

Level of Performance of the *Lupon* Members under the Barangay Justice System as Perceived by the Constituents of the Selected Barangays in Municipality of Badiangan, Iloilo, Philippines

JD Chris Y. Dofeliz¹ and Renia F. De la Peña²

ABSTRACT

This quantitative-descriptive-correlational research sought to determine the level of performance of *Lupon* Members under the Barangay Justice System as perceived by the constituents of selected barangays in the Municipality of Badiangan, Iloilo, in terms of Knowledge, Systematic Procedures, Decision Making and Interpersonal Skills. A total of 128 constituents participated in the study. They were complainants and respondents of complaints filed in the barangays. The study found out that the respondents' perceived level of performance of their *Lupon* Members was "Outstanding" in all categories, which means that they were efficient and effective in performing their duties and roles. It also found out that there was no significant difference in the respondents' perception of the level of performance among *Lupon* members when categorized according to sex, age, civil status, educational attainment and occupation. The findings confirm the effective implementation of the Barangay Justice System which helps in reducing backlog cases in actual courts.

Keywords: level of performance, justice system, government policies, development planning, systematic procedures

INTRODUCTION

The barangay serves as the primary planning and implementing unit of government policies and activities in the community. It serves as a forum where disputes may be amicably settled through the implementation of the Katarungang Pambarangay Law or the Barangay Justice System. (Sec. 384 of LGU Code of 1991).

Records from the Municipal Local Government Operation Office (MLGOO) of Badiangan, Iloilo from January to December 2016 showed that the top three (3) barangays that have the highest unresolved cases and were referred to the courts are the Poblacion, Mapili Grande and Mainguit, these cases include physical injury, theft, robbery, alarm and scandal, and land dispute.

The Municipality of Badiangan, Iloilo is the partner community of CPU Outreach Center. The development planning and SWOT analysis conducted by the students of Master in Public Administration in 2017 revealed that there was a high number of unresolved cases and blotter reports coming from the Municipal Police Office, and, most of the blotter reports they made are referred back to the barangay level for amicable settlement. The Local Government

Code of 1991 urged the local officials to strongly administer their adjudication functions so as to unclog cases in courts.

There has been no study conducted, however, to determine the perceived performance of the *Lupon* Tagapamayapa members in the municipality of Badiangan in the implementation of the Barangay Justice System.

Objectives of the Study

This study sought to determine the perceived level of performance of the *Lupon* members under the Barangay Justice System in the Municipality of Badiangan, Iloilo.

Specifically, the study aimed to:

1. describe the profile of the respondents as to age, sex, civil status, educational attainment and occupation;
2. determine the perceived level of performance of the *Lupon* members by the respondents in terms of knowledge, systematic procedures, decision making and interpersonal skills;
3. determine if there is a significant difference in the perceived level of performance of the *Lupon* members by the respondents when classified according to age, sex, civil

status, educational attainment and occupation; and

4. determine the policy implications of the study.

Hypothesis

There is no significant difference in the perceived level of performance of Lupon members under the Barangay Justice System when respondents are classified according to age, sex, civil status, educational attainment and occupation.

Theoretical Framework

This study is based on Fritz Heider’s (2010), Theory of Attribution. For him, an event is brought out by the interplay of distinct forces, those of the person (personal factors) which may refer to the differences inherent to the respondent’s socio – demographic

profile, such as age, sex, civil status, educational attainment and occupation and those external (environmental) to him. In this study, it would mean the conditions that may affect the individual in assessing the performance of the *Lupon* members (Provido 2002, cited in De la Pena, 2006).

This study is also anchored on the Theory of Conflict and Resolution by George Simmel, (2014). For him, conflict may end with a victory of one party over another, or conflict can be resolved through compromise and through conciliation. However, not all conflicts may end as discussed. The said theory is relevant in this study as it tends to determine the perceived performance of *Lupon* members in conflict resolution management.

Conceptual Framework of the Study

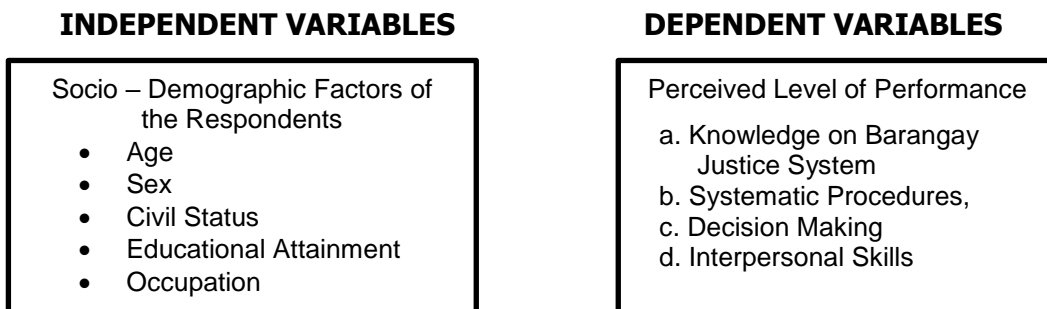


Figure 1. The schematic diagram above shows the relationship of the variables.

Significance of the Study

The findings of this study will benefit the following:

To the Municipality of Badiangan, the Barangay Council and *Lupon Tagapamayapa* members will be informed of their assessed performance, and the results will hopefully point out the strengths and the weaknesses of local governance in the area of barangay justice administration.

To the Department of Interior and Local Government (DILG) Region 6 and the Local Government Academy. The result of this study will provide the office feedback on how the *Lupon* members perform their functions. It will also aid the office in designing programs to improve the capabilities and performance at the local level.

Scope and Limitation of the Study

The results of this study is limited only to the data gathered from the 128 respondents of the three (3) barangays: Poblacion, Mapili Grande and Mainguit, in the Municipality of Badiangan, Iloilo. These barangays have the highest number of unresolved cases, during the month of January-December 2016.

Related Literature/Studies

Aquino 2008, gender is indeed a determinant of perception, females will

hesitate to bring their cases to a predominantly male tribunal especially if the respondent is a male.

Caldo (2015), the respondents were uncertain of the competence of their *Lupon* members, especially of their Punong Barangay. The study justifies the need for assessing competency measures of Barangay Council in San Jose, Sto. Tomas, Batangas.

Chen and Hsieh (2015), knowledge is a key factor in delivering the service needed by the constituents of the locality. Rojo (2002), age is a determinant in terms of perceived performance. Also, people's financial and material capacity influence their experience in justice.

Reyes (1995) argued that sex is a determinant of perception in the factors of operational and administrative problems or constraints encountered in the implementation of the Katarungang Pambarangay which means that the perception of women is different from men especially when it comes to settling disputes.

Roefs and Atkinson (2001), people who were more educated have favorable perceptions of local government employees than people who were less educated or who reported a negative experience.

Spence (2010) emphasizes that it is essential that a public body has

procedural requirements in order for them to arrive with a just decision.

METHODOLOGY

Research Design

The study is a quantitative – descriptive - correlational research design which utilized a one-shot structured survey design.

Ethical Consideration

The participants were assured of privacy and confidentiality of the data gathered. The contents of the ethical consent form were explained to them and the purpose of the study was

discussed. The right to withdraw anytime was accorded to the participants.

Target Population and Sampling Procedures

Table 1 shows the distribution of respondents of the study who are complainants and respondents of filed cases from the three barangays. Total enumeration was resorted.

Table 1
Distribution of Respondents of The Study.

Barangay	Total Population	Total Complainants (Jan-Dec 2016)	Total Respondents (Jan-Dec 2016)	Over-all Total
1.) Poblacion	1,933	38	38	-
2.) Mapili Grande	966	21	21	-
3.) Mainguit	717	5	5	-
Total of Respondents	-	64	64	128

Instrumentation

This study used a researcher-made questionnaire, which is divided into two parts. Part I, gathers information regarding the respondents' names (optional), age, sex, civil status, educational attainment, and occupation. Part II, Questionnaire

proper, contained twenty (20) items to determine the perceived level of performance of the Lupon members. The questionnaire was divided into 4 categories as follows: 5 items on Knowledge about Barangay Justice System, 5 items on Systematic Procedures, 5 items on Decision

Making and 5 items on Interpersonal Skills.

The weight and responses of the instrument were determined using the five-point scale with the following responses:

Weight	Response
5	Strongly Agree
4	Agree
3	Undecided
2	Disagree
1	Strongly Disagree

and when they are grouped according to their independent variables, they were rated by their mean as follows:

Scale	Description
4.21-5.00	Outstanding
3.41-4.20	Very Satisfactory
2.61-3.40	Satisfactory
1.81-2.60	Unsatisfactory
1.00-1.80	Very Satisfactory

RESULTS AND DISCUSSION

Table 2 shows the profile of the respondents, in terms of the following;

Age. Three-fourths (75.percent) of the respondents were categorized as "old" or coming from the range of forty years old and above while the remaining 24.2 percent of the respondents were categorized as "young" or belonging to the age group of thirty-nine and below. Furthermore,

Reliability and Validity

The questionnaire was validated by the three experts. It was pilot-tested in Barangy San Isidro, Jaro, Iloilo City. A test-retest method was used to check the reliability od the questionnaire.

Data Collection

The questionnaire was administered personally by the researcher. The 128 respondents upon the help of the punong barangays were gathered in one venue to facilitate the data gathering.

Data Analysis

For descriptive analysis, means and percentages, standard deviation were used. Z-test for inferential analysis.

the table also showed that the mean age for the whole group was 48 years old.

Sex. The data showed that more than half (52.7 percent) of the respondents were females and the remaining (47.3 percent) respondents were male.

Civil Status. It also showed that an overwhelming (87.5 percent)

number of respondents are married and the remaining (12.5 percent) were single.

Educational Attainment. The data showed that more than half (64.8 percent) of the respondents were non-degree holders. On the other hand, a little less than one-third (35.2 percent)

of the respondents were degree holders.

Occupation. In terms of occupation, a high percentage (70.3 percent) of the respondents were unemployed and only (29.7 percent) of the respondents were employed.

Table 2
Distribution of Respondents According to Age, Sex, Civil Status, Educational Attainment and Occupation.

Category	f	%
Entire Group	128	100.0
Age		
Young	31	24.2
Old	97	75.8
Sex		
Male	181	47.3
Female	202	52.7
Marital Status		
Single	16	12.5
Married	112	87.5
Educational Attainment		
Degree Holder	45	35.2
Non-degree Holder	83	64.8
Occupation		
Employed	38	29.7
Unemployed	90	70.3

Table 3A, shows the perceived level of performance of the Lupon members in terms of knowledge, with an Outstanding rating ($\bar{x} = 4.87$). It means that the Lupon members were knowledgeable on what to do in conflict management that made them efficient.

The result of this study agrees with the findings of Chen and Hsieh (2015), which revealed knowledge is a key factor in delivering the service needed by the constituents of the locality.

Table 3A

Level of Performance of the Lupon Members in terms of Knowledge as Perceived by the Constituents.

A. Knowledge/ Kinaalam on Barangay Justice System	Mean	Description
1. The Lupon Chairman (Punong Barangay) is sending summons to parties within the prescribed period of 1 to 3 days upon receipt of the complaint for mediation. <i>(Ang Barangay Kapitan ang naga padala dayun sang sulat sa tag reklamo kag sa gin reklamo sa sulod sang isa asta sa tatlo ka adlaw halin sa adlaw sang na baton ang reklamo para sa pag ariglohanay)</i>	4.88	<i>Outstanding</i>
2. The case filed before the Lupon Chairman (Punong Barangay) was settled within the prescribed period of 15 days from the day of first meeting. <i>(Ang kaso nga gin reklamo sa Barangay Kapitan ine na ariglo sa sulod sang 15 ka adlaw lamang halin sa una nga adlaw sang pag ariglohanay)</i>	4.89	<i>Outstanding</i>
3. Failure of settlement between the parties involved in the given prescribed period of 15 days the Lupon Chairman (Punong Barangay) endorse the case to the Lupon members subject for creation and choosing of Pangkat ng Tagapagkasundo. <i>(Kung wala sang may natabo nga pagariglohanay sa tagreklamo kag sa gin reklamo sa sulod sang 15 ka adlaw ang Barangay Kapitan gina endorso ang kaso sa Lupon members para sa pag ubra kag pag pili sang Pangkat ng Tagapagkasundo)</i>	4.89	<i>Outstanding</i>
4. In our barangay, the Lupon Chairman (Punong Barangay) allows the complainant and respondent to choose their Pangkat ng Tagapagkasundo from the list of appointed Lupon members. <i>(Sa amun barangay, ang Barangay Kapitan gapasugot nga ang tagreklamo kag ang gin reklamo ang mapili sang ila Pangkat ng Tagapagkasundo halin sa lista sang mga napilian nga miyembro sang Lupon)</i>	4.86	<i>Outstanding</i>
5. In our barangay, incase of failure of settlement before the Pangkat ng Tagapagkasundo within the prescribed period of 45 days, the Pangkat will automatically issue a Certificate to File Action. <i>(Sa amun barangay, kung wala sang may ma tabo nga pag ariglohanay sa Pangkat ng Tagapagkasundo sa sulod sang 45 ka adlaw, ang Pangkat ga hatag dayun awtomatik sang Certificate to File Action)</i>	4.83	<i>Outstanding</i>
Total Mean	4.87	<i>Outstanding</i>

Table 3B, shows the perceived level of performance among Lupon members in terms of systematic procedures. Item #7 got the highest mean ($\bar{x} = 4.91$), wherein the Lupon Secretary was perceived to be outstanding by efficiently taking down

minutes during proceedings. Item # 6 got the lowest mean ($\bar{x} = 4.77$), in terms of receiving of written and verbal complaints, but still rated outstanding.

Spence (2010) emphasizes that it is essential that a public body has procedural requirements in order for

them to arrive with a just decision. The Lupon members seemed to perform their tasks based on the procedures and guidelines.

Table 3B

Level of Performance of the Lupon Members in terms of Systematic Procedures as Perceived by the Consitutents.

B. Systematic Procedures/ Sistema	Mean	Description
6. Our Lupon Chairman (Punong Barangay) received all written complaints and put it in writing all verbal complaints made by individuals. <i>(Ang amun Barangay Kapitan ga baton sang tanan nga nakasulat nga mga reklamo kag gina sulat man ang tanan nga mga reklamo berbal halin sa mga indibiduwal)</i>	4.77	<i>Outstanding</i>
7. Our Lupon Secretary (Barangay Secretary) record and take down all the minutes during the proceedings. <i>(Ang amun Barangay Secretary ga rekord kag gina sulat ang tanan nga gina istoryahan sa tyempo sang pagariglohanay)</i>	4.91	<i>Outstanding</i>
8. The Lupon cases in our barangay are settled in the appropriate venue (i.e. Barangay Hall, People’s Hall). <i>(Ang mga kaso sa Lupon sa amun barangay gaka sulbar sa insakto nga lugar parehos sang barangay hall okun people’s hall)</i>	4.89	<i>Outstanding</i>
9. Our Lupon members are punctual during the schedule of hearings and/or deliberations. <i>(Ang amun Lupon members indi ulihe/late sa iskedyul sang pag ariglohanay)</i>	4.56	<i>Outstanding</i>
10. Our Lupon members does not demands personal appearance fee before nor after hearings. <i>(Ang amun Lupon members wala naga demanda sang personal nga bayad sa tiun sila mag ariglo)</i>	4.88	<i>Outstanding</i>
Total Mean	4.80	<i>Outstanding</i>

Table 3C, shows the perceived level of performance among *Lupon* members in terms of decision making. Item 11 got the highest mean ($\bar{x} = 4.84$), rated outstanding in showing fairness in making decisions. Item #15

“Set aside their personal interests and avoid any possibility of bribe” ..” got the lowest mean($\bar{x} = 4.51$). It implies that the tendency to accept bribes as a form of corruption is visible among the *Lupon* members.

Table 3C

Level of Performance of the Lupon Members in terms of Decision Making as Perceived by the Constituents.

C. Decision Making/ Sa pag ubra sang desisyon	Mean	Description
The Lupon Members:		
11. Decides fairly for both parties. (<i>Naga desisyun sang patas para sa tagreklamo kag sa gin reklamo</i>)	4.84	<i>Outstanding</i>
12. Refers the content of the case into any appropriate laws or ordinances for examples and enlightenment purposes. (<i>Gina basi ang unod ka kaso sa mga gaka-angay nga layi okun ordinansa para e halimbawa kag sa dugang nga pag-paathag</i>)	4.82	<i>Outstanding</i>
13. Are decisive and action-oriented in settling disputes in our barangay. (<i>Ma dasig mag desisyon sa tiun sang pag ariglohanay sa barangay</i>)	4.80	<i>Outstanding</i>
14. Are consistent to its decision and always consider the evidence and pertinent facts presented before them. (<i>Ginapanindugan ang ila desisyon kag permi gina konsider ang mga ebidensya kag mga importante nga mga impormasyon nga gina presentar sa ila</i>)	4.59	<i>Outstanding</i>
15. Set aside their personal interests and avoid any possibility of "bribe" that may cause advantages and disadvantages to the parties involved. (<i>Gina bali wala ang ila mga personal nga interes kag suhol nga makahatag sang bintaha okun disbintaha sa pag ariglohanay</i>)	4.51	<i>Outstanding</i>
Total Mean	4.71	<i>Outstanding</i>

Table 3D, shows the perceived level of performance among *Lupon* members in terms of their interpersonal skills. Item# 20 on promoting gender equality got the highest mean($\bar{x} = 4.91$). It means that regardless of gender, the *Lupon* members equally treat them in the best possible manner. Item #19 on showing initiative in solving conflict through amicable settlement rather

than resorting to the higher court" got the lowest mean ($\bar{x} = 4.63$). It means that the constituents has the tendency to bring the concern to higher authority without prior consultation before the *Lupon* members.

In the study of Johnson (2010), to promote efficiency and mediate properly, a well placed personnel with broad specific interpersonal skills should be taken.

Table 3D

Level of Performance of the Lupon Members in terms of Interpersonal Skills as Perceived by the Constituents.

D. Interpersonal Skills/ Pakigbagay / Relasyon sa Publiko	Mean	Description
The Lupon Members:		
16. Still accommodate the concerns of both parties even beyond the prescribed period of time in settling disputes. <i>(Gina akomodar sa guihapon ang mga reklamo biskan wala na sa oras sang pag ariglohanay)</i>	4.70	<i>Outstanding</i>
17. Show respect and tact among its constituents during conflict resolution regardless of age, sex, political affiliation and social status. <i>(Ga pakita sang respeto kag maayo nga pamatasan sa ila pomuloyo sa tyempo sang pag ariglohanay nga wala pinilian mapa edad man,lalaki,babayi, politika nga relasyon okun anu man nga posisyon)</i>	4.88	<i>Outstanding</i>
18. Made themselves available in serving 24 hours a day as expected from public servants. <i>(Gina tinguha-an nga maka serbisyo 24 oras sa isa ka adlaw basi sa gina expectar bilang isa ka public opisyal)</i>	4.77	<i>Outstanding</i>
19. Show initiative and adopt the Filipino-time honored principle in solving conflict through peaceful negotiation and amicable settlement rather than resorting to the higher court. <i>(Ga ubra initiatibo kag gina sunod ang Filipino-time honored nga prinsipyo sa pag ariglo paagi sa matawhay nga pag istoryahanay kag pagariglohanay nga wala na gina pa labot sa korte)</i>	4.63	<i>Outstanding</i>
20. Promote gender equality in making decisions and without biases regardless of the sectors represented. <i>(Ga pakita gender equality (i.e. agi, tomboy, etc) sa pag ubra sang desisyon kag wala bias sa kong anu man nga mga sector (i.e. indigenous,mangunguma, drayber,etc.) ang gina representar)</i>	4.91	<i>Outstanding</i>
Total Mean	4.78	<i>Outstanding</i>

Difference in the Level of Performance when categorized according Respondent’s Profile

Table 4 showed the z-value of 0.717 and the *p* value of 0.475 which is not significant at 0.05 level when respondents were classified as to age. Thus, the null hypothesis is accepted.

Contrary to the results of the current study, Rojo (2002) emphasized that age is a determinant in terms of perceived performance since committee members of the barangay justice system are usually seniors of the community.

Table 4

Difference in the Level of Performance of the Lupon members as Perceived by the Constituents in terms of Age.

Respondents' Profile	Performance of the Lupon Members as Perceived by the Constituents					
	N	Mean	Standard Deviation	df	z-value	p-value
Age						
Young	31	4.81	.2332			
Old	97	4.78	.2158	126	.717	.475
Total	128	4.78	.2196			

Table 5 showed the z-score of 0.438 and a *p* value of 0.662 which is not significant at 0.05, it means that there is no significant difference when respondents were categorized into sex. Thus, it accepts the null hypothesis.

The findings of the study contradicts that of Reyes (1995) that sex is a determinant of perception in the factors of operational and

administrative problems or constraints encountered in the implementation of the Katarungang Pambarangay.

Also, Aquino (2008), pointed out that gender is indeed a determinant of perception. Thus, women fear a lack of understanding and sympathy among a predominantly male body for resolving disputes.

Table 5

Difference in the Level of Performance of the Lupon members as Perceived by the Constituents in terms of Sex.

Respondents' Profile	Performance of the Lupon Members as Perceived by the Constituents					
	N	Mean	Standard Deviation	df	z-value	p-value
Sex						
Male	53	4.80	.2092			
Female	75	4.78	.2279	126	.438	.662
Total	128	41.28	7.7039			

Table 6 shows the z-score of 0.683 and a *p* value of 0.496 which is not significant at 0.05 level when respondents were categorized to civil

status. It means that the null hypothesis is accepted.

Contrary to the study of Reyes (1995), marital status is a determinant

in settlement of disputes. She emphasized that mistrust, failure to study issues, delay in setting cases for hearing and failure to make speedy

settlement of cases are generally considered by couples and single respondents.

Table 6

Difference in the Level of Performance of the Lupon members as Perceived by the Constituents in terms of Civil Status.

Respondents' Profile	Performance of the Lupon Members as Perceived by the Constituents					
	N	Mean	Standard Deviation	df	z-value	p-value
Marital Status						
Single	16	4.83	.1844	126	.683	.496
Married	112	4.78	.2245			
Total	128	41.28	7.7039			

Table 7 shows the z-score of 1.390 with a *p* value of 0.167 which is not significant at 0.05 level when respondents are categorized into educational attainment. Thus, the null hypothesis is accepted.

The results contradict the findings of Roefs and Atkinson (2001), where they pointed out that people who were more educated have favorable perceptions of local government officials than people who were less educated.

Table 7

Difference in the Level of Performance of the Lupon members as Perceived by the Constituents in terms of Educational Attainment.

Respondents' Profile	Performance of the Lupon Members as Perceived by the Constituents					
	N	Mean	Standard Deviation	df	z-value	p-value
Educational attainment						
Degree Holder	45	4.75	.2710			
Non-degree Holder	83	4.81	.1849	126	1.390	.167
Total	128	41.28	7.7039			

Table 8 shows the z-value of 0.295 and a *p* value of 0.769 which is not significant at 0.05 level when respondents were classified to occupation. Hence, the null hypothesis is accepted.

The findings contradicts that of Rojo (2002) that people’s financial and material capacity influence their experience in justice.

Table 8
Difference in the Level of Performance of the Lupon members as Perceived by the Constituents in terms of Occupation.

Respondents’ Profile	Performance of the Lupon Members as Perceived by the Constituents					
	N	Mean	Standard Deviation	df	z-value	p-value
Employment Status						
Employed	38	4.80	.2161			
Unemployed	90	4.79	.2222	126	.295	.769
Total	128	41.28	7.7039			

Conclusions

With an Outstanding rating in all categories, it is hereby concluded that the *Lupon* members are faithful public servants to their oath of office. Moreover, the functionality of Lupon members in solving cases within the barangay is indeed efficient in a sense that they have the knowledge and have observed the required procedure.

Further, it could probably be based on the normal assumption that Knowledge, Systematic Procedures, Decision Making, and Interpersonal Skills do have an impact in the productivity of their work units, and effective implementation of the Barangay Justice System is always

associated with better performance regardless of the personal factors such as age, sex, civil status, educational attainment, and occupation.

Recommendations

There should be re-orientation of the public officials especially the Lupon members of the provisions of RA 6713 “Ethical Standards and Norms of Conduct Among Public Officials and Employees” with inclusion of the topic on Republic Act 3019 “Antigraft and Corrupt Practices Law of the Philippines ” to develop among them the value of honesty and credibility as they serve the public, as it was noted

in the results that the Lupon members rated with the lowest mean against the tendency to accept bribe.

The constituents should also be informed on the nature of cases that

are within the jurisdiction of the barangay.

REFERENCES

- Aquino, R.S. (2008). *Five municipal case studies on the Philippine barangay (Village) mediation system 1*. Mediators Network for Sustainable Peace, Inc., Philippines, mediator@digitelone.com.
- Caldo, R.B. (2015). *Assessment of competency measures of barangay council in San Jose, Sto. Tomas, Batangas*. <http://work.chron.com>.
- Chen Chung-An & Chih-Wei Hsieh. (2015). "Knowledge sharing motivation in the public sector: The role of public service motivation.". *International Review of Administrative Sciences* 81, no. 4: 812-832.
- Dela Peña, F.R. (2006). "Leadership effectiveness and performance of local government officials in the municipality of Badiangan". Unpublished research report, University of San Agustin, Iloilo City, Philippines.
- Johnson, K. S. (2010). Careers in public administration. <http://work.chron.com>.
- Panes, F.L. (2013). Handbook on barangay governance.
- Republic Act No. 6713. (1989). www.csc.gov.ph.
- Reyes, M.P. (1995). *Katarungang pambarangay: Its operation and administration*. Unpublished research work, University of Nueva Caceres, Naga City.
- Robiso, R. (2009). *Barangay justice system*. <http://philjustfoundation.blogspot.com/p/plgr/html>.
- Roefs, M. & Atkinson, D. (2001). *Public perceptions of local government in South African social attitudes*. <http://www.mondaq.com>.
- Rojos, S. (2002). *The barangay justice system in the Philippines: Is it an effective alternative to improve access to justice for disadvantaged people?*

<http://www.gsdc.org/docs/open/ssaj15.pdf>.

Spence, J. (2010). *UK: Public sector - decision making*.
<http://www.mondaq.com>.

Simmel, G. (2010). *The Sociology of Conflict*. <https://courses.lumenlearning.com/alamo-sociology/chapter/conflict-theory/>.

The Local Government Code of 1991.