

Ethical Leadership and Commitment to Transparency for Sustainable Good Governance in the Local Government of Laguna in Compliance with R.A. 9184

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Abstract — This study determined the the level of ethical leadership and local government's commitment to transparency of the selected LGU's in the third district of Laguna fiscal year 2024 - 2025. Specifically, it sought to determine the level of ethical leadership in terms of fairness, honesty, equality, integrity, and leading by example, the level of good governance in terms of accountability, transparency and equity, the level of local governments' compliance to good governance terms of procedures, bids and awards committee, monitoring, and auditing, the significant relationship between ethical leadership and The strong correlation between local governments' adherence to good governance and its compliance to good governance. This research utilized a descriptive design and uses a quantitative method that uses quota sampling technique. The respondents were 15 department head and 90 government employees in the selected local government unit in the third district of Laguna, fiscal year 2024-2025. A self-made survey questionnaire was used in this study. Mean and standard deviation were used to determine the level of ethical leadership, level of good governance, and level of local governments' compliance to good governance. Pearson moment correlation coefficient was used to measure the relationship between ethical leadership and local governments' compliance to good governance, and the significant relationship between good governance and local governments' compliance to good governance. The following were the significant findings of the investigation: Findings show that the level of ethical leadership in terms of fairness, honesty, equality, integrity, and leading by example appears to have a verbal interpretation of highly evident. Likewise, the level of good governance in terms of accountability, transparency and equity also appears to have a verbal interpretation of highly evident. Moreover, the level of local governments' compliance to good governance terms of procedures, bids and awards committee, monitoring, and auditing also appears to have a verbal interpretation of highly evident. Furthermore, the significant relationship between ethical leadership and local governments' compliance to good governance, and the significant relationship between good governance and local governments' compliance to good governance are both significant. Based on the findings of the study, the following conclusions were drawn: There is a significant relationship between ethical leadership and local governments' compliance to good governance. Likewise, there is also a significant relationship between good governance and local governments' compliance to good governance. Therefore, the null hypotheses are both rejected. Based on the drawn conclusions resulted to the following recommendations: The Local Government Unit should continue their good practices in compliance to good governance. Leverage technology for good governance, they must implement digital tracking systems to prevent corruption and inefficiency. Invest in Leadership Development and provide ethics

training and mentorship programs for local government officials. Promote citizen participation and encourage public consultations and feedback mechanisms in decision-making

Keywords— Ethical Leadership, Commitment to Transparency, Good Governance.

I. INTRODUCTION

The Government Procurement Reform Act (GPPRA), also known as Republic Act No. 9184 (RA 9184), was passed in January 2003, rationalizing and harmonizing the Philippine procurement system with best practices and international standards.

The values of accountability, transparency, and competition were upheld under RA 9184. It also requires the public to keep an eye on government procurement activity and to employ streamlined procurement procedures. More significantly, the Government Procurement Policy Board (GPPB) was established by the GPPRA. The purpose of this law is to advance the principles of good governance across all of its departments, agencies, subdivisions, and instrumentalities, including local government entities and enterprises that are owned or managed by the government.

In addition, these principles must always guide the national government's procurements, as well as those of its departments, bureaus, offices, and agencies, including state universities and colleges, government-owned and/or controlled corporations, government financial institutions, and local government units. Transparency is essential throughout the procurement process and the implementation of procurement agreements.

Furthermore, by providing equal opportunities for qualified and eligible private contracting parties to engage in public bidding, this legislation fosters fairness and competition. Also, this law streamlined the procurement procedure, which will be applied consistently to all government procurements, in order to expedite government services. To guarantee a successful and efficient approach, the procurement procedure must be straightforward and flexible enough to accommodate new developments in contemporary technology.

Procurement services in government offices are vital for the efficient and ethical acquisition of goods and services that support public administration and national development. A

transparent and well-regulated procurement process ensures that public funds are used effectively, maintains trust in government operations, and contributes to the overall economic growth of the nation. Effective procurement not only meets the immediate needs of government offices but also aligns with long-term goals for sustainable and responsible use of resources.

For this purpose, the government procurement reform act (RA 9184) was formulated to ensure good governance and transparency in the procurement process in the government offices. Transparency and good governance in the procurement process in government agencies are essential to fostering accountability, efficiency, and public confidence. Transparency in government procurement procedures ensures that officials are accountable for their actions by allowing the public to examine their choices. This accountability helps to deter corruption, as officials know that their actions are observable and subject to review, fostering a culture of integrity and trust within public institutions.

Good governance practices, characterized by clear rules and standards, minimize opportunities for corrupt activities such as bribery and fraud. By establishing transparent procurement frameworks, governments can reduce the likelihood of corruption, which is often rampant in non-transparent environments. Moreover, effective procurement governance, underpinned by transparency, allows governments to allocate resources more efficiently. By making procurement data and processes accessible, decision-makers can identify cost-saving opportunities and assess spending patterns, leading to better strategic resource allocation.

On this ground, this study will determine the level of ethical leadership and local governments' commitment to transparency as LGU's compliance to RA 9184.

II. METHODOLOGY

The researcher used the descriptive design of research to determine the level of ethical leadership and local governments' commitment to transparency of the selected local government units in the third district of Laguna, fiscal year 2024-2025. This research also used a quantitative method, a quantitative research method is considered conclusive and is used to test specific hypotheses and describe characteristics or functions. descriptive research should have a clear and accurate research problem. This method enables the researcher to interpret theoretical meaning of the findings and the hypothesis development for further studies (Fluet, 2021). The respondents of the study were 15 department heads and 90 government employees in the selected local government units in the third district of Laguna. A self-made survey questionnaire was used in this study. Mean and standard deviation were used to determine the level of ethical leadership, level of good governance, and level of compliance to good governance. Pearson moment correlation was used to measure the relationship between local governments' compliance to good governance, and the relationship between good governance and LGU's compliance to good governance.

III. RESULT AND DISCUSSION

Table 1 show the level of ethical leadership in terms of fairness. The respondents strongly agree that they believe that fairness ensures that individuals are treated equally, regardless of their race, gender, religion, socioeconomic status, or political affiliation (M=3.61, SD=0.48). Furthermore, respondents strongly agree that they believed that fairness helps prevent discrimination, (M=3.53, SD=0.50). Moreover, respondents strongly agree they believe that fairness in the government provides equal opportunity to all the employees (M=3.50, SD=0.50). Likewise, respondents strongly agree that they believed that fairness gives equal opportunity for all (M=3.48, SD=0.50). Lastly, respondents strongly agree that they believed that fairness allows everybody to have access to the same opportunities and resources (M=3.47, SD=0.50).

TABLE I. Level of Ethical Leadership

STATEMENT	MEAN	SD	REMARKS
I believe that fairness ensures that individuals are treated equally, regardless of their race, gender, religion, socioeconomic status, or political affiliation.	3.61	0.48	Strongly Agree
I believe that fairness in the government provides equal opportunity to all the employees.	3.50	0.50	Strongly Agree
I believed that fairness gives decisions and actions should be free from favoritism, bias	3.48	0.50	Strongly Agree
I believed that fairness helps prevent discrimination.	3.53	0.50	Strongly Agree
I believed that fairness allows everybody to have access to the same opportunities and resources.	3.47	0.50	Strongly Agree
Weighted Mean	3.52		
SD	0.44		
Verbal Interpretation	Strongly Agree		

The level of ethical leadership in terms of fairness attained a weighted mean score of 3.52 and a standard deviation of 0.44 and was verbally interpreted as strongly agree among the respondents.

This implies that ethical leadership in terms of fairness guarantees that workers receive the same treatment regardless of their political affiliation, socioeconomic status, gender, color, or religion. This means that the local government promotes workplace inclusivity and diversity by ensuring that hiring, promotions, and benefits are based on merit and performance rather than personal characteristics. This creates a culture of respect where employees feel valued and safe, leading to higher engagement and job satisfaction.

This implication is supported by Mayer (2023) as fairness is the quality of behaving in a reasonable and just manner. It is about treating others the right way.

On the other hand, Thomas (2023) also agreed on the result of the study that fairness is important in the workplace because it helps to create a positive and productive work environment.

Table 2 show the level of ethical leadership in terms of honesty. The respondents strongly agree that they believe that when government officials and institutions uphold honesty, they demonstrate integrity and build public confidence, and they also believed that honesty ensures that public officials are

accountable for their actions (M=3.57, SD=0.49). Likewise, respondents strongly agree that they believe that honesty is critical to promoting transparency, fairness, and accountability within public administration (M=3.61, SD=0.48). Moreover, respondents strongly agree they believed that honestly are seen as legitimate and trustworthy by the public (M=3.50, SD=0.50). Lastly, respondents strongly agree that they believe that government is acting in their best interest and that public policies are grounded in truth (M=3.49, SD=0.50).

TABLE II. Level of Ethical Leadership in terms of Honesty

STATEMENT	MEAN	SD	REMARKS
I believe that when government officials and institutions uphold honesty, they demonstrate integrity and build public confidence.	3.57	0.49	Strongly Agree
I believe that honesty is critical to promoting transparency, fairness, and accountability within public administration.	3.61	0.48	Strongly Agree
I believe that government is acting in their best interest and that public policies are grounded in truth.	3.49	0.50	Strongly Agree
I believed that honestly are seen as legitimate and trustworthy by the public.	3.50	0.50	Strongly Agree
I believed that honesty ensures that public officials are accountable for their actions.	3.57	0.49	Strongly Agree
Weighted Mean SD Verbal Interpretation	3.55 0.40		Strongly Agree

The level of ethical leadership in terms of honesty attained a weighted mean score of 3.55 and a standard deviation of 0.40 and was verbally interpreted as strongly agree among the respondents.

This implies that ethical leadership in terms of honesty that when government representatives and institutions exhibit integrity and foster public trust when they uphold honesty. This means that local government strengthens public trust and confidence.

The above implication on the result of the study was supported by Kenan (2022), as he stated that honesty is a behavior in the public sector, public servants are bound by ethical codes and principles. Acting with honesty reflects their commitment to serving the public with integrity and respect for the rule of law.

Similar result was observed in the study of Barfort et.al. (2019), as self-selection into public service plays a critical role in sustaining honesty in the public sector by ensuring that individuals who are drawn to serve in government positions are motivated by values such as public duty, ethics, and accountability.

Table 3 show the level of ethical leadership in terms of equality. The respondents strongly agree that they believed that equal opportunity environment fosters inclusion, where employees from different backgrounds feel valued, respected, and empowered, and they believe that equality eliminate discrimination and biases (M=3.54, SD=0.50). Likewise, respondents strongly agree that they believe that equality in the government sector creates a diverse workforce that reflects the

broader population (M=3.52, SD=0.50). On the other hand, respondents strongly agree they believed that when the public sees that government offices are committed to equality and fairness, it strengthens their trust in government institutions, and they believe that equality ensures that all employees and applicants have equal access to career advancement and opportunities (M=3.51, SD=0.50).

TABLE III. Level of Ethical Leadership in terms of Equality.

STATEMENT	MEAN	SD	REMARKS
I believe that equality ensures that all employees and applicants have equal access to career advancement and opportunities.	3.51	0.50	Strongly Agree
I believe that equality eliminate discrimination and biases.	3.54	0.50	Strongly Agree
I believe that equality in the government sector creates a diverse workforce that reflects the broader population.	3.52	0.50	Strongly Agree
I believed that equal opportunity environment fosters inclusion, where employees from different backgrounds feel valued, respected, and empowered.	3.54	0.50	Strongly Agree
I believed that when the public sees that government offices are committed to equality and fairness, it strengthens their trust in government institutions.	3.51	0.50	Strongly Agree
I believe that equality ensures that all employees and applicants have equal access to career advancement and opportunities.	3.51	0.50	Strongly Agree
I believe that equality eliminate discrimination and biases.	3.54	0.50	Strongly Agree
Weighted Mean SD Verbal Interpretation	3.52 0.42		Strongly Agree

The level of ethical leadership in terms of equality attained a weighted mean score of 3.52 and a standard deviation of 0.42 and was verbally interpreted as strongly agree among the respondents.

This implies that equality ensures all employees and applicants have equal access to career advancement and opportunities, employees feel valued and respected, leading to a more collaborative and supportive work environment.

The above implication was supported by Akoluk (2022), mentioned that ensuring equality in public service may lead to the promotion of good governance. This not only strengthens democratic institutions but also enhances public trust.

The same results were observed by Cepiku (2021), mentioned that equality in the public service play a vital role in good governance. When all individuals are treated fairly and given equal access to opportunities and services, it reinforces the principles of justice, inclusiveness, and transparency

Table 4 show the level of ethical leadership in terms of integrity. The respondents strongly agree that they believe that integrity is essential for building and maintaining public trust in government institutions (M=3.63, SD=0.48). Likewise, respondents strongly agree that they believed that integrity in its actions creates a work environment where civil servants are motivated to do their jobs with dedication and respect for

ethical principles, which improves productivity and morale, and they believed that Integrity in government ensures that democratic processes, such as elections, are fair and free from manipulation or fraud (M=3.58, SD=0.49). On the other hand, respondents strongly agree they believe that integrity in government ensures that public officials take responsibility for their actions and decisions (M=3.51, SD=0.50). Lastly, respondents strongly agree they believe that integrity in government ensures that laws are applied equally to all individuals, regardless of their position, wealth, or status (M=3.53, SD=0.50).

TABLE IV. Level of Ethical Leadership in terms of Integrity.

STATEMENT	MEAN	SD	REMARKS
I believe that integrity is essential for building and maintaining public trust in government institutions.	3.63	0.48	Strongly Agree
I believe that integrity ensures that public officials take responsibility for their actions and decisions.	3.57	0.49	Strongly Agree
I believe that integrity ensures that laws are applied equally to all individuals, regardless of their position.	3.53	0.50	Strongly Agree
I believed that integrity creates a work environment where civil servants are motivated to do their jobs with dedication and respect for ethical principles.	3.58	0.49	Strongly Agree
I believed that integrity ensures that democratic processes, such as elections, are fair and free from manipulation or fraud.	3.58	0.49	Strongly Agree
Weighted Mean SD Verbal Interpretation	3.58 0.41 Strongly Agree		

The level of ethical leadership in terms of equity attained a weighted mean score of 3.58 and a standard deviation of 0.41 and was verbally interpreted as strongly agree among the respondents.

This implies that when integrity is upheld in government institutions, it strengthens public trust and legitimacy, citizens are more likely to respect and comply with laws when they believe leaders act with honesty and fairness, and also reduces corruption and ethical misconduct because integrity discourages bribery, fraud, and abuse of power, ensuring ethical governance.

This implication of the foregoing research is supported by Anagnostopoulos & Winand (2019), as integrity is living an ethical life means knowing exactly what it is that we want to accomplish and value most in life, and keeping these goals and values in line with our choices and behaviors.

Also, supported by Huberts (2018), Maintaining integrity is an ongoing process that requires commitment from everyone involved. By upholding ethical values, and taking collective action. Integrity frequently dictates that in order to reach our goals over time, we must choose the more challenging route.

Level of Ethical Leadership in terms of Leading by Example.

Table 5 show the level of ethical leadership in terms of leading by example. The respondents strongly agree that they

believed that leading by example also involves fostering a workplace where diversity, inclusion, and equal opportunity are prioritized, promoting a positive culture within government offices, and they also believed that leaders who set high standards for service excellence motivate their teams to follow suit (M=3.59, SD=0.49). Likewise, respondents strongly agree that they believe that when public leaders demonstrate high ethical standards and follow through on their promises, it builds public trust in the institutions they represent (M=3.57, SD=0.49). On the other hand, respondents strongly agree they believe that when leaders demonstrate respect, transparency, and fairness, it creates a positive work environment (M=3.55, SD=0.49). Lastly, respondents strongly agree they believe that a leader who led with integrity and follow laws, regulations, and ethical standards create a culture where ethical behavior is the norm (M=3.52, SD=0.50).

TABLE V. Level of Ethical Leadership in terms of Leading by Example

STATEMENT	MEAN	SD	REMARKS
I believe that when public leaders demonstrate high ethical standards and follow through on their promises, it builds public trust in the institutions they represent.	3.57	0.49	Strongly Agree
I believe that a leader who led with integrity and follow laws, regulations, and ethical standards create a culture where ethical behavior is the norm.	3.52	0.50	Strongly Agree
I believe that when leaders demonstrate respect, transparency, and fairness, it creates a positive work environment.	3.55	0.49	Strongly Agree
I believed that leading by example also involves fostering a workplace where diversity, inclusion, and equal opportunity are prioritized, promoting a positive culture within government offices.	3.59	0.49	Strongly Agree
I believed that leaders who set high standards for service excellence motivate their teams to follow suit.	3.59	0.49	Strongly Agree
I believe that when public leaders demonstrate high ethical standards and follow through on their promises, it builds public trust in the institutions they represent.	3.57	0.49	Strongly Agree
I believe that a leader who led with integrity and follow laws, regulations, and ethical standards create a culture where ethical behavior is the norm.	3.52	0.50	Strongly Agree
I believe that when leaders demonstrate respect, transparency, and fairness, it creates a positive work environment.	3.55	0.49	Strongly Agree
Weighted Mean SD Verbal Interpretation	3.56 0.42 Strongly Agree		

The level of ethical leadership in terms of leading by example attained a weighted mean score of 3.56 and a standard deviation of 0.42 and was verbally interpreted as strongly agree among the respondents.

This implies that leading by example in the government office creates a positive and inclusive workplace culture that employees feel respected, valued, and empowered, leading to higher morale and job satisfaction.

Martins (2024) agrees to the result of the above implication, as leading by example is a leadership style where you model the behavior you want to see in your team members.

Relevant to this, Nograles (2024), affirms that all civil servants must lead by example in as simple as demonstrating patriotism not only in words but through Actions.

TABLE VI. Level of Good Governance in terms of Accountability.

STATEMENT	MEAN	SD	REMARKS
I believe that accountability ensures that government officials are responsible for their actions.	3.61	0.48	Strongly Agree
I believe that accountability ensures that government actions are open and transparent.	3.57	0.49	Strongly Agree
I believe that when leaders are being held accountable for their actions, they are more likely to believe in the integrity and legitimacy of the government.	3.56	0.49	Strongly Agree
I believed that accountability in government ensures that the legal system operates impartially, that law enforcement actions are justified, and that public officials are held responsible for any abuses of power.	3.52	0.52	Strongly Agree
I believed that accountability mechanisms serve as a check on the power of government officials, ensuring that no individual or group can misuse their authority for personal gain.	3.55	0.51	Strongly Agree
Weighted Mean	3.56		
SD	0.42		
Verbal Interpretation	Strongly Agree		

Table 6 show the level of good governance in terms of accountability. The respondents strongly agree that they believe that accountability ensures that government officials are responsible for their actions (M=3.61, SD=0.48). Likewise, respondents strongly agree that they believe that accountability ensures that government actions are open and transparent (M=3.57, SD=0.49). On the other hand, respondents strongly agree they believe that when leaders are being held accountable for their actions, they are more likely to believe in the integrity and legitimacy of the government (M=3.56, SD=0.49). Furthermore, respondents strongly agree they believed that accountability mechanisms serve as a check on the power of government officials, ensuring that no individual or group can misuse their authority for personal gain (M=3.55, SD=0.51). Lastly, respondents strongly agree they believed that accountability in government ensures that the legal system operates impartially, that law enforcement actions are justified, and that public officials are held responsible for any abuses of power (M=3.52, SD=0.52).

The level of good governance in terms of accountability attained a weighted mean score of 3.56 and a standard deviation of 0.42 and was verbally interpreted as strongly agree among the respondents.

This implies that accountability ensures that government officials are responsible for their actions. It improves government efficiency and performance, and officials are more likely to make responsible and informed decisions when they know they will be held accountable.

In the study conducted by Hoque (2022), mentioned that accountability in the public sector has generally been discussed in light of public sector auditing and performance measurement.

Moliere (n.d.) made the same case, stating that accountability is not only what we do but also what we don't do, for which we are responsible. Accountability is a comprehensive concept that encompasses both actions taken and actions not taken. It involves taking responsibility for decisions, behaviors, and their outcomes, whether positive or negative.

TABLE VIII. Level of Good Governance in terms of Transparency

STATEMENT	MEAN	SD	REMARKS
I believe that transparency ensures that actions and decisions are recorded and accessible for review	3.60	0.49	Strongly Agree
I believe that transparency allow citizens and oversight bodies to hold public officials accountable.	3.52	0.50	Strongly Agree
I believe that transparency requires maintaining records that auditors and investigators can use to detect and address corruption.	3.58	0.49	Strongly Agree
I believe that transparency processes allow for input from a variety of stakeholders, leading to more inclusive and well-informed decisions.	3.55	0.49	Strongly Agree
I believe that transparency helps safeguard citizens' rights and ensures fair treatment.	3.58	0.49	Strongly Agree
Weighted Mean	3.56		
SD	0.44		
Verbal Interpretation	Strongly Agree		

Table 7 show the level of good governance in terms of transparency. The respondents strongly agree that they believe that transparency ensures that government actions and decisions are recorded and accessible for review (M=3.60, SD=0.49). Likewise, respondents strongly agree that they believe that transparency helps safeguard citizens' rights and ensures fair treatment, and they also believe that transparency requires maintaining records that auditors and investigators can use to detect and address corruption (M=3.58, SD=0.49). On the other hand, respondents strongly agree they believe that transparency processes allow for input from a variety of stakeholders, leading to more inclusive and well-informed decisions (M=3.55, SD=0.49). Finally, respondents overwhelmingly agree that transparency enables citizens and oversight agencies to hold public authorities accountable (M=3.52, SD=0.50).

The level of good governance in terms of transparency attained a weighted mean score of 3.56 and a standard deviation of 0.44 and was verbally interpreted as strongly agree among the respondents.

This implies that good governance and transparency ensures that government actions and decisions are recorded and

accessible for review, it strengthens public trust and confidence, and citizens are more likely to trust government institutions when they operate openly and honestly.

This implication is parallel to the study of Cucciniello et. al (2014), as transparency in the government office is a cornerstone of good governance, ensuring that citizens are informed and can hold public officials accountable for their actions.

Furthermore, Granicus (2024) mentioned that government transparency is a government’s obligation to be open, accountable and honest with citizens on how it is conducting business and spending taxes.

TABLE VIII. Level of Good Governance in terms of Equity

STATEMENT	MEAN	SD	REMARKS
Equity aim to correct historical and systemic disparities, particularly in areas such as education, healthcare, and economic development.	3.60	0.49	Strongly Agree
Equity diverse voices, especially from marginalized groups, are included in decision-making processes.	3.54	0.50	Strongly Agree
Equity perpetuates discrimination or unequal access to opportunities.	3.55	0.49	Strongly Agree
Equity ensures that every individual, regardless of their background, has the opportunity to succeed.	3.52	0.50	Strongly Agree
Equity helps close gaps in income, education, and health, reducing disparities between different groups in society.	3.50	0.50	Strongly Agree
Weighted Mean	3.54		Strongly Agree
SD	0.42		
Verbal Interpretation			

Table 8 show the level of good governance in terms of equity. The respondents strongly agree that they believe that equity policies aim to correct historical and systemic disparities, particularly in areas such as education, healthcare, and economic development (M=3.60, SD=0.49). Likewise, respondents strongly agree that they believe that equity involves revising laws and regulations that perpetuate discrimination or unequal access to opportunities (M=3.55, SD=0.49). On the other hand, respondents strongly agree they believe that equity requires that diverse voices, especially from marginalized groups, are included in decision-making processes. (M=3.54, SD=0.50). Lastly, respondents strongly agree they believe that equity ensures that every individual, regardless of their background, has the opportunity to succeed (M=3.52, SD=0.50).

The level of good governance in terms of equity attained a weighted mean score of 3.54 and a standard deviation of 0.42 and was verbally interpreted as strongly agree among the respondents.

This implies that good governance and equity ensures that every individual, regardless of their background, has the opportunity to succeed, it promotes fairness and social justice, and recognizes that different individuals may need different levels of support to achieve the same opportunities.

This implication is supported by Rice et.al. (2016) as social equity as the fair and just treatment of all individuals in society, ensuring equal opportunities and access to resources regardless of their background, race, gender, socioeconomic status, or other distinguishing characteristics.

Moreover, equity is based on the notion that every person is equal and has inalienable rights, as well as the tenet that all people are fundamentally equal in value and dignity and have inalienable rights that must be protected and upheld, according to McCandless (2015).

TABLE IX. Level of Local Government Compliance to Good Governance in terms of Procedure.

STATEMENT	MEAN	SD	REMARKS
I carefully identify the needed supplies/equipment, goods and services before making a procurement request.	3.66	0.47	Strongly Agree
I properly coordinate with the right authority regarding the needed supplies/equipment	3.62	0.48	Strongly Agree
I ensure that proper communication has been made prior to purchase order.	3.63	0.48	Strongly Agree
I make sure to follow the standard protocol in making a purchase request	3.62	0.48	Strongly Agree
I prepare a clear and detailed technical specifications or terms of reference (TOR) that describe the goods, services, or works to be procured.	3.61	0.48	Strongly Agree
Weighted Mean	3.63		Strongly Agree
SD	0.41		
Verbal Interpretation			

Table 9 show the level of local government compliance to good governance in terms of procedure. The respondents strongly agree that they carefully identify the needed supplies/equipment, goods and services before making a procurement request (M=3.66, SD=0.47). Likewise, respondents strongly agree that they ensure that proper communication has been made prior to purchase order (M=3.63, SD=0.48). On the other hand, respondents strongly agree they properly coordinate with the right authority regarding the needed supplies/equipment, and they make sure to follow the standard protocol in making a purchase request (M=3.62, SD=0.48). Lastly, respondents strongly agree they prepare a clear and detailed technical specifications or terms of reference (TOR) that describe the goods, services, or works to be procured (M=3.61, SD=0.48).

The level of local government compliance to good governance in terms of procedure attained a weighted mean score of 3.63 and a standard deviation of 0.41 and was verbally interpreted as strongly agree among the respondents.

This implies that when proper procedures are followed before issuing a purchase order (PO), it ensures compliance and accountability and holds individuals accountable for procurement decisions, reducing fraud and errors.

According to the Hashemi-Pour (2023) study, the correct procedure consists of a series of sequential steps for completing a regular task. To ensure consistency across the organization

and adherence to industry norms and business rules, SOPs should be followed consistently at all times.

Furthermore, Oragui (2024) also agree that proper procedure is the backbone of any successful business. A key component of managing these processes is having clear standard operating procedures. ensures everyone is on the same page with what to do and how to do it.

TABLE X. Level of Local Government Compliance to Good Governance in terms of Bids and Awards Committee.

STATEMENT	MEAN	SD	REMARKS
BAC's core functions are to ensure that government procurement follows a transparent process	3.61	0.48	Strongly Agree
BAC oversees the advertising of procurement opportunities, ensures that all interested contractors have an equal chance to participate	3.59	0.49	Strongly Agree
BAC helps prevent corruption, favoritism, and conflicts of interest.	3.60	0.49	Strongly Agree
BAC decisions are based on defined criteria.	3.59	0.49	Strongly Agree
BAC ensures that all eligible contractors are given the same opportunity to bid.	3.60	0.49	Strongly Agree
Weighted Mean SD Verbal Interpretation	3.60 0.44		Strongly Agree

Table 10 show the level of local government compliance to good governance in terms of bids and awards committee. The respondents strongly agree that they believe that BAC's core functions are to ensure that government procurement follows a transparent and competitive process (M=3.61, SD=0.48). Likewise, respondents strongly agree that they believe that the BAC helps prevent corruption, favoritism, and conflicts of interest, and they also believed that BAC ensures that all eligible contractors are given the same opportunity to bid, and that no single contractor is favored based on personal or political connections. (M=3.60, SD=0.49). Lastly, respondents strongly agree they believe that the committee oversees the advertising of procurement opportunities, ensures that all interested suppliers and contractors have an equal chance to participate, and they also have high hopes that BAC decisions are based on defined criteria (M=3.59, SD=0.49).

The level of local government compliance to good governance in terms of procedure attained a weighted mean score of 3.60 and a standard deviation of 0.44 and was verbally interpreted as strongly agree among the respondents.

This implies that when the bids and awards committee (BAC) ensures that government procurement follows a transparent and competitive process, it prevents corruption and promotes fairness by ensuring that procurement decisions are free from favoritism, bribery, and unethical influence.

This implication is aligned to RA 9184, the Bids and Awards Committee (BAC) plays a crucial role in ensuring transparency, efficiency, fairness, and accountability in government procurement processes. Established in accordance with procurement laws and regulations (e.g., the Government Procurement Reform Act in some countries), the BAC oversees

the entire procurement process to ensure that public funds are used effectively and in the best interest of the community.

Furthermore, according to RA 12009 the BAC is vital for maintaining the integrity and effectiveness of government procurement. Its role in fostering transparency, fairness, and accountability ensures that public resources are managed responsibly, benefiting both the government and the citizens it serves.

Level of Local Government Compliance to Good Governance in terms of Monitoring

Table 11 show the level of local government compliance to good governance in terms of monitoring. The respondents strongly agree that they believe that proper monitoring in government procurement is important to ensure transparency in all the transactions (M=3.70, SD=0.45). Likewise, respondents strongly agree that they have high hopes that monitoring helps track whether the funds allocated to various government programs are being spent as planned, ensuring that financial resources are used efficiently (M=3.64, SD=0.48). Furthermore, respondents strongly agree they believed that monitoring tracks the disbursement and use of funds to ensure that government money is being used properly and in accordance with budgetary guidelines. (M=3.62, SD=0.48). In addition, respondents strongly agree they believe that proper monitoring is essential in tracking progress, measuring outcomes, identifying issues, and making adjustments to improve the delivery of public services and the use of public resources (M=3.61, SD=0.48). Lastly, respondents strongly agree they believe that monitoring is essential to ensure that public policies, projects, and programs are implemented efficiently, effectively (M=3.59, SD=0.49).

TABLE XI. Level of Local Government Compliance to Good Governance in terms of Monitoring

STATEMENT	MEAN	SD	REMARKS
Monitoring in government procurement is important to ensure transparency in all the transactions.	3.70	0.45	Strongly Agree
Monitoring is essential to ensure that public policies, projects, and programs are implemented efficiently, effectively	3.59	0.49	Strongly Agree
Monitoring is essential in tracking progress, measuring outcomes, identifying issues, and making adjustments to improve the delivery of public services and the use of public resources.	3.61	0.48	Strongly Agree
Monitoring helps track whether the funds allocated to various government programs are being spent as planned, ensuring that financial resources are used efficiently.	3.64	0.48	Strongly Agree
Monitoring tracks the disbursement and use of funds to ensure that government money is being used properly	3.62	0.48	Strongly Agree
Weighted Mean SD Verbal Interpretation	3.63 0.41		Strongly Agree

The level of local government compliance to good governance in terms of monitoring attained a weighted mean score of 3.63 and a standard deviation of 0.41 and was verbally interpreted as strongly agree among the respondents.

This implies that monitoring in government offices prevents corruption and fraud, and reduces opportunities for bribery, kickbacks, and manipulation of procurement contracts.

This implication is aligned with RA 9184, proper monitoring of the procurement process and the implementation of awarded contracts are provided for in R.A. 9184, with the end in view of guaranteeing that these contracts are awarded pursuant to the provisions of the R.A. 9184 and its IRR-A, and that all these contracts are performed strictly according to specifications.

In addition, according to EvalCommunity (2024), Monitoring and evaluation (M&E) plays a crucial role in the public sector, as it enables policymakers, program managers, and other stakeholders to assess the effectiveness of public policies, programs, and interventions.

TABLE XII. Level of Local Government Compliance to Good Governance in terms of Auditing.

STATEMENT	MEAN	SD	REMARKS
Audits are a crucial part of the oversight and accountability framework in the public sector.	3.60	0.49	Strongly Agree
Audits help detect any misuse, waste, or inefficiency in the use of government funds.	3.59	0.49	Strongly Agree
Audits provide transparency by evaluating government agencies' financial activities and reporting the results to the public.	3.62	0.48	Strongly Agree
Auditing increases public confidence in the government by assuring citizens that their money is being used for the intended purposes.	3.65	0.47	Strongly Agree
Auditors assess whether government activities are compliant with relevant laws, regulations, policies, and standards.	3.60	0.49	Strongly Agree
Weighted Mean	3.61		Strongly Agree
SD	0.42		
Verbal Interpretation			

Table 12 show the level of local government compliance to good governance in terms of auditing the respondents strongly agree that they believed that auditing increases public confidence in the government by assuring citizens that their money is being used for the intended purposes (M=3.65, SD=0.47). Likewise, respondents strongly agree that they believe that audits provide transparency by evaluating government agencies' financial activities and reporting the results to the public. (M=3.62, SD=0.48). Furthermore, respondents strongly agree they believe that audits are a crucial part of the oversight and accountability framework in the public sector, and they also believed that auditors assess whether government activities are compliant with relevant laws, regulations, policies, and standards. (M=3.60, SD=0.49). Lastly, respondents strongly agree they believe that audits help

detect any misuse, waste, or inefficiency in the use of government funds (M=3.59, SD=0.49).

The level of local government compliance to good governance in terms of auditing attained a weighted mean score of 3.61 and a standard deviation of 0.42 and was verbally interpreted as strongly agree among the respondents.

This implies that auditing increases public confidence by assuring citizens that their money is being used for its intended purposes, and it improves budget efficiency and resource allocation, ensures that government spending aligns with priorities and delivers value for money, and Identifies areas of overspending or inefficiency, leading to better financial planning.

This implication is supported by Hay (2018) as auditing public sector auditing is a large area of auditing practice that is complex and comparatively unexplored, Auditing in government is a critical function for ensuring transparency, accountability, and efficiency in the use of public funds and resources. It involves the systematic examination of government operations, finances, and activities to verify that they are being carried out according to established laws, regulations, and policies.

Moreover, same findings were shown in the study of Gustavson (2025), public auditing may lead to a positive outcome resulting to a more desirable government service. Auditing is a critical mechanism for ensuring accountability, transparency, and efficiency in governance.

TABLE XIII Significant Relationship Between Ethical Leadership and Local Governments' Compliance to Good Governance.

Ethical Leadership		Local Governments' Compliance to Good Governance.			
		Procedures	Bids and Awards Committee	Monitoring	Auditing
Fairness	Pearson Correlation	.387**	.419**	.473**	.615**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000
	N	105	105	105	105
Honesty	Pearson Correlation	.531**	.592**	.556**	.646**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000
	N	105	105	105	105
Equality	Pearson Correlation	.585**	.614**	.628**	.719**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000
	N	105	105	105	105
Integrity	Pearson Correlation	.689**	.673**	.734**	.684**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000
	N	105	105	105	105
Leading by example	Pearson Correlation	.688**	.724**	.760**	.765**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000
	N	105	105	105	105

Table 13 shows there is a significant relationship between ethical leadership in terms of fairness to the local governments' compliance to good governance in terms of procedure, bids and awards, monitoring, and auditing is significant as revealed in the r-value of 0.387, 0.419, 0.473, and 0.615 respectively as confirmed by the p-value of 0.00, 0.00, 0.00, and 0.00 respectively.

In addition, there a significant relationship between ethical leadership in terms of honesty to the local governments' compliance to good governance in terms of procedure, bids and

awards, monitoring, and auditing is significant as revealed in the r-value of 0.531, 0.592, 0.556, and 0.646 respectively as confirmed by the p-value of 0.00, 0.00, 0.00, and 0.00 respectively.

Moreover, there a significant relationship between ethical leadership in terms of equality to the local governments' compliance to good governance in terms of procedure, bids and awards, monitoring, and auditing is significant as revealed in the r-value of 0.585, 0.614, 0.628, and 0.719 respectively as confirmed by the p-value of 0.00, 0.00, 0.00, and 0.00 respectively.

Furthermore, there a significant relationship between ethical leadership in terms of integrity to the local governments' compliance to good governance in terms of procedure, bids and awards, monitoring, and auditing is significant as revealed in the r-value of 0.689, 0.673, 0.734, and 0.684 respectively as confirmed by the p-value of 0.00, 0.00, 0.00, and 0.00 respectively.

Lastly, there a significant relationship between ethical leadership in terms of leading by example to the local governments' compliance to good governance in terms of procedure, bids and awards, monitoring, and auditing is significant as revealed in the r-value of 0.688, 0.724, 0.760, and 0.765 respectively as confirmed by the p-value of 0.00, 0.00, 0.00, and 0.00 respectively.

In general, there is a significant relationship between ethical leadership and local governments' compliance to good governance.

TABLE XIV. Significant Relationship Between Ethical Leadership and Local Governments' Compliance to Good Governance.

Good Governance		Local Governments' Compliance to Good Governance.			
		Procedures	Bids and Awards Committee	Monitoring	Auditing
Accountability	Pearson Correlation	.710**	.602**	.801**	.812**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000
	N	105	105	105	105
Transparency	Pearson Correlation	.748**	.711**	.783**	.752**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000
	N	105	105	105	105
Equity	Pearson Correlation	.781**	.748**	.717**	.699**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000
	N	105	105	105	105

Table 14 shows the here a significant relationship between good governance in terms of accountability to the local governments' compliance to good governance in terms of procedure, bids and awards, monitoring, and auditing is significant as revealed in the r-value of 0.710, 0.602, 0.801, and 0.812 respectively as confirmed by the p-value of 0.00, 0.00, 0.00, and 0.00 respectively.

There a significant relationship between good governance in terms of transparency to the local governments' compliance to good governance in terms of procedure, bids and awards, monitoring, and auditing is significant as revealed in the r-value of 0.748, 0.711, 0.783, and 0.752 respectively as confirmed by the p-value of 0.00, 0.00, 0.00, and 0.00 respectively.

There a significant relationship between good governance in terms of

equity to the local governments' compliance to good governance in terms of procedure, bids and awards, monitoring, and auditing is significant as revealed in the r-value of 0.781, 0.748, 0.717, and 0.699 respectively as confirmed by the p-value of 0.00, 0.00, 0.00, and 0.00 respectively.

In general, there is a significant relationship between good governance and local governments' compliance to good governance.

IV. CONCLUSION

Based on the findings of the study, the following conclusions were drawn:

1. There is a significant relationship between ethical leadership and local governments' compliance to good governance. Thus, the null hypothesis is rejected.
2. There is a significant relationship between good governance and local governments' compliance to good governance. Thus, the null hypothesis is also rejected.

V. RECOMMENDATION

Based on the drawn conclusions resulted to the following recommendations:

1. The Local Government Unit should continue their good practices in compliance to good governance.
2. Leverage technology for good governance, they must implement digital tracking systems to prevent corruption and inefficiency.
3. Invest in Leadership Development and provide ethics training and mentorship programs for local government officials.
4. Promote citizen participation and encourage public consultations and feedback mechanisms in decision-making.

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