



# THE CONDITION OF JOJI ILAGAN CAREER CENTER FOUNDATION'S PARTNER COMMUNITY: A HIERARCHICAL REGRESSION ANALYSIS

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## ABSTRACT

*This study aimed to establish the significant contribution of individual empowerment to the strength of organizational power to predict Barangay development outcomes. Forty-two residents selected through a systematic sampling technique among nine Purok responded to the survey. The data analysis used frequency count, percentage, mean and standard deviation, hierarchical linear regression, and ANOVA. Results showed an overall moderate level of executive power, individual empowerment, and barangay development outcomes. Moreover, the correlation test showed a solid, positive, and significant relationship between organizational power and barangay development outcomes and personal empowerment and barangay development outcomes. Furthermore, organizational power can predict barangay development outcomes by 62.6%. Finally, the hierarchical regression analysis revealed a significant effect of individual empowerment on the correlation between organizational power and barangay development outcomes. Pointedly, the combined impact of organizational power and individual empowerment can significantly explain the variance in the development outcomes in the barangay. This study's findings have leadership implications for the barangays.*

**KEYWORDS:** *intervening effect, individual empowerment, organizational power, barangay, development outcomes, hierarchical regression analysis, Philippines*

## INTRODUCTION

The Philippine Statistics Authority reported that the per capita income of 23.7 percent or 26.14 million Filipinos could not meet their basic needs in the first semester of 2021. Also, the subsistence incidence reported in that same semester was 9.9 percent, or about 10.94 million Filipinos. The average monthly estimated food threshold for a family of five was PhP 8,393 against the poverty threshold of PHP 12,082 [1]. This condition deprived many barangay residents of better health facilities and services [2]; [3]; [4], water, and sanitation [5], education [6], and employment opportunities [7].

The issues above are pressing, needing an immediate response from both the public and private sectors. The government has already introduced several programs to help the condition of the poor, like the KALAHI-CIDSS, Sustainable Livelihood Program, and 4Ps [8]; [9]. In addition, the private

sector also responds to the needs of the poor through its Corporate Social Responsibility by becoming socially accountable to the public, enhancing the environment and society [10]. These government and private sector programs have been the subject of much research.

Nevertheless, even with the plentiful research done on development projects, there is still a gap in the literature, especially concerning the condition of Barangay General Malvar, the partner community of the Joji Ilagan Career Center Foundation Inc. (JICCFI) in Davao City. Thus, this study becomes crucial in hinting at the programs and projects JICCFI may introduce to its partner community through its Community Extension Program.



## OBJECTIVES

This study intended to determine the significant relationship between organizational power, individual empowerment, and barangay development outcomes. Additionally, it intended to establish the degree of influence that organizational power and individual empowerment have on

barangay development outcomes. Furthermore, the study wanted to examine the significant contribution of individual empowerment in strengthening organizational power to predict barangay development outcomes.

## METHODS

This study was a quantitative investigation that utilized a descriptive and correlational technique and hierarchical multiple regression analysis. The survey respondents were 42 residents of the nine Purok of Barangay 7A Población in

General Malvar, selected through a systematic sampling technique and a two-house interval survey in each purok (a division within a barangay).

## RESULTS AND DISCUSSION

**Table 1**  
*Descriptive Statistics on the Level of Organizational Power, Individual Empowerment and Barangay Development Outcomes*

| Variable                                   | N         | SD          | Mean        | Level           |
|--------------------------------------------|-----------|-------------|-------------|-----------------|
| <b>Organizational Power (OP)</b>           | <b>42</b> | <b>0.92</b> | <b>3.36</b> | <b>Moderate</b> |
| Agency indicator                           |           | 0.91        | 3.35        | Moderate        |
| Opportunity indicator                      |           | 0.97        | 3.37        | Moderate        |
| <b>Individual Empowerment (IE)</b>         | <b>42</b> | <b>1.15</b> | <b>3.03</b> | <b>Moderate</b> |
| Existence of choice                        |           | 1.19        | 3.06        | Moderate        |
| Use of choice                              |           | 1.19        | 2.89        | Moderate        |
| Achievement of choice                      |           | 1.25        | 3.18        | Moderate        |
| <b>Barangay Development Outcomes (BDO)</b> | <b>42</b> | <b>0.92</b> | <b>3.26</b> | <b>Moderate</b> |
| State indicator                            |           | 1.01        | 3.30        | Moderate        |
| Market indicator                           |           | 1.02        | 3.11        | Moderate        |
| Society indicator                          |           | 0.94        | 3.42        | Moderate        |

Table 1 exhibits the result of the descriptive statistic. Again, the data shows that all variables have moderate levels: organizational power (OP) (M=3.36; SD=0.92), individual empowerment (IE) (M=3.03; SD=1.15), and barangay development outcomes (BDO) (M=3.26; SD=0.92). The mean scores denote that Barangay 7A has good levels of OP, IE, and BDO and that these residents observed or manifested these variables at times only. Notice that a standard deviation always accompanies the mean score. A standard deviation estimates the dispersion of values or data around the sample's mean, describing the sample [11]. In this study, the standard deviation revealed that the data on *individual empowerment* is one standard deviation away from the mean. Its standard score of 1.15 suggests varied responses in the survey and that some of those were not the expected ones [12]. In examining the data under individual empowerment, all indicators have moderate levels with standard deviations greater than 1.0, indicating the

data's diffusion of one standard deviation away from the mean. That is to say, respondents have different responses to the survey depending on their perceptions of the existence of choice, use of choice, and achievement of choice.

Several studies have discussed organizational power, individual empowerment, and development outcomes. For instance, [13] expressed that people understand organizational power differently. Some understood OP as controlling people to attain personal gains, advancing their interests, and managing rewards or punishments. Others understood OP as access to resources to improve choices and make things happen [14]. True, organizational power can accomplish tactical aims [15]. Moreover, organizational power is essential in managing crises [16].

On the other hand, while empowerment is about autonomy, individual empowerment does not mean enjoying such independence alone, working alone. Individual



empowerment denotes taking control of and working out personal circumstances toward realizing a goal for a meaningful life experience. An individual must collaborate and work with others in the group [17]. Empowered individuals should actively participate in community actions as good citizens of the country [18]. Individual empowerment does not promote exclusivity; instead, it advocates collaboration while staying independent. In this way, an individual can develop meaningful social and structural relationships that channel access to communication and social and material resources to attain a quality life [19]; [20]; [21].

Finally, it is every government's goal to achieve development outcomes. These are growth and positive changes in society's socio-demographics, the economy, and the environment. These outcomes are the effects of the intervention [22]. Moreover, people in the government always look for innovative actions to introduce developments within the community. For instance, in the agricultural sector, people in charge always look for creative ways to increase production and ensure that the supply of goods is sufficient [23]. Likewise, governments always have plans and platforms to mitigate the harmful effects of disasters for the constituents' safety [24]. These are just a few examples of development outcomes.

**Table 2**  
*Correlation of Organizational Power, Individual Empowerment, and Barangay Development Outcomes*

| Independent Variable        | Barangay Development Outcomes |                |                       |
|-----------------------------|-------------------------------|----------------|-----------------------|
|                             | <i>r-value</i>                | <i>p-value</i> | <i>Interpretation</i> |
| Organizational Power (OP)   | 0.791                         | 0.000          | Significant           |
| Individual Empowerment (IE) | 0.833                         | 0.000          | Significant           |

Table 2 presents the correlation test between the independent variable and barangay development outcomes. The data shows the significant relationships of the independent and dependent variables, given that the p-value is 0.000. Looking at the specific results, the correlation coefficients indicate a strong, positive, and significant relationship: organizational power ( $r=0.791$ ;  $p=0.000$ ) and individual empowerment ( $r=0.833$ ;  $p=0.000$ ). These figures suggest that barangay development outcomes increase as organizational power increases. The same goes for individual empowerment and barangay development outcomes; as IE increases, BDO also inclines to increase. Therefore, if the barangay wants to increase its development outcomes, it must intensify organizational power through the agency and opportunity indicators and individual empowerment through the existence, use, and achievement of choice.

influence to create, initiate, collaborate, or demand such changes. For instance, governments and economies cooperate with developed and developing countries to diffuse knowledge and development models through policy transfers [25]. Without power, these connections and cooperation become impossible. Moreover, empowerment also highly correlates with development outcomes. For example, empowered women can find significance in their domestic and social roles. For instance, in Nepal, women's empowerment takes the lead role in the Feed the Future Initiative [26]. Likewise, women empowerment brought changes to Pakistan households and communities by partnering with microfinancing institutions in poverty mitigation initiatives [27]. These examples show the tandem movements of organizational power and individual empowerment with development outcomes.

Research proved that change comes with power. A person or an organization with power has the authority and

**Table 3**  
*Hierarchical Regression (Model Difference)*

| Predictive Variables                          | Barangay Development Outcomes |               |                 |               |                |
|-----------------------------------------------|-------------------------------|---------------|-----------------|---------------|----------------|
|                                               | $R^2$                         | Coefficient B | R Square Change | Sig. F Change | Interpretation |
| Organizational Power                          | 0.626                         | 0.427         | 0.626           | 0.000         | Significant    |
| Organizational Power + Individual Empowerment | 0.798                         | 0.440         | 0.172           | 0.000         | Significant    |



Table 3 displays the hierarchical linear regression model. The data shows the degree of influence that organizational power and individual empowerment have on barangay development outcomes. The table shows two models: first, the organizational power and Barangay development outcomes model, and second, the individual empowerment variable as an addition to the model.

The first model shows that organizational power significantly influences barangay development outcomes by 62.6% ( $R^2=0.626$ ). The second model shows the combination of organizational power and individual empowerment. It illustrates that adding individual empowerment to organizational power

## CONCLUSION

The descriptive statistics showed overall moderate levels of organizational power (OP), individual empowerment (IE), and barangay development outcomes (BDO). The results denote that while the average levels convey a good story of these variables, there is still more room for improvements in these areas of growth in Barangay 7A or elsewhere. Moreover, the moderate levels of OP, IE, and BDO indicate a form of segmentation among the residents, lacking unified organizational goals. On the other hand, the significant relationships between OP and BDO and IE and BDO indicate that barangay development outcomes change with the change in organizational power (OP) and individual empowerment (IE). This result suggests the importance of cohesion and cooperation among the barangay residents. Everyone should actively participate in governance as a responsible citizen and community member for BDO to occur.

Additionally, organizational power and individual empowerment have a significant combined effect on barangay development outcomes. Also, the strength of individual

(first model) yielded a coefficient of 0.798, suggesting that combining these two variables could influence the barangay development outcomes by 79.8%. Moreover, the R square change signifies the contributive influence of individual empowerment on the barangay development outcomes. The hierarchical linear equation shows a model difference of 0.172 from the first model to the second model, suggesting that individual empowerment can influence barangay development outcomes by 17.2%. The unstandardized beta coefficient of 0.440 reveals that the combination of organizational power and individual empowerment has a more significant impact on the development outcomes of the barangays.

empowerment in influencing development outcomes calls for collaboration and support from each community member towards achieving community development goals. Therefore, the study concludes that barangay leaders need to revisit their scorecards in governance and development aspects. In addition, barangay leaders can collaborate with the private sector to realize its development goals.

In this respect, the Joji Ilagan Career Center Foundation, Inc. (JICCFI) can work together with Barangay 7A through its Community Extension Services. JICCFI can do this with a renewed approach. For instance, the school can conduct seminar workshops with the Barangay 7A officials and functionaries on leadership and project management. These workshops will enable and equip barangay leaders to become strategic planners and developers for the growth and advancement of their barangay. In addition, Joji Ilagan Career Center Foundation Incorporated may also provide technical and vocational training for residents of Barangay 7A to prepare them for employment opportunities toward economic stability.

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