

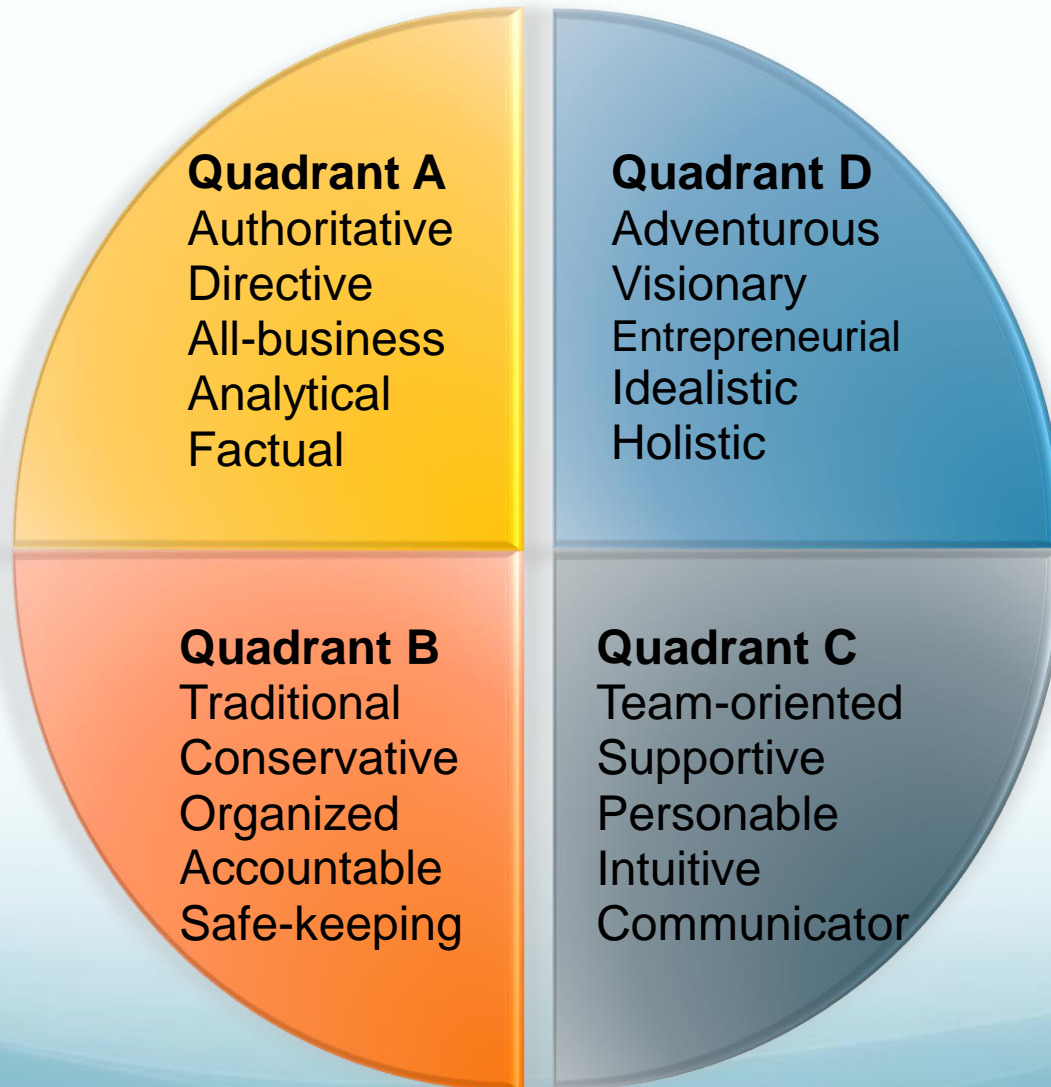
BRAIN DOMINANCE AND LOCAL GOVERNMENT PERFORMANCE: TOWARDS HUMAN CAPITAL CAPACITY TRAINING PROGRAM

Philner P. Salindo
Negros Oriental State University-Guihulngan Campus

Rationale and gap

- Researches on brain dominance and leadership styles in the academe, in private corporations, and other industries were done, but there are no researches on brain dominance and leadership styles of the political leaders. It is in this light that this research will hopefully contribute to building the pool of knowledge that pertains to leadership and brain dominance.
- This study will look into the mindset of public officials in the first district of Negros Oriental using the Brain Dominance Model of Ned Herrmann. Understanding the brain dominance of the political leaders may shed light on what needs to be done in public governance leadership through a human capital capacity training program.

Ned Herrmann Brain Map Model on Management Styles



Conceptual Framework

Research Methodology

Research Design, Sampling and Instruments

- descriptive and quantitative
- documentary research
- questionnaire, interview
- purposive sampling
- 5-point Likert's Scaling
- chi-square

Research Respondents and Locale

- Local Government Units in the Province of Negros Oriental
- 6 cities and 19 municipalities
- 24 Mayors and 22 Vice-mayors, a total of 46 respondents

Findings of the Study

Brain Dominance of LGU Officials

Local Government Officials	Frequency of Brain Dominance of Local Government Officials					
	Quadrant A (%)	Quadrant B (%)	Quadrant C (%)	Quadrant D (%)	Quadrant C and D (%)	Total (%)
Mayors (N=24)	13 (54.20)	5 (20.80)	5(20.80)	0(0.00)	1(4.20)	24(100.00)
Vice-Mayors (N=22)	7 (31.81)	10 (45.45)	5 (22.73)	0(0.00)	0(0.00)	22(100.00)
All (N=46)	20 (43.50)	15 (32.60)	10 (21.73)	0(0.00)	1(2.17)	46(100.00)

- Among the mayors, the dominant brain quadrant is about 54.20% of 100% are brain quadrant “Aiers”, while five mayors are quadrant “Ciers” with five of them belong to quadrant “Biers”. Thus the data are actually saying that 18 out of 25 mayors are left-brain dominant with thinking styles in the “analytic-procedural” with a leadership style that tends to be rational, systematic in leading the people. Majority then of the mayors in Negros Oriental are “technical” people (Robert Katz, 1973).
- With respect to vice-mayors, the dominant brain quadrant is quadrant b, with a percentage of 45.45. This is followed by the quadrant “Aiers” with a percentage of 31.81. No one has a quadrant D leadership style but quadrant C Vice-mayors accounts for about 22.73%.

- Both the mayors and vice-mayors belong to specialized of technical thinking officers. In the absence of the “right-brain” thinking skills these officials cannot think beyond the narrow confines of the visible realities which may obscure issues that need to be addressed. This could explain why the institutional hindrances to good governance have been there for a number of years.

This problem is well articulated in the theory of science book written by Eric Mascall who said:

- “Difficulty arises from the fact that, as time has gone on, the domain of science has grown wider and more and more specialized and technical; so that even a scientific worker, if he is questioned about a matter which falls in some region of science other than his own, may well find himself as much at a loss as someone else would be who was not a scientist at all”.

LGU Performance in Administrative Governance

Administrative Governance				
Local Government	Rating in the LGPMS of the DILG	Level of Performance	Brain Dominance of LGU Officials	
			Mayors	Vice-mayors
Bais City	4.69	Excellent	C	B
Dumaguete City	4.59	Excellent	B	B
Bayawan City	4.33	Excellent	A	C
Zamboanguita	4.31	Excellent	A	A
La libertad	4.30	Excellent	A	A
Guihulngan City	4.27	Excellent	A	A
Sibulan	4.21	Excellent	C	A/C
Ayungon	4.16	High	C	B
Amlan (ayuquitan)	4.11	High	A	-
Santa catalina	4.10	High	A	B
Valencia	4.10	High	A	-
Canlaon city	4.07	High	A	B
Tanjay city	4.03	High	A	C
Mabinay	4.02	High	B	-
Dauin	3.97	High	C	B
Bacong	3.90	High	A	B
Siaton	3.89	High	A	B
Manjuyod	3.85	High	B	A
Pamplona	3.84	High	B	C
Vallehermoso	3.81	High	D	B
San jose	3.80	High	C	-
Basay	3.72	High	A	C
Bindoy (payabon)	3.72	High	B	B
Jimalalud	3.67	High	C	A
Tayasan	3.52	High	A	B
Aggregate	4.03	High		

Source: DILG LGPMS 2012-13

LGU Performance in Economic Governance

Economic Governance				
Local Government	Rating in the LGPMS of the DILG	Level of Performance	Brain Dominance of LGU Officials	
			Mayors	Vice-mayors
Siaton	4.66	Excellent	A	B
Bais city	4.57	Excellent	C	B
Guihulngan city	4.57	Excellent	A	A
Bacong	4.49	Excellent	A	B
La libertad	4.44	Excellent	A	A
Santa catalina	4.43	Excellent	A	B
Bayawan city	4.30	Excellent	A	C
Tanjay city	4.30	Excellent	A	C
Dauin	4.25	Excellent	C	B
Mabinay	4.25	Excellent	B	-
Canlaon city	4.20	High	A	B
Amlan (ayuquitan)	4.16	High	A	-
Dumaguete city	4.09	High	B	B
San jose	4.07	High	C	-
Jimalalud	4.05	High	C	A
Valencia	4.00	High	A	-
Manjuyod	3.92	High	B	A
Bindoy (payabon)	3.89	High	B	B
Pamplona	3.78	High	B	C
Sibulan	3.75	High	C	A/C
Ayungon	3.74	High	C	B
Tayasan	3.59	High	A	B
Zamboanguita	3.46	High	A	A
Basay	3.07	Fair	A	C
Vallehermoso	2.83	Fair	D	B
Aggregate	4.03	High		

Source: DILG LGPMS 2012-13

LGU Performance in Social Governance

Social Governance				
Local Government	Rating in the LGPMS of the DILG	Level of Performance	Brain Dominance of LGU Officials	
			Mayors	Vice-mayors
Zamboanguita	4.83	Excellent	A	A
Dumaguete city	4.79	Excellent	B	B
Tanjay city	4.77	Excellent	A	C
Mabinay	4.69	Excellent	B	-
Bacong	4.66	Excellent	A	B
Bayawan city	4.66	Excellent	A	C
Amlan (ayuquitan)	4.62	Excellent	A	-
Basay	4.56	Excellent	A	C
Bindoy (payabon)	4.56	Excellent	B	B
San jose	4.54	Excellent	C	-
Dauin	4.50	Excellent	C	B
Manjuyod	4.45	Excellent	B	A
La libertad	4.37	Excellent	A	A
Vallehermoso	4.37	Excellent	D	B
Santa catalina	4.29	Excellent	A	B
Ayungon	4.27	Excellent	C	B
Siaton	4.20	High	A	B
Bais city	4.06	High	C	B
Guihulngan city	3.87	High	A	A
Canlaon city	3.80	High	A	B
Sibulan	3.71	High	C	A/C
Valencia	3.63	High	A	-
Pamplona	3.43	High	B	C
Jimalalud	3.41	High	C	A
Tayasan	3.19	Fair	A	B
Aggregate	4.25	Excellent		

Source: DILG LGPMS 2012-13

LGU Performance in Valuing Fundamentals of Governance

Valuing Fundamentals Of Governance				
Local Government	Rating in the LGPMS of the DILG	Level of Performance	Brain Dominance of LGU Officials	
			Mayors	Vice-mayors
Bais city	4.69	Excellent	C	B
Santa catalina	4.83	Excellent	A	B
Amlan (ayuquitan)	4.76	Excellent	A	-
Dumaguete city	4.75	Excellent	B	B
Tanjay city	4.75	Excellent	A	C
Guihulngan city	4.66	Excellent	A	A
Manjuyod	4.65	Excellent	B	A
Jimalalud	4.64	Excellent	C	A
Valencia	4.62	Excellent	A	-
Bacong	4.60	Excellent	A	B
La libertad	4.56	Excellent	A	A
San jose	4.55	Excellent	C	-
Sibulan	4.53	Excellent	C	A/C
Bayawan city	4.51	Excellent	A	C
Siaton	4.40	Excellent	A	B
Ayungon	4.40	Excellent	C	B
Mabinay	4.35	Excellent	B	-
Bindoy (payabon)	4.34	Excellent	B	B
Basay	4.29	Excellent	A	C
Canlaon city	4.27	Excellent	A	B
Zamboanguita	4.26	Excellent	A	A
Dauin	4.22	Excellent	C	B
Vallehermoso	4.21	Excellent	D	B
Pamplona	4.08	High	B	C
Tayasan	3.21	Fair	A	B
Aggregate	4.44	Excellent		

Source: DILG LGPMS 2012-13

LGU Performance in Environmental Governance

Environmental Governance				
Local Government	Rating in the LGPMS of the DILG	Level of Performance	Brain Dominance of LGU Officials	
			Mayors	Vice-mayors
Bayawan city	4.90	Excellent	A	C
Amlan (ayuquitan)	4.83	Excellent	A	-
San jose	4.81	Excellent	C	-
Manjuyod	4.78	Excellent	B	A
Siaton	4.78	Excellent	A	B
Sibulan	4.78	Excellent	C	A/C
Bindoy (payabon)	4.75	Excellent	B	B
Ayungon	4.75	Excellent	C	B
Valencia	4.72	Excellent	A	-
Zamboanguita	4.71	Excellent	A	A
Bais city	4.70	Excellent	C	B
Bacong	4.67	Excellent	A	B
Guihulngan city	4.67	Excellent	A	A
Basay	4.56	Excellent	A	C
La libertad	4.55	Excellent	A	A
Dumaguete city	4.50	Excellent	B	B
Dauin	4.48	Excellent	C	B
Santa catalina	4.48	Excellent	A	B
Jimalalud	4.41	Excellent	C	A
Tanjay city	4.31	Excellent	A	C
Tayasan	4.00	Excellent	A	B
Mabinay	3.73	High	B	-
Vallehermoso	3.68	High	D	B
Canlaon city	3.33	Fair	A	B
Pamplona	3.10	Fair	B	C
Aggregate	4.44	Excellent		

Source: DILG LGPMS 2012-13

- It showed that the aggregate level of government performance of the LGUs in the areas of: Administrative Governance, Economic Governance, Social Governance and Valuing Fundamentals of Governance is “excellent”.

Brain Dominance of LGU Officials and LGU Performance

VARIABLES	χ^2	df	P value	Remarks
Brain Dominance & Administrative Governance	2.15	3	0.542	Not significant
Brain Dominance & Economic Governance	11.3	6	0.080	Not significant
Brain Dominance & Social Governance	2.95	6	0.815	Not significant
Brain Dominance & Valuing Fundamentals Of Governance	2.52	6	0.866	Not significant
Brain Dominance & Environmental Governance	19.00	6	0.004	Significant

- The study exhibited that there are no significant relationships between brain dominance and level of performance of LGUs in areas of: Administrative Governance, Economic Governance, Social Governance and Valuing Fundamentals of Governance. However, it was manifested that there is a significant relationship between brain dominance and level of performance of LGUs in the area of Environmental Governance.

Conclusion

- The study concluded that the optimum level of performance of the LGUs depend on how the local government units' officials maximized the four brain quadrants.
- There is a need to capacitate the LGU officials to maximize their capability in leading their LGUs to the future.

Recommendation

- It is recommended to enhance and stimulate the other brain quadrants, especially quadrant C and D, or simply the right brain. The holistic performance of the LGU officials in administration depend the on the adequacy of brain quadrant usage, the heterogeneous usage of the brain quadrants, the better the results (Management Concept Incorporated, and Lumsdaine and Lumsdaine, 1995).
- Create an institutionalized training for the LGU officials that focuses on the stimulation of the whole brain quadrant as a means to improve the LGUs performance and naturally improve the lives of the constituents of Negros Oriental.

- It is proposed to other researchers to conduct a survey with the constituents of the LGUs as respondents, to have another perspective of the secondary data provided by the DILG.
- Moreover it is highly recommended that the DILG should employ an independent evaluating agency to do the evaluation of the LGUs.
- It is also put forward that the LGU officials to reinforce and update their strategic planning skills, foresight for developmental planning, entrepreneurial skills and the likes, to the dynamism of the LGU environment for them to better address problems that may arise or may soon occur, hence making them better equipped and prepared public servants.

Daghang SALAMAT
sa pagpaminaw...