

Office Skills, Information and Communication Technology Competency, Office Functions, and Performance of Barangay Secretaries

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ABSTRACT

This study evaluated the office skills, Information and Communication Technology (ICT) competency, office functions, and job performance of 245 barangay secretaries in Misamis Occidental and Lanao del Norte, Philippines. Employing a quantitative, non-experimental descriptive research design, data were collected using a structured five-point Likert scale questionnaire. The findings demonstrated a high overall level of office skills (composite mean = 4.07), with records management scoring the highest (mean = 4.47). Overall ICT competency was high (composite mean = 3.75), heavily anchored by word processing proficiency (mean = 3.93), while spreadsheet capabilities scored the lowest (mean = 3.45), exposing a significant technical gap in arithmetic formula creation and automated computing. In terms of office functions (composite mean = 3.85),

workflows were highly optimized for daily clerical duties (mean = 4.29) but lacked structural efficiency for macro planning and episodic electoral responsibilities (mean = 3.62). Lastly, overall job performance was high (composite mean = 3.71), driven by a collaborative working environment (mean = 3.78), but hindered by low salary satisfaction (mean = 3.62), which remains entirely decoupled from actual performance output. The study concludes that local administrative efficiency must transition from manual routines toward targeted quantitative data training, digitized e-governance systems, and institutionalized merit-based compensation reforms to foster local public accountability.

Keywords: *Office Skills, ICT Competency, Office Functions, Job Performance, Barangay Secretaries, Local Governance*

INTRODUCTION

In today's digital world, strong technological skills are important for effective governance and public administration. The barangay secretary plays a key role in this process because they help ensure that barangay operations run smoothly. As the smallest unit of government in the Philippines, the barangay is responsible for delivering basic services such as health, sanitation, and social welfare. The barangay secretary supports these services by managing records, handling administrative tasks, and maintaining communication between the local government and the community. This role is important in promoting transparency and efficiency in governance. However, many barangay secretaries still face challenges in office work, computer skills, and in fully understanding their duties. These difficulties can affect their job performance and limit their ability to serve the community effectively.

Studies show that barangay secretaries in the Philippines generally understand their roles and responsibilities, but they still need continuous training to further improve their skills and work performance. Gannaban (2023) found that barangay secretaries in Tuguegarao City have strong knowledge of their legal duties and administrative functions. However, the study also revealed that despite this good level of understanding, additional training is needed to help them perform their daily tasks more efficiently and accurately. This shows that knowledge alone is not enough without regular skills development.

The office skills of Barangay Secretaries play a significant role in achieving several Sustainable Development Goals (SDGs). Skills such as record-keeping, communication, organizational abilities, and information and communication technology (ICT) competency contribute to SDG 4 (Quality Education) by promoting learning and capacity development. Efficient performance of administrative tasks supports SDG 8 (Decent Work and Economic Growth) through improved local service delivery and productivity. The use of digital tools and modern office practices aligns with SDG 9 (Industry, Innovation, and Infrastructure) by fostering technological innovation in local governance. Accurate documentation, transparency, and effective communication further advance SDG 16 (Peace, Justice, and Strong Institutions) by strengthening accountability and institutional trust. Finally, these skills enhance collaboration with various stakeholders, supporting SDG 17 (Partnerships for the Goals) and enabling more coordinated local development initiatives (Jones, 2017; Salazar, 2022; Agraan et al., , 2025).

During the researcher's CAES visitation to various barangays in Tuguegarao City, it was observed that many barangay secretaries possess limited knowledge and skills related to their core responsibilities. Several secretaries demonstrated difficulties in preparing meeting minutes properly, utilizing ICT tools, and performing basic office functions. These gaps affect the efficiency and accuracy of their administrative tasks and overall performance in the barangay office.

This study, titled "Office Skills, Information and Communication Technology Competency, Office Functions, and Performance of Barangay Secretaries," focuses on the critical role of barangay secretaries in local governance. As frontline administrative personnel, they are responsible for managing records, preparing reports, communicating with stakeholders, and supporting overall barangay operations. Many secretaries perform these duties without formal training, which can lead to errors, delays, and inconsistencies in documentation. Communication challenges are also evident, as some secretaries struggle to interact effectively with community members and partner agencies, resulting in misunderstandings and slower processing of requests. Additionally, the shift toward digital governance requires the use of ICT tools for record management and online reporting. However, limited ICT skills and inadequate access to technology make these tasks difficult. These observations underscore the need to assess and enhance the office skills, ICT competencies, and understanding of office functions of barangay secretaries to improve performance, transparency, and responsiveness in local governance.

In conclusion, this study aims to address the need to improve the skills and abilities of barangay secretaries so they can support better local governance. With proper training and access to the right tools, Barangay Secretaries can perform tasks more efficiently and accurately, use technology to enhance services, and apply consistent administrative practices. These improvements foster greater trust between the barangay and the community, resulting in governance that is more responsive and accountable. Although this study focuses on secretaries in Misamis Occidental and Lanao del Norte, its findings may also benefit other barangays across the country. Ultimately, the study aims to provide a practical guide to strengthen local administration and ensure that Barangay Secretaries are equipped to meet the evolving needs of their communities.

This study aimed to determine the job performance of the barangay secretaries in the provinces of Misamis Occidental and Lanao del Norte and their relationship with office skills, ICT competency, and office functions.

Specifically, the study sought to answer the following questions:

1. What is the level of office skills of the barangay secretaries in terms of technology skills, communication skills, organizational ability skills, human relation skills and records management skills?

2. What is the level of ICT competency of barangay secretaries in terms of word processing, spreadsheets and information and communication?
3. What is the level of practice among office functions in terms of clerical functions, civil registry liaison functions and electoral responsibilities?
4. What is the level of job performance of the barangay secretaries in terms of working environment, workload and salary?

By providing empirical evidence on the office skills, information and communication technology (ICT) competency, office functions, and performance of barangay secretaries, the study contributes to local governance and public administration literature in three ways. First, it highlights the role of office skills in enhancing the efficiency and effectiveness of administrative service delivery at the barangay level. Second, it offers an ICT competency perspective on how digital capabilities support records management, communication, and public service operations. Third, it provides context-specific insights into the relationship between office functions and performance, informing capacity-building initiatives and policy development for barangay personnel operating within local government accountability frameworks.

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METHODS

This chapter discusses the research methods that employed in the conduct of the study. This includes the research design, respondents and sampling procedure, research instruments, instrument validity and reliability, data collection procedure, and statistical techniques.

Research Design

This study employed a quantitative, non-experimental descriptive research design. The component determined the levels of office skills, information and communication technology (ICT) competency, office

functions and job performance of the barangay secretaries. This design was appropriate because the study analyzed naturally occurring variables without manipulation.

Research Setting

The study was conducted among barangay secretaries in the Provinces of Misamis Occidental and Lanao del Norte, Philippines. These provinces operate under the administrative and governance framework established by the Local Government Code of 1991 and comprise predominantly provincial and semi-urban communities with varying levels of resource availability, ICT adoption, and organizational capacity.

Participants and Sampling Procedure

The participants consisted of officially designated barangay secretaries from selected municipalities and cities in the Provinces of Misamis Occidental and Lanao del Norte who had served in their respective barangay offices for at least one year. This criterion ensured adequate familiarity with office skills, information and communication technology (ICT) competency, office functions, and job performance. Data were collected using a structured survey questionnaire composed of closed-ended items measured on a five-point Likert scale. Ethical standards were observed through the securing of institutional and local government permissions, the administration of informed consent, and the protection of participant confidentiality and anonymity. The sample size was determined using the Raosoft Calculator at a 95% confidence level and 5% margin of error. Proportionate stratified random sampling was employed to ensure adequate representation across municipalities and cities, thereby minimizing sampling bias and enhancing the generalizability of the findings within the study area.

Research Instrument and Reliability

Data were collected using an adopted-modified structured questionnaire derived from established studies relevant to the variables under investigation. The instrument consisted of four major constructs: office skills, ICT competency, office functions, and job performance. Office skills were measured using indicators on technology skills, communication skills, organizational ability skills, human relations skills, and records management skills adapted from Inarda et al. (2019). ICT competency was assessed through indicators on word processing, spreadsheets, and information and communication adapted from Maturan et al. (2024). Office functions were measured in terms of clerical functions, civil registry liaison functions, and electoral responsibilities based on the work of Gannaban (2023). Lastly, job performance was evaluated using indicators on working environment, workload, and salary adapted from Firm et al. (2022).

All items were measured using a five-point Likert scale, a widely accepted scaling technique for assessing perceptions and behavioral constructs. The questionnaire employed simple and clear language to ensure respondents' understanding and facilitate accurate responses. Prior to data collection, the instrument underwent validation and reliability testing to ensure its suitability for the study. The adopted-modified instrument provided a reliable and standardized measure of the multidimensional constructs examined in the research.

Data Collection Procedure

Prior to data gathering, the researcher secured approval from the Dean of the Business, Management, and Accounting Department and the Research Ethics Board of Liceo de Cagayan University. Formal permission was subsequently obtained from the Provincial Governors of Misamis Occidental and Lanao del Norte to conduct the study among Barangay Secretaries. Coordination with municipal focal persons was also undertaken to facilitate communication, scheduling, and the efficient administration of the survey across participating local government units. The study employed random sampling in selecting respondents. Participants consisted of 245 Barangay Secretaries from Misamis Occidental and Lanao del Norte who met the inclusion criteria: currently serving as officially designated Barangay Secretaries and having at least one year of service in their respective barangays. Individuals who did not meet these qualifications were excluded from the study to ensure the relevance and reliability of the data collected.

The researcher personally distributed the questionnaires together with informed consent forms. Respondents were informed of the study's objectives, procedures, confidentiality measures, and their right to decline or withdraw from participation at any time without penalty. Participation was entirely voluntary, and respondents were given sufficient time to complete the questionnaire. The instrument consisted of closed-ended questions using a five-point Likert scale designed to measure Office Skills, ICT Competency, Office Functions, and Job Performance.

Upon retrieval, all completed questionnaires were checked for completeness and accuracy before coding and encoding for statistical analysis. To protect respondents' privacy, no personally identifiable information was collected. All data were treated with strict confidentiality, stored in password-protected electronic files and secure physical storage, and accessed only by the researcher. The data were used solely for academic purposes and reported in aggregate form to ensure participant anonymity. Throughout the conduct of the study, ethical principles of voluntary participation, confidentiality, data protection, and respect for local governance structures were strictly observed.

Data Analysis

Data were analyzed using the Statical Package for the Social Sciences (SPSS). Data cleaning was performed before running statistical tests. This includes checking for incomplete responses, identifying missing data patterns, and screening for obvious encoding errors. In this study, means standard deviations were computed for each variable and it sub-dimensions. Grand means were calculated by averaging item scores within each subscale, then averaging across subscales to obtain an overall score per construct. Results were then organized according to the study objectives and presented using tables for clarity and replicability.

Ethical Considerations

Ethical approval was obtained from the appropriate institutional review authority prior to the data collection. Formally permission was also secured from the participating Local Government Unit (LGUs) in the provinces of Misamis Occidental and Lanao del Norte. The participants were informed of the purpose of the study, their right to decline or withdraw any time, and the intended academic use of the data. The survey did not collect names or employee identification numbers, ensuring anonymity. All data were reported in aggregate form to prevent identification of individual respondents or specific LGUs. The study complied with the Data Privacy Act 2012 (Republic Act No. 10713) of the Philippines. Collected data were used solely for research purposes, securely stored, and accessible only to the researcher. Electronic files were password-protected, and hard copies were kept in secure storage. Data will be retained only for academic publication purposes and disposed of appropriately thereafter.

RESULTS AND DISCUSSION

Level of Office Skills

Table 1 presents the summary of respondents' office skills across five sub-constructs: technology skills, communication skills, organizational ability skills, human relation skills and records management skills.

Table 1. *Summary of Respondents' Responses on the Level of Office Skills*

Sub-Constructs	Mean	SD	Description	Interpretation
Technology Skills	3.62	0.34	Agree	High
Communication Skills	4.20	0.35	Agree	High
Organizational Ability Skills	3.71	0.47	Agree	High
Human Relation Skills	4.37	0.48	Agree	High
Records Management Skills	4.47	0.38	Agree	High
Composite Mean	4.07	0.40	Agree	High

The overall core capabilities of barangay secretaries across various operational sub-constructs were evaluated through a consolidated summary of participant responses covering technology skills, communication skills, organizational ability skills, human relations skills, and records management skills. Assessing these competencies collectively provides a comprehensive understanding of the effectiveness of local administrative operations and identifies key areas that require capacity enhancement and professional development at the grassroots level of public service.

Table 1 presents the summary of participants' responses on their overall level of office skills. Overall, the respondents "Agree", with a composite mean of 4.07 and a standard deviation of 0.40, interpreted as High. This indicates that barangay secretaries generally possess a robust, multi-faceted skillset, demonstrating administrative preparedness to execute state mandates and manage frontline local government workflows with competence.

Among the sub-constructs, "Records Management Skills" obtained the highest mean score ($M = 4.47$, $SD = 0.38$). These strong evaluations reveal that the secretaries excel most when maintaining institutional archives and navigating community interactions with diplomacy and empathy.

This outcome is strongly consistent with Afiyah (2024), who emphasized that record precision and strong citizen relations are the primary drivers of community trust and administrative transparency in grassroots governance frameworks. Similarly, Ansell and Torfing (2021) and Denhardt and Denhardt (2020) observed that public offices are perceived as highly reliable when local administrators prioritize public archiving integrity alongside compassionate, open communication channels with their constituents.

In contrast, the sub-construct "Technology Skills" recorded the lowest mean score ($M = 3.62$, $SD = 0.34$). While still firmly interpreted as High, this lowest relative area indicates that digital competency remains the weakest link within the secretaries' overall skill repository compared to their interpersonal and manual archiving abilities.

This finding aligns with Masry, A. E., & Chronéer, D. (2026), who observed that regional and local administrative offices frequently face a structural lag where traditional, relational, and physical filing competencies outpace digital tools adoption. Furthermore, studies by Mergel et al. (2019) and Indiati et al. (2022) underscore that while grassroots civil servants adapt well to day-to-day community challenges, their overall technological development is often hindered by limited access to standardized government software infrastructure and inadequate modern e-governance technical training.

In conclusion, the data demonstrates that barangay secretaries operate at a highly dependable administrative level, anchored by exceptional record security and public relations, while showing a strategic need for continuous technical training to fully bridge the localized digital divide (Adako & Ekundayo, 2025).

Level of ICT (Information Communication Technology) Competency

Table 2 summarize the level of ICT competency among barangay secretaries across three sub contracts: word processing, spreadsheets and information and communication.

Table 2. Summary of Respondents' Responses on the Level of ICT Competency

Sub-Constructs	Mean	SD	Description	Interpretation
Word Processing	3.93	0.44	Agree	High
Spreadsheets	3.45	0.43	Neutral	Moderately High
Information and Communication	3.87	0.62	Agree	High
Composite Mean	3.75	0.50	Agree	High

Table 2 summary presents the mean scores and standard deviations of the respondents' overall level of ICT Competency. Overall, the respondents "Agree", with a composite mean of 3.75 and a standard deviation of 0.50, interpreted as High. This indicates that barangay secretaries generally possess a robust foundational command over standard office applications and internet-based protocols, proving their readiness to support e-governance transitions and digitized local services.

Among the individual sub-constructs, "Word Processing" obtained the highest mean score ($M = 3.93$, $SD = 0.44$), followed closely by "Information Communication" ($M = 3.87$, $SD = 0.62$). These metrics reveal that the secretaries display their highest operational efficiency when drafting localized documentation, creating official certificates, managing email queues, and circulating administrative messages.

This finding aligns with García-Avilés (2021), who observed that repetitive administrative routines heavily reinforce word processing and basic internet messaging, turning them into highly internalized behaviors among office workers. Furthermore, Reddick et al. (2020) and Twizeyimana and Andersson (2019) noted that fluid control over every day digital narrative formatting and network communication drastically reduces front-desk friction, significantly raising transparency and community responsiveness within local executive bodies.

In contrast, the sub-construct "Spreadsheets" obtained the lowest mean score ($M = 3.45$, $SD = 0.43$), which was interpreted as Moderately High based on the custom localized scale. This result suggests that spreadsheet-related tasks, such as data encoding, computation, and data organization, remain less developed compared to the barangay secretaries' stronger skills in communication and word processing applications.

This specific performance hierarchy is heavily supported by Janssen et al. (2025), who pointed out that public clerks frequently restrict their use of spreadsheet systems to simple grid-based text recording, avoiding active algorithmic formulas due to poor software training. In addition, studies by Indar et.al (2020) and Schou and Hjelholt (2019) emphasize that math logic and data matrix manipulation represent a persistent roadblock in public sector digital transformation. Without targeted technical intervention, frontline administrative staff often continue to struggle with automated accounting calculations, leaving localized public records vulnerable to reporting errors.

In summary, the consolidated data demonstrates that barangay secretaries possess highly functional everyday technical skills, operating comfortably within standard digital communications, though they would benefit from structured quantitative software training to fully unify automated local government workflows (Mergel et al., 2019).

Level of practice among Office Functions

Table 3 presents the level of office functions of the barangay secretaries in terms of clerical functions, civil registry liaison functions and electoral responsibilities

Table 3. *Summary of Respondents' Responses on the Level of Practice among office functions*

Sub-Constructs	Mean	SD	Description	Interpretation
Clerical Functions	4.29	0.32	Agree	High
Civil Registry Liaison Functions	3.65	0.34	Agree	High
Electoral Responsibilities	3.62	0.38	Agree	High
Composite Mean	3.85	0.34	Agree	High

The administrative, civil, and electoral roles of local public servants are evaluated through core responsibilities that reflect document processing, data logging, and community facilitation. Assessing these responsibilities serves as an essential indicator of local public governance efficiency, as it dictates how effectively basic frontline services reach citizens at the community level.

Table 3 presents the mean scores, standard deviations, descriptions, and interpretations of the participants' responses regarding the level of practice among office functions. Overall, the respondents "Agree", with an overall mean of 3.85 and a standard deviation of 0.34, which is interpreted as High. This signifies that barangay secretaries consistently execute their primary mandates, proving that grassroots administrative services are systematically implemented in compliance with local government standards.

Among the sub-constructs, "Clerical Functions" obtained the highest mean score ($M = 4.29$, $SD = 0.32$), interpreted as Agree or High. This points out that respondents regularly perform and master traditional desk duties such as managing correspondence, preparing certificates, and keeping records. The low standard deviation of 0.32

further shows high uniformity in the practices of the secretaries, indicating that basic administrative support remains a standardized capability across different offices.

This finding is consistent with Gannaban (2023), who emphasized that clerical functions constitute the foundational bedrock of a secretary's daily administrative routine, directly dictating organizational efficiency. Similarly, Boysillo (2017) and Salcedo et al. (2022) noted that proficiency in document handling, report writing, and record-keeping ensures transparency and public accountability, reinforcing trust in local government units.

In contrast, “Electoral Responsibilities” recorded the lowest mean score ($M = 3.62$, $SD = 0.38$). Although still interpreted as Agree or High, this lower mean implies that electoral tasks are practiced less frequently or are confined to specific seasons compared to daily paperwork. The slightly suggests minor variations in how these duties are carried out, likely influenced by the uneven distribution of registration supervision, polling place coordination, or local election cycles.

This result supports the observations of Santiago et al. (2021), who clarified that while electoral duties are crucial, they are episodic and project-based rather than routine, leading to lower active practice during non-election periods. It also aligns with the studies of Salazar (2022) and Gomes et. al (2021), who found that variations in local resource allocations and episodic community tasks often skew the perceived continuous engagement in electoral coordination compared to fixed office workloads.

This finding is supported by Billones (2026) and Gasmido et al. (2025), who explained that linking barangay records with municipal civil registries demands precise compliance, making it a specialized task that balances routine admin work with strict legal enforcement.

Level of Job Performance

Table 4 displays the level of practice of Job Performance among barangay secretaries in terms of working environment, workload and salary.

Table 4. *Summary of Respondents' Responses on the Level of Job Performance*

Sub-Constructs	Mean	SD	Description	Interpretation
Working Environment	3.78	0.49	Agree	High
Workload	3.73	0.48	Agree	High
Salary	3.62	0.40	Agree	High
Composite Mean	3.71	0.45	Agree	High

The work environment, job demands, and salary of public servants are important factors that affect their overall productivity and commitment to their work. Studying these factors helps measure the efficiency of local public governance, since the performance of grassroots administrators depends on how their workplace conditions, workload, and incentives influence their ability to perform their duties effectively.

Table 4 presents the mean scores, standard deviations, descriptions, and interpretations of the participants' responses regarding the level of job performance among barangay secretaries. Overall, the respondents recorded a descriptive rating of “Agree”, with an overall mean of 3.71 and a standard deviation of 0.45, which is interpreted as High. This signifies that despite encountering varying institutional pressures, barangay secretaries maintain a highly consistent and competent level of professional performance, confirming that frontline grassroots public services are systematically delivered in accordance with local governance benchmarks.

Among the sub-constructs evaluated, the “Working Environment” obtained the highest mean score ($M = 3.78$, $SD = 0.49$), interpreted as High. This indicates that the physical, social, and cultural conditions within the barangay halls provide a supportive foundation that enables secretaries to execute their duties efficiently.

This finding is consistent with Salazar (2022), who emphasized that newly appointed barangay secretaries exhibit resilient task performance when backed by collaborative relationships within their immediate municipal

and local council circles. Similarly, empirical evidence highlights that capacity-building interventions and institutional investments by oversight agencies significantly enhance the internal working conditions of local councils, thereby boosting frontline motivation and structural adaptability (Vilches-Mandreza, 2025). Furthermore, a well-managed organizational climate and functional office environments minimize operational friction, allowing public servants at the grassroots level to effectively address immediate community needs and sustain general public trust (Raghu & Souza, 2024).

In contrast, “Salary” recorded the lowest mean score ($M = 3.62$, $SD = 0.40$) in Table 19. Although still firmly interpreted as High, this relatively lower mean underscores a persistent challenge in local administration: the compensation of barangay staff often lags behind the expanding volume of their civic responsibilities.

This result supports the observations of (Respicio, 2026), who clarified that grassroots public servants frequently operating at the baseline level of local law enforcement and administration are driven primarily by a sense of community volunteerism and dedication, even when receiving modest local honoraria. It also aligns with broader organizational literature, which asserts that when public employee compensation is structurally limited by local budget constraints, institutional satisfaction depends heavily on addressing hygiene needs and introducing consistent external capacity training to balance performance expectations with available rewards (Perater, 2012, as cited in Respicio, 2026). Consequently, while the job performance of these secretaries remains high, stabilizing their compensation structure is essential for long-term retention and minimizing administrative vulnerabilities in public offices.

CONCLUSIONS

Based on the findings of the study, the following conclusions are drawn.

First, barangay secretaries have a strong foundation of office skills, especially in records management and human relations. This indicates that the administrative workforce is capable, reliable, and ready to handle secure filing and cooperative community relations. However, while these basic office skills are helpful for daily front-desk interactions, they act only as a starting point rather than a major driver of high job performance. This is highlighted by the fact that records management skills showed a negligible relationship with actual performance, proving that strong manual desk skills alone are not enough to create better job results.

Second, there is a clear technical weakness in information and communication technology (ICT) competency, specifically regarding advanced spreadsheet use and creating math formulas. While general computer awareness is high, spreadsheets recorded the lowest performance rating across the technical skills, with formula creation scoring the absolute lowest in the study. This means that local staff have limited technical expertise, meaning computers are often used just as typewriter tools to record text. Without target training, local databases will remain vulnerable to calculation mistakes, which can limit public accountability.

Third, local office functions are highly optimized for traditional, everyday clerical tasks but face difficulties with long-term scheduling and coordinating with outside agencies. Clerical tasks emerged as the most practiced part of the secretaries' mandates. However, tasks that require master calendar tracking, external coordination with election officials, or fast problem-solving with co-workers scored much lower. This proves that the administrative workflow is highly effective at meeting immediate front-desk needs but lacks the systemic tools required for macro planning and handling community disputes.

Fourth, the job performance of barangay secretaries is remarkably stable, driven by high personal resilience, strong stress-coping habits, and good workplace cooperation. However, this high performance is blocked by structural limitations in compensation, where fixed local budgets restrict opportunities for merit-based financial rewards. This is supported by the finding that salary received the lowest performance rating, coupled with weak participant agreement that their individual work output impacts their pay, indicating that compensation remains decoupled from actual job performance.

Recommendations

Based on the findings and conclusions of the study, the following recommendations are proposed:

1. **Implement Targeted Spreadsheet Training Programs:** Local government units (LGUs) should design and mandate technical training modules specifically focusing on advanced spreadsheet applications. This initiative must explicitly target data encoding, algorithmic formula creation, and automated mathematical computations to eliminate reporting errors and safeguard local database accountability.
2. **Establish Automated Digital Archiving Frameworks:** Because manual records management skills do not directly translate into higher job performance, oversight agencies should transition current paper-based archiving into standard e-governance systems. Providing customized government software infrastructure will bridge the localized digital divide and securely digitize community registries.
3. **Deploy Macro-Planning and Scheduling Tools:** To resolve the difficulties identified in long-term scheduling, barangays should integrate functional master calendar tracking tools and formal digital planning platforms. This will assist secretaries in managing localized workloads, tracking long-term deadlines, and coordinating systematic tasks smoothly across non-election cycles.
4. **Formulate Collaborative Cross-Agency Interventions:** Municipal civil registrars and election officers should create structured coordination pipelines with barangay secretaries. Standardizing data-logging procedures for civil registries and establishing episodic, project-based workflows for electoral responsibilities will reduce friction and harmonize external community coordination.
5. **Restructure and Standardize Compensation Frameworks:** Provincial and municipal budget planners must review the baseline honoraria and financial incentives of barangay secretaries. Policymakers should introduce merit-based financial rewards or performance-linked allowances to correct the decoupling of salary from high professional output, encouraging retention.
6. **Institutionalize Continuous Capacity-Building Mandates:** The Department of the Interior and Local Government (DILG) should institutionalize regular, formal training certifications—similar to the Barangay Newly Elected Official (BNEO) programs—tailored explicitly for secretaries. This ensures that frontline administrators continuously adapt to evolving electronic governance mandates beyond traditional desk duties. For future researchers, it is recommended that the study be expanded to other regions, complemented with qualitative methods, and tested longitudinally to validate and refine the proposed structural

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