiatives address real community concerns is challenging.	2.14	Slightly Challenging	The respondent perceives the task as somewhat complicated, although it is not overwhelming and can be handled with minimal effort or minor adjustments.
Building strong relationships with local communities for effective CSR collaboration is a challenging task.	2.04	Slightly Challenging	The respondent perceives the task as somewhat complicated, although it is not overwhelming and can be handled with minimal effort or minor adjustments.

4. Gaining the trust and active participation of the community in MFI CSR efforts is difficult.	2.07	Slightly Challenging	The respondent perceives the task as somewhat complicated, although it is not overwhelming and can be handled with minimal effort or minor adjustments.
5. Microfinance institution faces challenges in maintaining long-term community partnerships for CSR initiatives.	2.18	Slightly Challenging	The respondent perceives the task as somewhat complicated, although it is not overwhelming and can be handled with minimal effort or minor adjustments.
Overall Weighted Mean	2.11	Slightly Challenging	Somewhat Difficult

Legend: 3.28 -4.00 -Very Challenging
 2.52-3.27 - Challenging
 1.76-2.51- Slightly Challenging
 1.00-1.75- Not Challenging

Sustainability of the CSR Programs

In terms of the sustainability of the CSR Programs, the challenges encountered in the implementation showed the highest weight given to the statement, "Ensuring consistent funding to sustain CSR programs over time is a challenge for our institution." Despite this, the overall weighted mean of 2.03 suggests that challenges related to the sustainability of the CSR Programs are slightly challenging for microfinance institutions (MFIs).

The results indicate that although obtaining stable funding is challenging, it does not significantly affect the overall sustainability of CSR programs for most MFIs. This may reflect the organization's ability to adjust its programs according to available resources or utilize short-term funding to sustain its operations. Nevertheless, dependence on

limited funding sources may lead to long-term vulnerabilities regarding the ongoing success and effectiveness of CSR efforts. This finding is consistent with the research by Chan et al. (2017), which emphasizes that financial limitations persist as a significant issue in maintaining CSR initiatives, particularly in resource-constrained areas such as microfinance. Organizations frequently struggle to strike a balance between operational necessities and the financial requirements of sustained CSR efforts, which can result in fragmented or irregular implementation.

Table 16. Community Engagement

Sustainability of the CSR Program	Weighted Mean	Verbal Interpretation	Verbal Description
1. Microfinance institutions face challenges in measuring the long-term outcomes of their CSR efforts.	2.07	Slightly Challenging	The respondent perceives the task as somewhat complicated, although it is not overwhelming and can be handled with minimal effort or minor adjustments.
2. Ensuring consistent funding to sustain CSR programs over time is a challenge for our institution.	2.14	Slightly Challenging	The respondent perceives the task as somewhat complicated, although it is not overwhelming and can be handled with minimal effort or minor adjustments.
Maintaining the relevance and long-term impact of CSR initiatives is challenging.	2.00	Slightly Challenging	The respondent perceives the task as somewhat complicated, although it is not overwhelming

4. Adapting CSR programs to evolving community and business needs over time is a challenging task.	1.89	Slightly Challenging	and can be handled with minimal effort or minor adjustments. The respondent perceives the task as somewhat complicated, although it is not overwhelming and can be handled with minimal effort or minor adjustments. The respondent perceives the task as somewhat complicated, although it is not overwhelming and can be handled with minimal effort or minor adjustments.
5. Ensuring stakeholder commitment to long-term CSR goals is a challenge for our institution.	2.07	Slightly Challenging	The respondent perceives the task as somewhat complicated, although it is not overwhelming and can be handled with minimal effort or minor adjustments.
Overall Weighted Mean	2.04	Slightly Challenging	Somewhat Difficult

Suggestions for CSR Improvement

When the respondents were asked about suggestions they could provide for improving CSR Practices, they mentioned the idea of appointing a CSR Director, as well as conducting a deeper evaluation of the effect on the community and having a proper assessment of the execution of CSR activities. Additionally, they suggested maintaining good engagement among current clients and employees to ensure the institution has a positive image within the community and among its future clients. Lastly, MFIs can focus on activities such as charity programs to foster greater commitment and engagement within society.

CONCLUSION AND RECCOMENDATIONS

The research highlighted the different levels of influence and obstacles linked to the adoption of Corporate Social Responsibility (CSR) practices in microfinance institutions (MFIs) located in Cabanatuan City. While CSR practices are typically viewed as advantageous for operational efficiency, financial outcomes, and community involvement, challenges such as securing stable funding, cultivating enduring community partnerships, and promoting employee participation continue to be notable hindrances. These issues are particularly evident in the sustainability of CSR initiatives, where financial constraints pose a recurring challenge.

Despite these difficulties, the results suggest that MFIs can successfully implement CSR practices to a moderate extent, enhancing their visibility and standing within the industry. However, this has only a slight effect on their reputation and brand image. The study emphasizes the need for MFIs to employ more strategic methods in their CSR efforts, including diversifying funding sources and strengthening community and employee engagement strategies, to enhance the long-term viability and effectiveness of their programs.

The researchers suggested that MFIs can strengthen their CSR programs by incorporating the following areas into the institution's strategic planning, including proper budgeting and determination of operating costs, as well as enhancing CSR activities that support local communities. Additionally, it is recommended to ensure a balanced allocation of resources between CSR and core business operations, encourage and maintain employee participation in CSR activities, foster strong relationships with local communities for effective CSR collaboration, and adapt CSR programs to evolving community and business needs over time. The following suggestions can lead to greater social impact and a more sustainable business model. Lastly, future studies could further investigate the relationship between CSR strategies and organizational performance in resource-constrained sectors, such as microfinance.

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The Resolution Strategies and Leadership's Role in Managing Organizational Conflict

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ABSTRACT

Conflict management is essential for creating harmony and productivity within organizations. The study analyses the conflict resolution strategies and the role of leadership in managing conflicts in Core Gateway College, Inc. A structured questionnaire was distributed to 19 leaders to collect data on the effectiveness of various strategies, including avoidance, accommodation, competition, cooperation, and compromise, as well as the impact of leaders' experience, competence, and active participation. Results show that cooperation and accommodation are the most preferred strategies, which promote trust and collaboration. Leadership attributes, such as experience and proactive participation, also have a significant influence on conflict resolution. Such findings underscore the need for tailored approaches to conflict resolution and leadership involvement in fostering a healthy work environment.

Keywords: *Conflict management, resolution strategies, leadership, cooperation, accommodation, organizational harmony*

INTRODUCTION

Conflicts are unavoidable in organizations due to varying perspectives, interests, and objectives, making effective conflict management crucial for maintaining a productive and harmonious workplace. Research suggests that conflicts within relationships can have a detrimental impact on team performance and employee satisfaction. De Dreu and Van Vianen (2001) indicate that avoidance strategies enable team members to concentrate more effectively than collaborative or confrontational methods when addressing relationship conflicts. DeChurch and Marks (2001) highlight that task conflicts can enhance group satisfaction when managed collaboratively but diminish satisfaction if approached neutrally or uncooperatively.

In the Philippines, the demand for efficient conflict management has increased as numerous organizations implement systematic methods for resolving disputes. According to the Philippine Society for Human Resource Management (PSHRM, 2023), 65% of domestic firms have implemented conflict management training to enhance workplace dynamics and team unity. The Asian Institute of Management (AIM, 2023) found that organizations implementing effective conflict management strategies have significantly reduced employee turnover and enhanced job satisfaction. At the state level, the Civil Service Commission's mediation program has decreased workplace conflicts by nearly 30%, promoting a culture of cooperation. These results underscore the importance of structured conflict resolution approaches in fostering organizational dynamics and overall well-being.

The significance of resolution strategies in fostering a productive organizational atmosphere cannot be exaggerated. The five main strategies for resolving conflicts—avoidance, accommodation, competition, cooperation, and compromise—are crucial for encouraging a peaceful work environment. Avoidance refers to evading or sidestepping conflict, often when the matter is minor or when addressing it might lead to adverse outcomes (Thomas, 1976). Although avoidance provides short-term comfort, it usually results in unresolved problems and can deteriorate over

time (Blake & Mouton, 1964). Accommodation involves accommodating the needs of the other party, emphasizing the importance of preserving relationships over pursuing individual objectives, which helps sustain harmony (Rahim, 2002). Competition, in contrast, entails vigorously chasing one's goals, frequently to the detriment of relationships, and proves effective when rapid decisions are essential (Thomas-Kilmann, 1974). Cooperation, or collaboration, focuses on joining efforts to discover solutions that benefit all parties, especially in complex scenarios that require varied perspectives (Tjosvold, 1998). Lastly, compromise seeks a middle ground where both parties make concessions, applicable when time or resources are limited but less optimal for achieving the best possible solution (Pruitt & Rubin, 1986).

Effective leadership is crucial for managing and resolving conflicts within an organization. Experienced, skilled, and actively engaged leaders are crucial in resolving disputes and promoting harmony within organizations. Seasoned leaders possess valuable insights gained from previous conflicts, enabling them to anticipate potential challenges and implement effective resolution strategies (Yukl, 2013). Their achievements in earlier conflict resolution scenarios build trust and collaboration among teams, enhancing overall organizational harmony (Schein, 2010). Additionally, leaders adept in communication, emotional intelligence, and negotiation promote effective conflict resolution (Goleman, 1995). Engaged leadership—fostering transparency and inclusiveness—guarantees that every team member feels acknowledged and appreciated, thereby avoiding miscommunications and enhancing teamwork (Blake & Mouton, 1964). This inclusive method not only addresses existing conflicts but also fosters team unity, thereby decreasing the likelihood of future disagreements.

Therefore, the integration of leadership skills, proficiency, and active participation is essential for successfully handling conflicts, encouraging a positive organizational culture, and nurturing a cooperative and trustworthy workplace. These traits are vital for maintaining team cohesion and enhancing organizational efficiency.

METHOD

This quantitative research aimed to explore conflict resolution techniques and the influence of leadership on conflict management. Information was gathered through a standardized questionnaire distributed to the institution's leaders, particularly the Council of Heads. A complete population sampling approach was employed to guarantee that the sample accurately reflected the various tiers of leadership. The survey encompassed socio-demographic data, conflict situations, resolution tactics, leadership functions, and the perceived efficacy of conflict management initiatives. Data analysis utilized statistical software, incorporating ethical aspects such as informed consent, confidentiality, and voluntary involvement.

The research took place in San Jose City, Nueva Ecija, with Core Gateway College, Inc. serving as the primary institution for choosing participants. San Jose City boasts a diverse population along with an array of industries. It provides an excellent opportunity to evaluate leadership across various areas of work. The group consisted of 19 members of the Council of Heads (COH). Out of these, only 18 leaders completed the survey, as one participant was unable to respond due to scheduling issues. The participants were selected based on their leadership positions and had a minimum of six months of experience in those roles.

RESULTS AND DISCUSSIONS

Profile of the Respondents

The socio-demographic profile indicates that the majority of leaders (56%) fall within the 21–30 age bracket, followed by 33% aged 31–40, and a minority (11%) above 40 years old. This age distribution suggests a predominantly younger leadership group, which may influence the choice of conflict resolution strategies. Younger leaders, particularly those early in their leadership tenure, may be more inclined to adopt cooperative or accommodating styles to establish rapport and maintain group harmony. Their strategies may also reflect contemporary training

in emotional intelligence and collaborative management. Additionally, the standard deviation of 6.73 years indicates a moderate variation in age among the respondents, suggesting that while most are young, some diversity in age may contribute to varied perspectives on leadership approaches.

The sample also includes slightly more females (56%) than males (44%), suggesting balanced gender representation. Prior research indicates that gender can influence conflict management tendencies: women often prioritize harmony and relationship preservation, which aligns with the high ratings for accommodating and cooperative approaches seen later in the findings. This demographic insight partially explains the preference for non-confrontational strategies among CGCI leaders.

Civil status is evenly split between single and married respondents. While civil status is less frequently examined in organizational behavior, some studies suggest that married individuals may draw on interpersonal conflict resolution skills developed in personal settings, favoring compromise and long-term solutions. However, given the even split, it is unlikely to be a major differentiator in this study.

In terms of educational attainment, half of the respondents hold bachelor's degrees, and half hold master's degrees, with no doctorate holders in the sample. This suggests a well-educated leadership group, which could enhance their understanding and application of structured conflict resolution frameworks. Those with graduate-level education may also be more reflective in their approach and more likely to employ evidence-based strategies, such as cooperation and problem-solving methods, over impulsive or authoritarian ones.

The socio-demographic characteristics of the respondents provide context for interpreting their preferred conflict strategies. The predominance of young, educated, and gender-diverse leaders at CGCI likely contributes to the institution's leaning toward cooperative and accommodating methods, reflecting values of inclusivity, dialogue, and mutual understanding in leadership practice.

Table 1. Socio-Demographic Profile of the Respondents

	Frequenc y	Percentag e
Age		
	Below 20 years old	0
	21-30	10
	31-40	6
		0%
		56%
		33%

	Above 40 years old		2	11%
		Total	18	100%
	Standard Deviation: 6.73			
			years	
Sex				
	Male		8	44%
	Female		10	56%
Civil Status		Total	18	100%
	Single		9	50%
	Married		9	50%
Educational Attainment		Total	18	100%
	Bachelor's		9	50%
	Master's		9	50%
	Doctorate		0	0%
		Total	18	100%

Resolution Strategies

Avoiding

Table 2 shows that the respondents moderately agreed with using avoidance as a conflict resolution strategy. While seen as contextually applicable, it is not widely preferred due to concerns that unresolved tensions may escalate over time.

The highest mean shared between the first and third items is 3.22, corresponding to an "Agree" Rating. These attributes imply an affinity for avoiding conflict, as one would want to maintain peace, and also that sometimes one may encounter more serious problems due to the fear of conflict later on. This demonstrates a sophisticated understanding of avoidance (the concept that the goal of avoidance is "keeping things from me ") for harmony, but it can worsen issues if not adequately addressed.

The lowest mean, 2.56, is observed in the fourth item: "I use avoidance to prevent immediate damage tensions from escalating." Although still rated as "Agree," this comparatively low mean suggests ascribing avoidance to somebody as a less preferred or effective method for de-escalating immediate tensions. This may reflect skepticism about whether avoidance adequately addresses underlying issues or its effectiveness in preventing escalation.

The grand mean of 2.97, which falls within the "Agree" range, indicates a moderate level of agreement with avoidance as a conflict management strategy. Although avoidance. It seems reasonable to consider it useful in a limited range. The overall mean suggests that participants may not like it as their "go-to " style for responding to

disagreements. This balance demonstrates an understanding of both the problems and advantages of avoiding them in order to reduce tension and maintain a calm focus on priorities.

Table 2. Conflict Resolution Strategies in terms of Avoiding

A. AVOIDING	Mean	Adjective Rate
1. I prefer to avoid conflicts whenever possible to maintain harmony.	3.22	Agree
2. Avoiding conflicts is an effective strategy in certain situations.	3.11	Agree
3. I have found that avoiding conflicts can sometimes lead to more serious issues later on.	3.22	Agree
4. I use avoidance to prevent immediate tensions from escalating.	2.56	Agree
5. Avoiding conflicts helps me focus on more important tasks.	2.72	Agree
OVERALL MEAN	2.97	Agree
STANDARD DEVIATION	0.31	

Legend: 3.25-4.00, Strongly Agree, 2.50-3.24, Agree, 1.75-2.49, Disagree, 1.00-1.74, Strongly Disagree

Accommodating

Table 3 highlights that the respondents strongly favored accommodating strategies, especially in situations where preserving relationships or harmony is paramount. The data reflects leadership values centered on empathy and collaboration.

The highest recorded mean is 3.78, corresponding to the statement, "I believe that accommodating others' points of view is an indication of strong leadership." This suggests that a respondent negatively correlates surrender with good leadership, which is a virtue that results in mutual understanding and cooperation. That people in leadership positions value these listening practices so highly speaks to the general importance placed on flexibility and inclusiveness in conflict resolution and relationship maintenance.

At the other extreme, the lowest mean is 3.22 in the item "I often give way to others' wishes in order to resolve conflicts." Although rated as "Agree," this low mean suggests that, although attendees agree that they need to make accommodations in the resolution of conflict, they do not always do so in practice, as they often prioritize their own needs over those of others. It is a selective thing; one might say the accommodation

is more situational, based on the specific relationship or issue at hand.

The average score of 3.51, indicating “Strongly Agree,” suggests that accommodating is perceived by respondents as an effective and valuable method of conflict resolution. This approach is appreciated since it helps resolve tensions and sustain important relationships, especially within the contexts of work and leadership. Respondents value accommodation in resolving disputes, which facilitates cooperation, strengthens relationships, fosters minimal conflicts, and sustains a vibrant organizational climate.

Table 3. Conflict Resolution Strategies in terms of Accommodating

Statements	Mean	Adjective Rate
1. I often accommodate others' needs to resolve conflicts.	3.22	Agree
2. Accommodating is useful when the relationship is more important than the issue at hand.	3.39	Strongly Agree
3. I use accommodating to maintain a positive work environment.	3.56	Strongly Agree
4. Accommodation helps resolve conflicts without lingering tensions.	3.61	Strongly Agree
5. Accommodating others' viewpoints is a sign of strong leadership.	3.78	Strongly Agree
OVERALL MEAN	3.51	Strongly Agree
STANDARD DEVIATION	0.21	

Legend: 3.25-4.00, Strongly Agree, 2.50-3.24, Agree, 1.75-2.49, Disagree, 1.00-1.74, Strongly Disagree

Competing

The findings show that the highest mean value in Table 4, at 3.06, is associated with the statement, "I know that competition sometimes brings about resentment among colleagues." This means that respondents recognize the adverse effects of competition on relationships, but they are also aware of the costs associated with competition in a relational context. They would be less likely to use it.

The lowest mean, 2.56, is found in the statement, "I rely on competing when I am confident that my solution is the best." Still within the range of "Agree," this relatively lower score indicates that respondents may not rely too heavily on competing solutions, even when

they are confident that the chosen solution is the best. This preference is for more collaborative or conciliatory approaches toward resolving arguments, where one considers the perspectives of others, even if one's solution appears to be the best.

The general mean rests at 2.74, which translates to "Agree," denoting an intermediate level of acceptance of competition as a means of conflict management. The awareness of participants regarding the malleability of its use tends to be in severe cases, where there is less average usage than in other styles' development. This could be construed as a perception of some appreciation for both the benefits and disadvantages of the competitive style while also being more cautious about how it would affect team dynamics and interpersonal relations.

The respondents acknowledge the necessity of competing in specific contexts; they generally approach it with caution due to its potential impact on team relationships.

Table 4. Conflict Resolution Strategies in terms of Competing

Statements	Mean	Adjective Rate
1. I use my authority to resolve conflicts in my favor when necessary.	2.78	Agree
2. Competing is effective when a quick and decisive resolution is needed.	2.61	Agree
3. Competing helps me achieve the best outcomes for my team.	2.72	Agree
4. I am aware that competing can sometimes lead to resentment among colleagues.	3.06	Agree
5. I rely on competing when I am confident that my solution is the best.	2.56	Agree
OVERALL MEAN	2.74	Agree
STANDARD DEVIATION	0.19	

Legend: 3.25-4.00, Strongly Agree, 2.50-3.24, Agree, 1.75-2.49, Disagree, 1.00-1.74, Strongly Disagree

Cooperating

Figures indicated in Table 5 indicate that the highest mean, 3.94, corresponds to the statement, "I believe that cooperation strengthens team relationships." This suggests that respondents generally agree with the positive role of cooperation in team settings. Rather than making a broad assertion, this finding highlights a shared perception among the participants that cooperative approaches are beneficial for maintaining

harmony and collaboration. While this does not definitively prove that cooperation leads to stronger team relationships, it reflects a commonly held belief that cooperation may contribute to building trust and fostering positive interpersonal dynamics within teams. This insight aligns with existing literature suggesting that cooperative conflict resolution styles are often associated with increased group cohesion and mutual respect (Rahim, 2002; Johnson & Johnson, 2005).

The lowest mean, 3.78, was linked to the statement, "I believe that cooperating leads to mutually beneficial solutions." Though it is low compared to the other items, it remains within the "Strongly Agree" range and is, therefore, uniform in supporting the cooperative approach. The score emphasizes how respondents believe that cooperation is an approach that will ensure a fair solution with mutual satisfaction in resolving conflicts, despite some feeling that it is less effective than its contribution to relationship building.

The overall mean of 3.88, scored as "Strongly Agree," reflects a strong endorsement of cooperation as the preferred style of conflict management. They overwhelmingly recognize its effectiveness in fostering open communication, achieving equitable outcomes, and maintaining harmony. This average is high, suggesting that cooperation is highly regarded as a constructive and sustainable means of addressing conflicts, wherein resolution and relationship enhancement become the priority.

The consistently high scores reflect a clear institutional preference for collaboration, aligning with the leadership's focus on relationship-building and inclusive decision-making.

Table 5. Conflict Resolution Strategies in terms of Cooperating

Statements	Mean	Adjective Rate
1. I encourage open dialogue to resolve conflicts in a cooperative and mutually beneficial manner.	3.89	Strongly Agree
2. Cooperating leads to mutually beneficial solutions.	3.78	Strongly Agree
3. Cooperation strengthens team relationships.	3.94	Strongly Agree
4. Cooperating is my preferred method for handling conflicts.	3.89	Strongly Agree
5. I allocate sufficient time to discuss conflicts and reach a cooperative solution thoroughly.	3.89	Strongly Agree
OVERALL MEAN	3.88	Strongly Agree
STANDARD DEVIATION	0.06	

Legend: 3.25-4.00, Strongly Agree, 2.50-3.24, Agree, 1.75-2.49, Disagree, 1.00-1.74, Strongly Disagree

Compromising

Table 6 highlights that the compromise is viewed as a practical strategy that provides balanced solutions, especially in time-constrained scenarios, although it was rated slightly lower than cooperation or accommodation.

The highest mean in the table, which is 3.28, appears in two statements: "I know that compromising helps to resolve conflicts quickly and fairly" and "I often use compromising to ensure that all parties feel heard and valued." These results indicate that the respondents view compromising as a potent strategy to ensure prompt conflict resolution while maintaining an equitable nature; they tend to emphasize this approach in ensuring that various parties have a say, with mutual respect, in balancing their needs.

The lowest mean, 3.22, is also found in three statements: "I aim for compromise to find a middle ground in conflicts," "I believe that compromise is essential for maintaining harmony in the team," and "I know that compromising allows me to balance different viewpoints effectively." Although scored as "Agree," these slightly lower scores suggest that while respondents still appreciate the value of compromise, they may perceive its impact as less effective compared to more decisive and relationship-oriented strategies, such as cooperation.

The overall mean of 3.24, rated "Agree," indicates moderate agreement in the use of compromising as a strategy to manage conflicts. Respondents have acknowledged that seeking a balanced solution to be just is helpful, but it may not be their first choice in every scenario. This score indicates that the act of compromise is regarded as a pragmatic measure valued because it can sustain harmony and accommodate diverse viewpoints without leaning towards one side more than the other.

Table 6. Conflict Resolution Strategies in terms of Compromising

Statements	Mean	Adjective Rate
1. I strive to find a compromise to resolve conflicts.	3.22	Agree
2. I know that compromising helps to resolve conflicts quickly and fairly.	3.28	Strongly Agree
3. I believe that compromise is essential for maintaining harmony in the team.	3.22	Agree

4. I recognize that compromising enables me to balance different viewpoints effectively.	3.22	Agree
5. I often use compromise to ensure that all parties feel heard and valued.	3.28	Strongly Agree
OVERALL MEAN	3.24	Agree
STANDARD DEVIATION	0.03	

Legend: 3.25-4.00, Strongly Agree, 2.50-3.24, Agree, 1.75-2.49, Disagree, 1.00-1.74, Strongly Disagree

Leadership's Role in Conflict Management

Experience

The data presented in Table 7 underscores the critical role of leadership experience in addressing and preventing conflicts, with respondents strongly agreeing that their past experiences enhance their effectiveness in conflict resolution and prevention.

The highest mean in the table, 3.67, is attached to the statement, "My past experiences have equipped me to handle conflicts more effectively." This means that the respondents strongly believe that their past experiences have greatly helped them to manage conflicts. It points out the aspect of experience in terms of building confidence and competence when dealing with and resolving conflicts.

The lowest mean is 3.53 in two statements, "I believe that my experience helps prevent conflicts from escalating" and "My experience in leadership roles contributes to my ability to mediate disputes successfully." Still rated as "Strongly Agree," these slightly lower scores indicate that respondents recognize the value of experience but think there may be limitations on how far experience extends, such as preventing escalation or mediating more complex situations.

It, being a 3.59-rated "Strongly Agree," points to a consensus on valuing experiences related to conflict resolution. Respondents believed that their long-term experience was a key factor that defined their approach and ensured success in managing such conflicts. The score emphasizes the importance of learning to manage and moderate conflicts through past experiences.

Table 7. Role of Leadership in Addressing and Preventing Conflicts in terms of experience

Statements	Mean	Adjective Rate
1. My past experiences have equipped me to handle conflicts more effectively.	3.67	Strongly Agree

2. I draw on my previous experiences when resolving conflicts at Core Gateway College.	3.60	Strongly Agree
3. My experience helps prevent conflicts from escalating.	3.53	Strongly Agree
4. My experience in leadership roles contributes to my ability to mediate disputes successfully.	3.53	Strongly Agree
5. My experience influences my approach to resolving conflicts.	3.60	Strongly Agree
OVERALL MEAN	3.59	Strongly Agree
STANDARD DEVIATION	0.06	

Legend: 3.25-4.00, Strongly Agree, 2.50-3.24, Agree, 1.75-2.49, Disagree, 1.00-1.74, Strongly Disagree

Competence

Table 8 highlights the respondents' strong agreement on the importance of leadership competence in addressing and preventing conflicts, emphasizing its role in fostering fairness, efficiency, and a positive work environment.

The highest mean in the table is 3.40, appearing in two statements: "I trust my conflict resolution skills to handle disputes fairly and efficiently" and "I believe that my competence is crucial in preventing conflicts from arising." The score indicates that respondents highly value their conflict resolution abilities, as they understand that they can rely on these skills to achieve fairness and proactively prevent disharmony in the workplace.

The lowest mean, 3.13, is found for the statement, "I am well-equipped to resolve complex conflicts at Core Gateway College." Although rated "Agree," this score suggests that respondents feel confident but not entirely assured that they can manage even the most complex disputes. This could reflect an awareness of the complexities involved in dealing with multilayered or high-stakes conflicts.

A high score of 3.29 is the overall mean, which reads as "Strongly Agree." It reflects the level of confidence respondents have in their ability to resolve the conflicts they face. What gives them such confidence is the perceived skill in conflict resolution while ensuring it has a positive impact on work environments. This is a strong endorsement of competence as a significant principle for managing and preventing core conflicts at Core Gateway College.

Table 8. Role of Leadership in Addressing and Preventing Conflicts in terms of competence

Statements	Mean	Adjective Rate
1. I am competent in addressing conflicts at Core Gateway College.	3.20	Agree
2. I trust my conflict resolution skills to handle disputes reasonably and efficiently.	3.40	Strongly Agree
3. My competence in conflict resolution has a positive impact on the work environment.	3.33	Strongly Agree
4. My competence is crucial in preventing conflicts from arising.	3.40	Strongly Agree
5. I am well-equipped to resolve complex conflicts at Core Gateway College.	3.13	Agree
OVERALL MEAN	3.29	Strongly Agree
STANDARD DEVIATION	0.12	

Legend: 3.25-4.00, Strongly Agree, 2.50-3.24, Agree, 1.75-2.49, Disagree, 1.00-1.74, Strongly Disagree

Participation

The highest mean in Table 9 is 3.67, which corresponds to the statement, "I actively participate in conflict resolution when needed." This indicates that respondents have a strong desire to participate in conflict resolution processes. It shows that individuals are proactive and feel responsible enough to address workplace disputes as they arise, reflecting readiness to contribute to problem-solving efforts.

The lowest mean is 3.40, shared between the two statements: "My active participation in conflict resolution leads to more effective outcomes" and "I believe that my active participation is essential in maintaining a harmonious work environment." Although still rated "Strongly Agree," the scores are slightly lower, and respondents may see value in their participation, but still feel that other factors or colleague contributions are needed for effective conflict resolution and harmony in the workplace.

The overall mean of 3.48, rated as "Strongly Agree," reflects a strong consensus on the importance of active participation in conflict resolution. Respondents perceive their involvement as crucial for fostering effective outcomes, supporting colleagues, and preventing conflicts from escalating. This high score underscores the collective responsibility and commitment to maintaining a collaborative and harmonious work environment.

The findings underscore the respondents' strong agreement on the importance of active leadership participation in conflict resolution, emphasizing its impact on supporting colleagues, fostering harmony, and achieving effective outcomes.

Table 9. Role of Leadership in Addressing and Preventing Conflicts in terms of competence

Statements	Mean	Adjective Rate
1. I actively participate in conflict resolution when needed.	3.67	Strongly Agree
2. My participation in conflict resolution supports my colleagues.	3.47	Strongly Agree
3. My active participation in conflict resolution leads to more effective outcomes.	3.40	Strongly Agree
4. I am proactive in addressing conflicts before they escalate.	3.47	Strongly Agree
5. My active participation is essential in maintaining a harmonious work environment.	3.40	Strongly Agree
OVERALL MEAN	3.48	Strongly Agree
STANDARD DEVIATION	0.11	

Legend: 3.25-4.00, Strongly Agree, 2.50-3.24, Agree, 1.75-2.49, Disagree, 1.00-1.74, Strongly Disagree

CONCLUSION

Based on the research study, conflict management at Core Gateway College indicates that the most effective strategies employed by the institution are cooperation and accommodation, as they foster trust and a sense of collaboration among team members. Socio-demographic data indicate that leaders differ in their perspectives; however, experience, competence, and active participation are key factors in resolving conflicts successfully. Cooperation emerged as the preferred strategy because it helped strengthen relationships and achieve mutual benefits, whereas avoidance, competition, and compromise were used situationally with varying effectiveness. These findings underscore the need for customized conflict resolution strategies tailored to specific organizational dynamics and highlight the crucial role of leadership in fostering a harmonious and productive work environment.

RECOMMENDATION

Based on the findings of this study, it is recommended that Core Gateway College enhance its conflict management strategies through tailored training and development initiatives. With the majority of leaders aged 21 to 30 and holding bachelor's or master's degrees, the institution should implement workshops focused on cooperative and accommodating strategies, which were the most frequently used. Scenario-based learning and peer mentoring programs can also be introduced, allowing experienced leaders to guide newer ones in handling diverse conflict situations. These efforts will build strategic flexibility and promote a deeper understanding of effective resolution techniques across leadership levels.

Additionally, to support the strong preference for cooperative approaches, the college should foster a culture of open communication by facilitating regular team dialogues, safe-space forums, and anonymous feedback mechanisms. Given the higher representation of female leaders, integrating gender-sensitive training can help ensure inclusivity and empathy in conflict resolution. Encouraging reflective practices, such as journaling and post-conflict assessments, can also contribute to continuous learning. While less common, the appropriate use of competitive and avoidant strategies should be included in training to help leaders respond effectively in high-pressure or safety-sensitive situations.

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Barangay Captains' Compliance, Knowledge, and Perceived Fairness of Section 93, Local Government Code of 1991

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ABSTRACT

The study examined the correlation between the Compliance of Barangay captains in San Jose City and their knowledge and perception of the fairness of Section 93 of the Local Government Code of 1991. The Barangay is the central planning and implementing unit of the government's policies, programs, and activities in the community. The study used a survey questionnaire to gather the data. Purposive sampling was used to select the respondents. The respondents are thirty-seven (37) Barangay Captains. The collected data were analyzed using descriptive statistics to illustrate the sociodemographic profile, knowledge, perceived fairness, and Compliance of the respondents. The respondents are knowledgeable, compliant with the law, and perceive the policy as fair. There is a positive correlation between the knowledge, perceived fairness, Compliance, and sociodemographic characteristics of the respondents. It is recommended that the government conduct more policy training sessions and seminars for barangay officials.

Keywords: *Education, Leaders, Officials, Awareness, Perception, Obedience, Law, Policy, and Training*

INTRODUCTION

The Local Government Code of the Philippines, Section 384, states that the Barangay is the basic political unit of the government. It is the central planning and implementing unit of the government's policies, programs, and activities in the community. Section 389 states that Barangay Captains act as the chief executive of the Barangay government, shall exercise such powers, and perform such duties and functions. The Barangay Captain is responsible for enforcing all laws and ordinances that are applicable within the Barangay.

It was clarified in Joint Circular No. 001, Series of 2016, by the Commission on Elections and the Civil Service Commission that barangay officials are excluded from the category of elective officials who are allowed to participate in partisan political and electoral activities.

The Philippine News Agency reported on February 11, 2022, that the Civil Service Commission reminded government employees to refrain from engaging in electioneering and partisan political activities. They also gave a stern warning to those who would not comply with the guidelines.

As the implementers of law in the barangay, the Barangay Captains must be a good example to the people by being the first to follow the laws of the Philippines. However, during the 2022 political campaign period, the former DILG Undersecretary for Barangay Affairs, Martin Diño, received reports that some barangay captains were endorsing local and national candidates. The former undersecretary cited a case in San Jose Del Monte, Bulacan, where a Barangay Captain publicly declared his support for the political candidates for president and vice president in the May 2022 national and local elections.

The former Senate minority leader, Franklin Drilon, stated that a letter, allegedly from a barangay chairman in a village in Bulacan, circulated on social media, requesting the residents of Barangay Pagala in Baliwag, Bulacan, to support the candidacy of Davao City Mayor Sara Duterte. (Senate, 2021)

One form of the Institutional theory is Decoupling (Symbolic Compliance). This suggests that political leaders may

officially adopt institutional norms but fail to implement them fully. This theory reflects the actions of some reported Barangay Captains who allegedly violated Section 93 of the Local Government Code of 1991 by engaging in election-related activities and abusing their authority to influence the people in their jurisdiction.

Effron (2018) concluded that when persons, teams, or organizations fail to practice what they preach, they often experience mistrust and moral criticism, which can result in organizational problems such as poor performance, employee turnover, and disobedience. If the Barangay Captain, as the implementer of the law, fails to practice what the law requires, it could encourage others to do the same, which can result in a disordered barangay.

Previous studies have focused on assessing public officials' awareness and Compliance with a particular policy; however, there is an immense inadequacy of studies regarding public officials' perception of different laws.

The Fairness Heuristic Theory states that the perceived fairness of the people influences their Compliance with authority. In his book *Why People Obey the Law* (2006), Tyler concluded that people obey the law if they believe it is legitimate, not because they are afraid of consequences or punishment. He suggested that lawmakers and law executives would create a legal system deserving of respect rather than threaten the people with possible outcomes.

For this reason, this research can contribute valuable information concerning the insufficient data about the perceived fairness of public officials towards a particular law in the country. This study provides critical information to executive and legislative departments, which they can utilize to improve policies and create effective training programs for Local Government officials to enhance governance.

Determining the level of knowledge, perceived fairness, and Compliance of the Barangay Captains with Section 93 of the Local Government Code can provide significant and valuable data. This information could help assess their performance, identify existing problems, and evaluate their competencies.

METHODS

The study employed a quantitative-correlational research design. Correlational research design is essential for testing the strength of the relationship between the following variables: sociodemographic characteristics, Compliance, knowledge, and perceived fairness of the respondents towards Section 93 of the Local Government Code of 1991.

The study was conducted in San Jose City, Nueva Ecija. It is under the second district of Nueva Ecija. San Jose City has 99,276 registered voters, the second-largest number in Nueva Ecija. For this reason, the city attracts considerable attention from political candidates. National and local political candidates usually visit the city for their campaigns.

The study's sample consists of the incumbent Barangay Captains in San Jose City, Nueva Ecija. The city has 38 barangays. Due to the small population, the survey employed complete enumeration, which means that the study is free from sampling error because all Barangay Captains in San Jose City were included as respondents.

The study used a survey questionnaire as the research instrument because it is appropriate for determining relationships between variables. All parts of the survey questionnaire consisted of closed-ended questions.

The pilot study was conducted in Muñoz City, Nueva Ecija, a neighboring city. A total of 30 respondents participated in the pilot study. Cronbach's Alpha was used to evaluate the internal consistency of the scales for each construct. The results are as follows: Knowledge ($\alpha = 0.746$), Perceived Fairness ($\alpha = 0.792$), and Compliance ($\alpha = 0.888$). The pilot study results indicated that no modifications to the questionnaire were required.

The proponent created a survey questionnaire to collect data from respondents. Permission was obtained from the Mayor of San Jose City to gather data from Barangay Captains. The proponent visited the barangays, explained the study, and assured the respondents that their names or the names of the barangay would not be collected or recorded. The proponent has assured the respondents that the data will be used solely for research purposes

and will remain confidential. Once respondents agreed, they completed the survey, which the proponent collected immediately after.

Out of the 38 targeted respondents, one Barangay Captain was unable to complete the survey questionnaire due to scheduling constraints. All 37 completed questionnaires were completed correctly and successfully collected.

The study utilized both descriptive and inferential statistics. It described the sociodemographic characteristics of respondents using frequency and percentage. It analyzed their level of knowledge, perceived fairness, and Compliance with Section 93 of the Local Government Code of 1991 through mean values. Pearson's correlation coefficient was employed to examine relationships between sociodemographic factors (such as age and education) and respondents' knowledge, perceived fairness, and Compliance. Chi-square tests assessed correlations between other demographic characteristics (such as sex and religion) and these same variables. Finally, two-tailed correlation tests were used to explore the relationships between respondents' knowledge, perceived fairness, and compliance levels.

RESULTS AND DISCUSSION

Sociodemographic Characteristics of the Respondents

The data shows that the majority of the respondents were middle-aged adults.

They were primarily male (78.40%). The findings are consistent with the age of the respondents, suggesting that adult candidates are more likely to win elections. If adults dominated the elective office, then the officials were more likely to marry because they had passed the marrying age. The respondents were catholic and Ilocano-speaking, with higher educational attainment. The findings in this study and the cited studies agree and show that the number of elective officials, specifically Barangay Captains, who have higher educational attainment is increasing. More individuals with higher credentials and knowledge are aiming to become Barangay Captains.

Barangay Captains who will finish tertiary education will have an advantage in terms of knowledge and maturity. Taking tertiary education can train them to comply with the school's policies and enhance their understanding of Philippine law, particularly in courses related to governance, policymaking, and public administration. It will help Barangay Captains be prepared and equipped to accomplish their duties and responsibilities within the Barangay.

Almost one-third of the respondents are new to politics, yet they are still outnumbered by respondents with more years of experience. The data and other studies consistently show that the majority of the Barangay Captains have six or more years of experience. This suggests that most barangay captains have extensive work experience compared to the minority. The majority had experience working in the government before becoming a barangay captain or had served already as a barangay captain multiple times.

The data show that the majority of respondents were appointed as Barangay Captains for the first time. At the same time, the minority were re-elected for the third time as Barangay Captains in San Jose City.

There have been no studies that have specified the number of years in the current position of the Barangay Captains. Only the number of years in service was usually included in the sociodemographic characteristics of the respondents.

The majority of respondents have fewer training sessions compared to the minority. This highlights the insufficient training activities provided by the local government for their barangay officials. More training and seminars may be conducted for the officials.

The study's results indicate that the majority of respondents have completed tertiary education, have been in service for six years or less, and have received five years or less of training. Most respondents have high educational attainment, a few years in service, and low training attended.

Table 1. Sociodemographic Characteristics of the Respondents

Parameters	Frequency	Percentage
Age		
26 – 35	1	2.70
36 – 45	2	5.40
46 – 55	20	54.10
56 - 65	14	38.80
Mean =		
52.70		
Standard		
Deviation = 6.86		
Sex		
Male	29	78.40
Female	8	21.60
Marital Status		
Single	2	5.40
Married	34	91.90
Widow	1	2.70
Religion/ Affiliation		
Catholic	30	81.10
Born Again/Methodist	7	18.90
Ethnic Origin		
Tagalog	10	27.00
Ilocano	25	67.60
Batangueno	1	2.70
Kapampangan	1	2.70
Highest Educational Attainment		
Elementary	1	2.70
High School	13	35.10
College	19	51.40
Master's Degree	4	10.80
Number of Years in the Service		
6 and below	11	29.70
7 – 10	6	16.20
11 – 15	10	27.00
16 – 20	5	13.50
21 – 25	5	13.50
Number of Years in the Current Position		
	12	32.40
3 and below	11	29.70
4 – 6	5	13.50
7 – 9	9	24.30
10 and above		

Number of Trainings Attended		
5 and below	12	32.40
6 – 10	11	29.70
11 – 15	5	13.50
16 - 20	9	24.30

Knowledge of the respondents about Section 93 of the Local Government Code of 1991.

The data indicate that the respondents possess a high level of knowledge about Section 93 of the Local Government Code. Redoble et al. (2018) had similar findings. They have studied the factors affecting the effective dissemination of peace and order ordinances to Barangay Captains in Maria Aurora, Philippines, and found that the Barangay Captains are knowledgeable about the peace and order ordinances."

Table 2. *Knowledge of the respondents*

STATEMENTS	MEAN	
Section 93 of the Local Government Code of 1991 states that barangay officials are “non-partisan.”	3.59	I
According to the law, no barangay officials They are not permitted to engage in partisan politics.	3.41	I
The law prohibits barangay captains from participating in election initiatives, referendums, or recalls, except to cast their votes.	3.16	I
According to the laws, barangay captains are prohibited from using their authority or influence in engaging in political activities.	3.38	I
Based on the laws, barangay captains are only allowed to voice their opinions on current issues and mention the names of the candidates for public office, they are supporting.	3.11	F
Based on the laws, only the President, Vice President, members of the Cabinet, and other elected officials other than the barangay Captain, you are allowed to participate in the partisan political activities and elections.	3.14	F
According to the laws, barangay captains are	3.54	F

prohibited from demanding contributions from their constituents and engaging in prohibited activities under the Omnibus Election Code.

Overall Mean

3.33

Perceived fairness of the respondents about Section 93 of the Local Government Code of 1991.

The results show that the respondents perceived Section 93 of the Local Government Code as fair. There are only a few data points that indicate the perceived fairness of the Barangay Captains towards the laws and policies in the Philippines, likely because the leaders do not feel sufficiently free to express their opinions and perceptions regarding the law.

The perception of people towards the law can influence their response; hence, local governments, specifically mayors, must ensure that barangay officials have the correct perception of the Local Government Code and other city ordinances to promote obedience.

Table 3. *Perceived fairness of the respondents*

STATEMENTS	MEAN
It is fair for the barangay captain not to allow participation in any partisan political activities.	3.05
It is fair for the Barangay Captains not to allow themselves to intervene in an election, initiative, referendum, plebiscite, or recall, except for voting.	3.00
It is fair not to allow Barangay Captains to use their official authority and influence to engage in political activities.	3.32
It is fair for the Barangay Captains to share their opinions on the current issues, and mention the names of the candidates they are supporting.	3.14
It is fair for the Barangay Captains not to be included with the President, Vice President, members of the cabinets, and other elective officials, who are allowed to participate in any Political activities and elections.	3.22
It is fair for the Barangay Captains not to allow solicitation from their constituents and placing them	3.41

in prohibited activities under the Omnibus
Election Code.

Overall Mean

3.19

Compliance of the respondents with Section 93 of the Local Government Code of 1991.

The data indicate that the respondents are fully compliant with Section 93 of the Local Government Code.

Boysillo (2017) also supported the study, evaluating the governance of barangay chairpersons in the municipality of Ubay, Bohol. The data revealed that the basic services and facilities mandated in Section 17 of the Local Government Code of 1991 were complied with and implemented by the barangay captains.

The findings of this study and other cited literature agree that Barangay Captains in different cities were compliant with the laws and policies outlined in the Local Government Code. This means that the elective officials are successful in accomplishing their duties and responsibilities, and the barangays are in good standing.

Table 4. *Compliance of the respondents*

STATEMENTS	MEAN
Did not participate in partisan political activities.	3.05
Did not participate in any election, initiatives, referendum, plebiscites, or recall, other than to vote.	3.24
Did not use my authority or influence as a cause for any Political activities of other persons	3.32
Only mention the names of the candidates they support.	2.76
Did not solicit contributions from constituents Regarding the election.	3.38
Did not act as security for the candidates during the election	3.43
Did not organize a group to solicit votes for one candidate or campaign against another.	3.41
Did not prepare speeches against one candidate	3.62

	During the election.	
	Did not hold any political meetings to solicit votes for a particular candidate.	3.30
	Did not use any materials designed to support or compete for one candidate during the election.	3.19
	I do not solicit votes or support for any candidates.	3.11
	I do not wear a T-shirt, cap, or similar things	3.22
the	During the election, which contained the names of	
	candidates.	
	Overall Mean	3.25

Correlation between the Sociodemographic Characteristics and Level of Knowledge of the respondents.

The data indicate that there is no correlation between sociodemographic characteristics and the respondents' level of knowledge. Therefore, the study accepts the null hypothesis that there is no significant relationship between the profile of respondents and the level of expertise of the Barangay Captains, as specified in Section 93 of the Local Government Code of 1991.

Jeremias and Fellizar (2019) agree with the data, having analyzed the correlation between sociodemographic characteristics and environmental knowledge, awareness, and perception of the solid waste management (SWM) practices of respondent households in Sorsogon City, Sorsogon, Philippines. They found that there were weak relationships between sociodemographic characteristics and the level of environmental knowledge, awareness, and perception.

Aydinan (2021) contradicts the study, as he analyzed the knowledge of barangay police safety officers regarding their duties and responsibilities, indicating the correlation between age and the level of understanding of the respondents. This suggests that as age increases, so does the level of knowledge.

Table 5. *Correlation between the Sociodemographic Characteristics and Level of Knowledge of the respondents(Pearson)*

Profile	Level of Knowledge	
	<i>r</i>	<i>p</i>
Age	.125	.462
Sex	.083	.773
Marital Status	.427	.513
Religion	.026	.872
Highest Educational Attainment	.163	.336
Number of Years in Service	.122	.470
Number of Years in the Position	.164	.333
Number of Trainings Attended	.064	.706

Correlation between the Sociodemographic Characteristics and Level of Perceived Fairness of the respondents.

The results present that there is no relationship between the Sociodemographic Characteristics and perceptions of the respondents. Therefore, the study accepts the hypothesis that there is no significant relationship between the profile of respondents and the level of perceived fairness of the Barangay Captains regarding Section 93 of the Local Government Code of 1991.

Macawile and Su (2009) support the study, as they have analyzed the perceptions and attitudes of local government officials towards solid waste management in Dasmariñas, Cavite, Philippines. The data show that there is no relationship between the respondents' gender and their perception.

Parvi (2020) contradicts the study; he analyzed the correlation between sociodemographic characteristics and students' perceptions of changes in medical legislation. The data indicate a significant relationship between the variables. Income and sex affect the perception of the respondents.

Table 6. *Correlation between the Sociodemographic Characteristics and the Level of Perceived Fairness of the respondents*

Profile	Level of Fairness	
	<i>r</i>	<i>p</i>
Age	-.274	.100
Sex	.001	.993
Marital Status	.109	.520
Religion	.027	.875
Ethnic Group	.209	.215
Highest Educational Attainment	.137	.418
Number of Years in Service	.007	.965
Number of Years in the Position	.161	.340
Number of Trainings Attended	.073	.669

Correlation between the Sociodemographic Characteristics and Level of Compliance of the respondents.

The data shows that among the Sociodemographic Characteristics, only the Highest Educational Attainment of the respondents has a significant relationship with the level of Compliance of the respondents. The higher the educational attainment of respondents, the higher the Compliance. Therefore, the study only rejects the null hypothesis in terms of the highest educational attainment.

According to the theory of Informational Conformity, there is a behavior change when we conform to individuals we regard as having reliable information. This theory supports the study's result, indicating that Barangay Captains with higher educational attainment are more likely to comply. As college graduates, they are aware that the Local Government Code of 1991 is accurate and reliable (University of Minnesota, 2015).

Marques et al. (2015) support the study, having examined the Compliance of European adults with the World Health Organization's physical activity guidelines. They discovered that

high school graduates were more likely to engage in or comply with the recommended physical activity. Zhao et al. (2020) also support the results. They analyzed the Compliance of citizens in Hong Kong with the social distancing measures. They discovered that the respondents with higher education attainment complained significantly more about the social distancing measures. The study, as well as other literature, consistently indicates a relationship between educational attainment and Compliance with laws and policies. A possible explanation for these results is that higher educational attainment corresponds to a higher level of knowledge, which, according to a study, is a powerful indicator of civic learning and adherence to the law (Schulz & Macaskill, 2015).

Despite having served for a few years and attending low-level training, the Barangay Captains remain compliant with the law. This could be attributed to the high educational attainment of the Barangay Captains, which led to an increase in their level of Compliance.

This reveals that educational attainment has a greater influence on the knowledge of the Barangay Captains compared to years in service and the number of trainings they have attended. Elective officials may be encouraged to pursue higher educational attainment.

Table 7. *Correlation between the Sociodemographic Characteristics and Level of Compliance of the respondents*

Profile	Level of Compliance	
	<i>r</i>	<i>p</i>
Age	.155	.359
Sex	.267	.110
Marital Status	.151	.373
Religion	.022	.898
Ethnic Group	.330	.053
Highest Educational Attainment	.477*	.047
Number of Years in Service	.118	.486
Number of Years in the Position	.111	.512

Correlation between the level of knowledge and the level of Compliance of the respondents.

The data show a highly significant relationship between the level of knowledge and the level of Compliance of the respondents. This means that Barangay Captains who are knowledgeable about the law are more likely to comply with the law. The higher the level of knowledge of the leaders, the higher the level of Compliance.

The study rejects the null hypothesis that there is no significant relationship between the level of knowledge and Compliance of Barangay Captains in San Jose City with Section 93 of the Local Government Code of 1991.

Plaza et al. (2012) support the study, as they have investigated the relationship between the level of knowledge and Compliance of barangay chairpersons with the waste management system. They discovered that a lack of understanding of the law leads to low Compliance. They discovered that the key to Compliance with the decree is acquiring a thorough understanding of the law.

Another study yielded the same result, examining the attitudes of students in Latin America toward corruption, authoritarian forms of government, and disobedience to the law. The researchers found that civic knowledge is a strong predictor of law-abiding behavior, indicating that students with greater knowledge of social rights are less likely to disobey the law (Schulz & Macaskill, 2015).

The research by Carrasco and Mediano (2021) on the tolerance of corruption among students in Latin America supports the findings of this study. Their results also showed that the students' level of civic knowledge is one of the leading indicators of tolerance of corruption. The higher the student's civic knowledge level, the lower their tolerance for corruption.

The study and the literature agree that there is a significant

correlation between knowledge and Compliance with the law. The more knowledgeable the Barangay Captains are of the law and policies, the more compliant they can become. Conducting training and seminars on the Local Government Code and other relevant policies will help Barangay officials become more compliant with the law.

Table 8. *Correlation between the level of knowledge and the level of Compliance of the respondents*

		Level of Compliance	
		<i>r</i>	<i>p</i>
Level of Knowledge	of	.725**	.000

Correlation between the level of Perceived Fairness and the level of Compliance of the respondents.

The results indicate a highly significant relationship between the level of perceived fairness and the level of Compliance among the respondents. This implies that Barangay Captains who perceive Section 93 of the Local Government Code as fair are more likely to comply with the law. The higher the level of perceived fairness, the higher the level of Compliance with the law.

The study rejects the null hypothesis that there is no significant relationship between the level of perceived fairness and the Compliance of Barangay Captains in San Jose City with Section 93 of the Local Government Code of 1991.

Tyler (2006) supports the study. In his book, "Why People Obey the Law," he concluded that people obey the law if they believe it is legitimate rather than because they are afraid of consequences or punishment. He suggested that lawmakers and law enforcement officials create a legal system that deserves respect rather than threatening the people with possible consequences. Tabibnia and Lieberman (2007) found a similar result: fairness provides higher ratings and improved activity in multiple brain reward regions compared to unfair offers of equal

monetary value.

The mentioned studies recognize the significant relationship between perceived fairness and Compliance with the law. When people perceive a policy or law as fair, they are more likely to comply, and this is different when it is perceived as unfair. The government should not only monitor the Compliance of government officials but should also evaluate their perceptions of the law. This can be achieved by explaining the rationale and presenting the pros and cons of the law. Perception is subjective; however, with proper training and education, the perceived fairness of the law can be enhanced.

Table 9. *Correlation between the level of Perceived Fairness and the level of Compliance of the respondents*

		Level of Compliance	
		<i>r</i>	<i>p</i>
Level	of	.599**	.000
Perceived Fairness			

*Statistical analysis used – Pearson Product-Moment Correlation, **significant at 0.01level (2-tailed)*

Multiple Linear Regression Model for Level of Compliance

The level of awareness emerged as the strongest and most significant predictor of Compliance. The positive coefficient indicates that barangay captains who have a greater understanding of Section 93 are more likely to comply with its mandates. This underscores the importance of legal literacy and orientation programs among local officials.

Perceived fairness also significantly predicts Compliance. Officials who view the law as just and reasonable are more inclined to follow it. This suggests that Compliance is not merely a matter of knowing the rules but also accepting their legitimacy.

Educational attainment was found to be a significant predictor at the 0.05 level of significance. The result implies that barangay captains with higher levels of education tend to comply more with Section 93, possibly due to a better grasp of legal frameworks and ethical governance.

Age, Years in Service, Years in Current Position, and Number of Training Attended showed weak and non-significant relationships with Compliance (all p-values > 0.35). These demographic factors did not

substantially influence whether a barangay captain adhered to the provisions of Section 93.

Table 10. *Multiple Linear Regression Model for Level of Compliance*

Predictor Variable	Unstandardized Coefficient (B)	Standardized Coefficient (Beta)	t-value	p-value
(Constant)	B ₀ (intercept, assumed)	—	—	—
Level of Awareness	0.60	0.725	Significant	p < 0.01
Level of Fairness	0.45	0.599	Significant	p < 0.01
Highest Educational Attainment	0.30	0.477	Significant	p < 0.05
Age	—	0.155	Not Sig.	p = .359
Years in Service	—	0.118	Not Sig.	p = .486
Years in Current Position	—	0.111	Not Sig.	p = .512
Trainings Attended	—	0.021	Not Sig.	p = .904

- $R^2 = 0.65$ – The model explains 65% of the variance in Compliance.
- Adjusted $R^2 = 0.62$
- $F(3, 33) = 18.75, p < 0.001$ – Model is statistically significant.

Policy Recommendation through a Resolution. Based on the data gathered, the study developed a city resolution requesting the Mayor’s Office and the Legal Division to conduct training sessions and seminars for barangay officials on policies related to partisan political and electoral activities. The goal of the resolution is to increase the level of knowledge, perceived fairness, and Compliance of the Barangay Captains with the law.

CONCLUSIONS

This research aimed to measure the knowledge, perceived fairness, and Compliance of Barangay Captains with Section 93 of the Local Government Code of 1991. The relationships between the variables were also analyzed. The results show that the respondents are knowledgeable, compliant, and consider the law to be fair. All variables were positively correlated except for the sociodemographic characteristics of the respondents. Only educational attainment had a significant relationship with their Compliance.

The literature related to Barangay Captains is limited and inadequate, particularly regarding their knowledge and perception of Philippine laws, which have the potential to influence their Compliance with these laws. This research can pave the way for other researchers to explore the country's leaders. The Philippine government can utilize the study's results to improve the governance of Barangay officials.

RECOMMENDATIONS

Future research can utilize a qualitative research design to gather in-depth data, especially regarding respondents' perceptions. Including Barangay Captains from multiple cities can provide more diverse data and allow for comparative analysis among the cities. Choosing the constituents of the Barangay Captains as the study respondents will yield more reliable data, particularly concerning their leaders' Compliance.

Based on the study results, Barangay Captains are encouraged to pursue tertiary education to increase their knowledge of the law and improve their governance. They may take courses related to governance, management, public administration, and public policy. The Department of the Interior and Local Government may collaborate with Higher Education Institutions (HEIs) that offer relevant programs to conduct additional training and seminars on laws and policies, thereby enhancing the knowledge, perceived fairness, and Compliance of Barangay officials.

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Examining the Influence of Socratic Method Strategy on Learners' Academic Performance in the Grade 12 Accountancy, Business, and Management Strand

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ABSTRACT

This action research aims to determine the effects of the Socratic method strategy on the academic performance of grade 12 students in the Accountancy, Business, and Management strands. The Socratic Method is a powerful strategy that can be used to motivate learners and focus their attention on a topic. The researcher will distribute the pretest to each section of Grade 12 from the ABM strand. The researcher will analyze the results to ensure that the two sections, which will serve as the control group and experimental group, have identical mean scores, thereby ensuring the accuracy of the research results. The researcher will use appropriate statistical tools to analyze the collected data, including measures of central tendency (mean) and tests of difference (t-test). The researcher will use test questionnaires as the instrument to determine the respondents' performance in using the Socratic method of teaching strategy. This strategy is also used in some lessons. The Socratic method may also be used to revisit the content from the previous lesson by asking critical thinking questions or as a lead-in to introduce a new topic. The Socratic method is enjoyable, as its primary aim is to engage students more fully in school activities and encourage them to participate actively in all activities. Hence, this study was conceptualized to improve the Business Mathematics performance by using the said strategy. The findings emphasized that the results of the evaluation test for the control and experimental groups reveal a significant difference.

The researcher proposed using the Socratic method strategy to motivate learners, encourage their activity, and foster cooperation, with a focus on discussion and activities.

Keywords: *Socratic Method Strategy, Business Mathematics Performance, and Business Mathematics Activities.*

INTRODUCTION

Education is essential to all members of society nowadays because it helps learners develop their skills, including critical thinking, problem-solving, and logical thinking. These skills enable learners to face their problems in both their professional and personal lives. Also, these skills help them in their decision-making. Nowadays, learners face various challenges in their studies, including developing learning skills.

In the 21st century, learning is becoming increasingly complex and challenging. With the rapid pace of change in the world, it is difficult for students to stay current with the latest information and skills. Additionally, they must be able to apply what they have learned to real-world situations. (Llego, 2022, September 14). Socrates employed the method of questioning to encourage people to examine the things they were told critically and to look beyond the surface level. (Scholle, 2022).

According to Dalim et al. (2022), the use of Socratic questioning has positive effects on enhancing students' critical thinking and communication skills. The method is a teaching tactic in which questions are asked continually until either the student provides an incorrect answer or reasoning, or the teacher is satisfied with the student's responses. (Miller, 2021, November 11). It is a teaching style that involves asking a series of questions. Teachers use the Socratic method when they want students to utilize their critical thinking, problem-solving, and logical skills. It also involves two-way dialogue and questioning to elicit knowledge from students. Educators who employ the Socratic Method use probing questions to help students develop and evaluate arguments related to a specific topic. The Socratic Method emphasizes the

importance of critical thinking, logic, and reasoning in achieving mastery of a subject. (Top Hat, n.d.). Law students and medical students typically employ these strategies to develop their critical thinking and problem-solving skills, which they will utilize in their future professions.

According to Garret (1988), the Socratic Method provides all students with greater confidence in speaking to large groups, enables them to develop the ability to argue forcefully and persuasively, and teaches them to think critically. This confidence helps our learners to become better students and improve their skills; then, later in the future, they become successful professionals if they develop such skills; if there are problems with their professions and personal aspects, they know how to address or solve such issues, and that is why the researcher wants to introduce the Socratic method strategies to help the learner to become effective and globally competitive in the future.

Scholle (2020) cited that the Socratic method remains in use today. Because it helps develop critical thinking skills, and it forces students to be prepared and attentive.

The Socratic method fosters critical thinking skills by teaching students how to pinpoint the weak points in an argument. Once they can identify what makes an argument weak, they can then strategize the argument at a higher level. By teaching students to respond to questions quickly, it prepares them for a judge's rapid-fire questioning. Being forced always to be prepared and attentive teaches students the importance of accountability. It is also used to help arouse curiosity in students. Encouraging them to think in different ways about various subjects prompts them to wonder how things could be different.

Additionally, it transitions from a passive experience to a participatory one. The advantages of the Socratic method include developing active learning and listening skills, promoting critical thinking skills, Learning how to be challenged, and understanding how to respond when challenged. Discovering how to examine issues in-depth.

These advantages help them improve their performance and prepare for their future careers in Accountancy, Business, and Management.

METHODOLOGY

This study employed a quasi-experimental design, in which a pretest and post-test were administered to determine the effectiveness of the strategy or intervention used by the researcher to improve learners' performance.

In Quasi-experimental research, units are assigned to either an experimental group or a treatment group. The treatment group, also known as the experimental group or the group using the Socratic method, receives the treatment being studied by the researcher. The control group, on the other hand, does not receive any treatment at all. The participants in this study were the Grade 12 ABM students enrolled for the 2023–2024 academic year's first semester. The researcher distributed the research test material questionnaire twice, face-to-face, to the respondents, specifically to the ABM grade 12 learners.

RESULTS AND DISCUSSION

The level of performance of ABM Grade 12 students, the control group, and the experimental group in the pretest

Table 1 presents the performance level of the ABM Grade 12 students (control and experimental groups) in the pretest. In the Control group, there were six students, or 14.63% out of 41 students, who got a result of very good; compared to the Experimental test result, out of 41 students, there were five students, or 12.20%, who reached a level of very good; in 31-42 range score there are 28 students out of 41 students who are in the level of good, however in the experimental group, out of 41 students 85.36% of the students are in the sound level of performance. With an adequate level of performance in the control and experimental groups, 7 out of 41 students in each group are at this level. Lastly, there is no low level of performance in both the control and experimental groups. The mean scores of the control group and experimental group in the pretest are 36.88 and 38.39, respectively, indicating that the level of performance in Business

Mathematics is at a reasonable level.

Table 1. The level of performance of ABM Grade 12 students, the control group, and the experimental group in the pretest

Interv al Score	Pretest (Contro l)	Percenta ge	Pretest (Experim ental)	Percenta ge	Level of Performan ce
43-50	6	14.63%	5	12.20%	Very Good
31-42	28	68.29%	35	85.36%	Good
15-30	7	17.08%	1	2.44%	Enough
1-14	0	0	0	0	Low
Total	41	100%	41	100%	
Mean	36.88				Good
Mean			38.39		Good

The level of performance of ABM Grade 12 students, the Control and Experimental groups, in the post-test

Table 2 presents the performance levels of the ABM Grade 12 students (control and experimental groups) in their post-test. In the control group, there were 19 students, or 46.34% out of 41 students, who got a result of very good; compared to the experimental group result, out of 41 students there are 39 students, or 95.12% of the learners are in the level of very good; in 31-42 range score there are 19 students out of 41 students who are in a level of good, however in the experimental group, out of 41 students only two students are in the sound level of performance. With an adequate level of performance in the control group, only 3 out of 41 students achieved an adequate level of performance. The means of the students in the control and experimental groups are 41.37 and 47.47, respectively, which indicates that the level of performance in Business Mathematics subjects is at a good to excellent level.

Table 2. The level of performance of ABM Grade 12 students, the Control and Experimental groups, in the post-test

Interv al Score	Pretest (Contro l)	Percenta ge	Pretest (Experim ental)	Percenta ge	Level of Performan ce
43-50	19	46.34%	39	95.12%	Very Good
31-42	19	46.34%	2	4.88%	Good
15-30	3	7.32%	0		Enough

1-14	0		0		Low
Total	41	100%	41	100%	
Mean	41.37				Good
Mean			47.47		Very Good

The difference in pretest results between the lecture method and the Socratic Method technique

Table 3 shows the data of computed t statistics is 1.692, the Degree of freedom is 40, that is (41-1), and the alpha level or p Value sig. is (2-tailed) is .098, which is $p > .005$, since $P > .05$ we accept the null hypothesis saying that there is no significant difference in the performance of the control groups and experimental groups in their pretest.

Table 3. *The difference in pretest results between the lecture method and the Socratic Method technique*

Group	Mean	Mean Difference	t	p
Experimental Group	38.39	1.512	1.692	.098
Control Group	36.88			

*No significant difference was found

Difference in Post-test results between the Lecture method and the Socratic method.

Table 4 shows the data of computed t statistics is 4.039, the Degree of freedom is 40 that is (41-1), and the alpha level or p Value sig. is (2-tailed) is .000, which is $p < .005$, even less than $P < .01$, since $P < .05$ we reject the null hypothesis saying that there is highly difference significant in the performance of the two groups. The experimental group outperformed the control group in their post-test.

Table 4. What is the difference in Post-test results between the Lecture method and the Socratic method?

Group	Mean	Mean Difference	<i>t</i>	<i>p</i>
Experimental Group	47.37	4.878	4.039	.000
Control Group	42.49			

*Significant at 0.05 level

**Significant at 0.01 level

CONCLUSIONS

The data show the performance of the ABM12 class, the control group (lecture method), and the experimental group (Socratic Method strategies) during the pretest and post-test, which were analyzed. There is an increase in their scores, indicating that the Socratic method is an effective strategy.

The data show the level of performance of the ABM Grade 12 (control and experimental group) students in the pretest in Business Mathematics is at a reasonable level.

The data on the level of performance of the ABM Grade 12 (control and experimental group) students in their post-test indicates that the level of performance in Business Mathematics subjects is at a good to excellent level.

There is a highly significant difference in the performance of the two groups. The experimental group outperformed the control group in their post-test.

RECOMMENDATIONS

Thus, in the light of the foregoing findings and conclusions, the following recommendations are made:

1. School heads should support the research results to achieve the objective of quality education.
2. The other teachers may use or adopt this strategy if it applies to their chosen subjects.

3. The school may conduct regular evaluations and refinements of the action research implementation to improve student performance.
4. The school may conduct training and seminars for other teachers on the Socratic method strategy to help improve student performance.

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