

Enhancing Community Conflict Resolution Skills: A Training Needs Assessment for Lupon Tagapamayapa

Honey Mae Araña, Emerald Pala, Kimverlieh Claire C. Talip*, Teopisto Y. Culanag Jr. & Jose F. Cuevas Jr.

College of Criminology, Misamis University, Ozamiz City, Philippines.
Email: kimverliehclairetalip05@gmail.com*



DOI: <https://doi.org/10.46382/MJBAS.2023.7215>

Copyright: © 2023 Honey Mae Araña et al. This is an open access article distributed under the terms of the Creative Commons Attribution License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original author and source are credited.

Article Received: 20 April 2023

Article Accepted: 12 June 2023

Article Published: 24 June 2023

ABSTRACT

This research aimed to determine the training needs of the Lupon Tagapamayapa, operating under the Barangay Justice System, as perceived by constituents from selected barangays in the City of Ozamiz. Specifically, the study focused on the areas of conciliation efforts to reconcile parties, enforcement of rules, and proper application of legal procedures. A total of 35 constituents participated in the study, and data were gathered using an adapted survey questionnaire. The findings of the study revealed the training needs of the Lupon Tagapamayapa in handling community disputes. By fulfilling this objective, the study aimed to contribute to the development of training programs that would benefit the Lupon Tagapamayapa in four barangays of Ozamiz City through community extension programs. The results indicated that the Lupon Tagapamayapa in the four barangays of Ozamiz City scored very low in the areas of conciliation efforts to reconcile parties, enforcement of rules, and proper application of legal procedures. Furthermore, age, gender, and civil status were found to have a significant impact on the conciliation process to reconcile parties. Based on the findings, the researchers recommended specific areas of training that could be beneficial for the Lupon Tagapamayapa. These areas include conflict resolution, communication skills, legal knowledge, cultural sensitivity, and problem-solving skills. It is important for them to receive training in various techniques and strategies for resolving disputes and maintaining peaceful community relations. By addressing these training needs, the Lupon Tagapamayapa can enhance their effectiveness in carrying out their roles within the Barangay Justice System. It is hoped that this research will serve as a foundation for the development and implementation of targeted training programs, ultimately leading to improved conflict resolution and strengthened community relations in the barangays of Ozamiz City.

Keywords: Community extension program; Conciliation; Disputes; Lupon tagapamayapa; Reconcile parties; Enforcement of rules.

Introduction

Early Filipinos had a system of settling disputes peacefully among members of communal organizations called barangay. The barangay serves as the primary planning and implementing unit of government policies and activities in the community (Boysillo, 2017). It serves as a forum where disputes may be amicably settled through the implementation of the Katarungang Pambarangay law or the Barangay Justice System (Sec.348 of LGU Code of 1991). Under this is the Lupon Tagapamayapa, a barangay-level peacekeeping body mandated by the Philippine Local Government Code 1991 (Avenido & Tabucanon, 2020).

Lupon Tagapamayapa under the barangay justice system had been working and operating in the Philippines for more than a decade (Villamor & Dagohoy, 2020). The Lupon Tagapamayapa, which is composed of ten (10) to twenty (20) members chosen by the Punong Barangay, acts as Chairman (Kilip, 2021). The body is typically elected every three years and serves until a new body is elected the following year (Benter, 2022). Other than honoraria, allowances, and other emoluments as permitted by law by barangay, municipal, or city rule, they are not paid (Viray & Wekke, 2021). The procedure is applied to almost all civil disputes and numerous offenses with potential prison sentences of less than one year or penalties of less than P5,000.00 (Agustin et al., 2018). Since Lupon Tagapamayapa is an institution unique to the Philippines, it cannot be found anywhere else. The government of the Philippines founded the organization to help in conflict resolution outside of the court system, which can be very costly and time-consuming (Singer, 2018). The Lupon Tagapamayapa volunteers must successfully finish a training program before they are authorized to work (Adonis & Couch, 2018). A recent study

has shown that the training needs of the Lupon Tagapamayapa in dealing with community disputes are immense (Jumalon et al., 2018). Lupon Tagapamayapa members need to be better trained to effectively manage and resolve disputes (Metillo et al., 2022). They should better be educated to understand their traditional rights and customs (Magni, 2017). The Tagapamayapa should also be trained in mediation and conflict resolution (Avenido & Tabucanon, 2020). The ways to accomplish this, such as through workshops or seminars.

Further, the Lupon Tagapamayapa while resolving conflicts had trouble settling disputes with the locals. The challenges faced by the Lupon Tagapamayapa can be summarized into two main points. The first challenge is the lack of clarity on the mandate of the barangay justice system (Floranza, 2021). The second challenge is the lack of resources to carry out its functions (Legaspi & Alampay, 2020). The system has been criticized because outsiders cannot know who is involved in the decision-making process (Corburn, 2018). This makes it difficult for people to have faith in the system. However, the system is still used by many barangays because the Lupon Tagapamayapa is an asset to the community. After all, it allows people to resolve disputes without resorting to violence.

Given the situation above the people of the barangay always think that only the barangay chairperson can resolve a conflict in a barangay, but they did not know that Lupon Tagapamayapa exists. Thus, the researchers find the urgency to conduct this research study for them to know if such happening in the local area and if the lupon are really working and operating effectively to resolve disputes in the barangay. The study will provide the lupon tagapamayapa members with important information, including pieces of advice on how to handle various types of disputes and what kind of training they should undergo to swiftly settle disputes in the barangay. And because they lack the necessary training, the College of criminology will run a community extension program to assist them in quickly resolving a conflict.

Methods

The study aimed to assess the training needs of the Lupon Tagapamayapa in handling community disputes, focusing on conciliation efforts, enforcement of rules, and proper application of legal procedures. Through a quantitative descriptive research design, data was collected using survey questionnaires to systematically gather information from the participants. The findings revealed specific areas where the Lupon Tagapamayapa members require training, such as improving their conciliation skills, enforcing rules effectively, and enhancing their understanding of legal procedures. The study's results will serve as a valuable guide for designing and implementing training programs aimed at enhancing the community conflict resolution skills of the Lupon Tagapamayapa, thereby contributing to more efficient and effective dispute resolution within the community.

This study was carried out in Ozamiz City, a 3rd class component city located in Misamis Occidental, Philippines. With a land area of 169.95 square kilometers or 65.62 square miles, it accounts for 8.47% of Misamis Occidental's total area. According to the 2020 Census, the city's population was recorded at 140,334, representing 22.73% of the total population of Misamis Occidental province and 2.79% of the overall population of the Northern Mindanao region. The research was specifically conducted in Barangays Gala, Trigons, Calabayan, and Cogon. These barangays were selected due to their distance from the city center, making it inconvenient for residents to bring their disputes to a court or police station. Additionally, the College of Criminology Community Extension

Coordinator suggested extending community extension programs to these barangays, taking into account their growing population and the effective functioning of their Lupon Tagapamayapa.

The participants of this study consisted of the Lupon Tagapamayapa from four specific barangays in Ozamiz City: Calabayan, Cogon, Gala, and Trigons. These barangays are actively engaged in the Misamis University Community Extension Program. In order to obtain a comprehensive understanding of the training needs of the Lupon Tagapamayapa in dealing with community disputes, the researchers decided to include the entire population of Lupon Tagapamayapa from these barangays, rather than employing a sampling procedure. The selection criteria for participants were as follows: 1) They are registered residents of barangays Calabayan, Cogon, Gala, and Trigons, 2) They are currently appointed and actively serving as Lupon Tagapamayapa, and 3) They willingly expressed their interest in participating in the study.

By including the entire population of Lupon Tagapamayapa from these specific barangays, the study aimed to gather comprehensive and representative insights into their training needs. This approach allowed the researchers to obtain a nuanced understanding of the challenges faced by the Lupon Tagapamayapa in these particular communities, enabling the development of targeted training programs that address their specific requirements.

Results and Discussions

This chapter presents the results, discussion, analysis, and interpretations of the data gathered from 35 selected lupon tagapamayapa in four barangay of Ozamiz City, Misamis Occidental. It discusses the conciliation process to reconcile parties, enforcement of rules, and proper application of legal procedures of the lupon tagapamayapa of four barangays of Ozamiz City.

This study also explains the significant difference between the conciliation process to reconcile parties, enforcement of rules, and proper application of legal procedures when grouped according to the demographic profile of the respondents.

Demographic Profile of the Respondents

Table 1 displays the lupon tagapamaya's demographic profile in four barangays of Ozamiz City. Statistics show the frequency and percentage of data about age, gender, and civil status. The data indicate that there were 35 respondents, of which 11(31.43%) were between the ages of 30-49 years old, followed by 5(14.29%) from 50-59 years old and 19(54.29%) from ages 60 and above. It is evident or observable that the majority of Lupon Tagapamayapa originates from older age groups like research into (Kulturowa & Konfliktem 2022) in Malita, Davao Occidental. As a result of their life experiences and increased experience, individuals are more equipped and confident to handle conflicts.

When the respondents' demographic profile is compared by gender, most of the respondents—19 in total, or 54.3%—are male, while the proportion of females—16 in total, or 45.7%—is substantially smaller, indicating that the overall sample is dominated by male factors. It is a common stereotype to assume that males are better suited to handle disputes due to their physical structure (Maltz & Borker, 2018). Males tend to be more assertive and dominant, which may contribute to their greater representation in leadership positions or in handling disputes (Lee 2018).

As to the civil status, there are 26(74.29%) married respondents, 5(14.29%) single, and 4(11.24%) widowed. It can be seen from the data that there are more married than single Lupon Tagapamayapa members. Married individuals may have a greater interest in reconciliation and conflict resolution due to their personal experience in maintaining and resolving issues in their relationships (Singer 2018).

Additionally, a focus on enforcing rules and legal procedures may reflect the organization's commitment to upholding ethical and legal standards in its activities and operations.

Table 1. Frequency and Percentage Distribution of Respondents Demographic Profile (n=35)

Profile	Frequency	Percentage
Age (in years)		
30-49	11	31.43
50-59	5	14.29
60 and above	19	54.29
Total	35	100
Gender		
Male	19	54.29
Female	16	45.71
Total	35	100
Civil Status		
Single	5	14.29
Married	26	74.29
Widowed	4	11.43
Total	35	100

Level of Training Needs of the Lupon Tagapamayapa in Dealing with Disputes

The members of Lupon Tagapamayapa with high training needs have a strong desire for the great help in facilitating conflicts. Table 2 reveals that the respondent's level of training needs Lupon Tagapamayapa in dealing with disputes. It discusses how respondents are engaged in carrying out their responsibilities and function.

Table 2. Level of Training Needs of the Lupon Tagapamayapa in Dealing with Disputes (n=35)

Variables	Mean	SD	Interpretation
Conciliation of Efforts to Reconcile Parties	3.87	0.14	Very Low
Enforcement of Rules	3.76	0.33	Very Low
Proper Application of the Legal Procedures	3.96	0.08	Very Low
Overall training needs	3.86	0.55	Very Low

Note: Satisfaction Scale: 3.25-4.0 (Very Low); 2.50-3.24 (Low); 1.75-2.49 (High); 1.0-1.74 (Very High)

Based on the overall results, the respondents have very low training needs with a general weighted average of 3.86. Some of the search results suggest that the effectiveness of the conciliation process of the Lupong Tagapamayapa may be challenged by various factors, such as the skills and techniques of the mediator, the trust and confidence of

the people with the Barangay Justice System, and the manner of approach during the confrontation (Jumalon et al., 2018). The search results also suggest that training is an important aspect of the Lupon Tagapamayapa's work, as it helps to improve their knowledge and skills in handling disputes and promoting amicable settlement. It is possible that the members may need more training and support to improve their conciliation efforts and effectiveness in reconciling parties.

These factors include the skills and techniques of the mediator, the trust and confidence of the people in the Barangay Justice System, and the manner of approach during the confrontation. The effectiveness of the conciliation process of the Lupon Tagapamayapa may also be challenged by internal and external factors that negatively affect the implementation of the Barangay Justice System (Gonzales 2022). The search results also suggest that the individual work performance of the Lupon Tagapamayapa members is important for effective and efficient mediation protocols in the barangays (Dofeliz, & Dela Peña2022). A study on the conflict resolution skills and strategies of Lupon Tagapamayapa members in two barangays in Sarangani Province found that the members use various strategies to address the parties' needs and reconcile their differences, which suggests that the skills and techniques of the mediator are important in the conciliation process (Jumalon et al., 2018). Overall, the search results suggest that the effectiveness of the Lupon Tagapamayapa in their duty as mediators may be challenged by various factors and that training and support may be needed to improve their skills and effectiveness in handling disputes.

Significant difference on the training needs of the Lupon Tagapamayapa

To determine the significant relationship between the Lupon Tagapamayapa, with Conciliation of efforts to reconcile parties, enforcement of rules and proper application of legal procedures, when grouped according to demographic profile, the researchers used the Pearson Product Moment Correlation Coefficient as indicated in Table 3.

Table 3. Significant Difference on the training needs of the Lupon Tagapamayapa When They Are Group According to their Profile

Variables	Test Statistics	p-value	Remarks
Conciliation of Efforts to Reconcile Parties and			
Age	F=1.95	0.05	Significant
Gender	T= 1.64	0.03	Significant
Civil Status	F= 0.90	0.04	Significant
Enforcement of Rules and			
Age	F= 2.23	0.12	Not Significant
Gender	T= 0.64	0.53	Not Significant
Civil Status	F=0.05	0.95	Not Significant
Proper Application of the Legal Procedures and			
Age	F=0.88	0.43	Not Significant
Gender	T=1.70	0.11	Not Significant
Civil Status	F=2.32	0.12	Not Significant

*Probability Value Scale: **p<0.01 (Highly Significant); *p<0.05 (Significant); p>0.05 (Not significant)*

Data showed that the variables in conciliation efforts to reconcile parties in age ($p=0.05$) showed a significant difference in gender ($p=0.03$) it also showed significant, regardless of the age the Lupon Tagapamayapa in doing conciliation efforts in reconciling parties they need training as well as in the gender, and civil status they differ. However, age, gender, and civil status affect the conciliation efforts among Lupon Tagapamayapa members, which suggests that age, male, and female as well as married, single, and widowed differ in their conciliation efforts. In view of the result above, age has a higher value because most of the members of the Lupon Tagapamayapa in the four barangays have age 60 and above. This indicates that most at the age of 60 have the confidence to resolve or reconcile parties due to their experiences in their life and they differ in terms of age to reconcile parties. Male and female respondents are also described as having different views of conciliation efforts in reconciling parties. The effectiveness of the conciliation process of the Lupon Tagapamayapa may be challenged by various factors, such as the skills and techniques of the mediator, the trust and confidence of the people with the Barangay Justice System, and the manner of approach during the confrontation.

Gender, civil status, and age can be factors in conciliation efforts because they can affect how people perceive and respond to conflict. For instance, individuals may have different communication styles or values based on their gender, civil status, or age, which can affect how they approach conciliation. Additionally, some individuals may have different cultural or social backgrounds that can also influence how they perceive conflict and the steps needed to resolve it. By taking these factors into account during conciliation efforts, the conciliator can better understand the needs and concerns of the parties involved, and tailor their approaches accordingly. By doing so, the conciliator can help create an environment where the parties feel heard, understood, and respected, which can ultimately lead to a more successful resolution. As to the enforcement of rules, seen that (age with a $p=0.12$) (gender with a $p=0.53$), (civil status with a ($p=0.95$), and the proper applications of legal procedures also seen that (age with a $p=0.43$) (gender with a $p=0.11$), (civil status with a ($p=0.12$) is not a factor that affects the training needs of the Lupon Tagapamayapa in the enforcement of rules in the four barangays in Ozamiz City.

In the enforcement of rules and proper application of legal procedures, factors such as civil status, age, and gender should have no influence. This is because the legal system aims to provide equal protection and treatment to all individuals, regardless of their personal characteristics or background. Enforcing rules and applying legal procedures should be done in a fair and impartial manner, based solely on the facts and evidence presented in the case. The law should be applied equally, without discrimination or bias towards any group. While civil status, age, and gender may be relevant in certain legal contexts, such as determining custody or support arrangements, they should not be used to unfairly advantage or disadvantage individuals in the legal system. Rather, the law should be applied objectively and without prejudice, in order to ensure justice for all.

This data shows that the conciliation efforts to reconcile a party are affected by their demographic profile. So, this means that the training needs of Lupon Tagapamayapa in four barangays of Ozamiz City varies the conciliation efforts to reconcile parties in terms of the result of age, gender, and civil status. Additionally, the researchers contend that because each person is unique in their own way, they each have a different approach to handling conflicts in terms of making efforts at conciliation.

Conclusion

Based on the findings of the study, it can be concluded that the majority of the participants in the research were married males aged 60 and above. This demographic profile suggests that the Lupon Tagapamayapa predominantly consists of older individuals who have likely acquired a wealth of experience and wisdom over the years. However, the study also revealed that the training needs of the Lupon Tagapamayapa were assessed as very low in terms of conciliation efforts to reconcile parties, enforcement of rules, and proper application of legal procedures. These findings indicate a clear need for training interventions to enhance their skills and competencies in handling community disputes effectively.

Furthermore, the study identified significant differences in the training needs of the Lupon Tagapamayapa based on age, gender, and civil status, particularly in relation to conciliation efforts. This suggests that these demographic factors may influence how effectively they are able to reconcile parties involved in conflicts. Therefore, when designing training programs for the Lupon Tagapamayapa, it is crucial to take into account the unique needs and perspectives of individuals across different age groups, genders, and civil statuses. By tailoring the training to address these specific factors, it is possible to optimize the effectiveness and impact of the training programs.

Additionally, the study found no significant differences in the training needs of the Lupon Tagapamayapa when it comes to the enforcement of rules and the proper application of legal procedures based on age, gender, or civil status. This suggests that these aspects of their responsibilities are perceived to be equally important across different demographic groups. However, it is essential to note that even though no significant differences were found, training interventions should still be designed to enhance their knowledge and understanding of these areas, ensuring consistent and fair application of rules and legal procedures within the community.

Recommendation

Based on the findings of the study, the researchers recommend several areas of training that could benefit the Lupon Tagapamayapa in their role of handling community disputes. Firstly, training programs should focus on enhancing conflict resolution skills. This includes providing them with techniques and strategies to effectively mediate and negotiate between conflicting parties, as well as fostering a deep understanding of the underlying causes of conflicts. Additionally, communication skills training is crucial to enable the Lupon Tagapamayapa to engage in effective dialogue with community members and government officials. It is important for them to develop active listening skills, empathy, and the ability to communicate clearly and respectfully.

Furthermore, the researchers suggest that the Lupon Tagapamayapa would benefit from training in legal knowledge. This involves ensuring they have a comprehensive understanding of the Katarungang Pambarangay Law and other relevant legal procedures. Staying up to date with the latest laws and regulations will enable them to make informed decisions and provide accurate guidance to the disputing parties. Moreover, training programs should emphasize the importance of cultural sensitivity. Recognizing and respecting diverse cultural backgrounds and social factors can contribute to more effective conciliation efforts. By adapting their communication styles and approaches based on the age, gender, and cultural context of each party involved, the Lupon Tagapamayapa can create an inclusive and supportive environment for dispute resolution.

Declarations

Source of Funding

This study did not receive any grant from funding agencies in the public or not-for-profit sectors.

Competing Interests Statement

The authors have declared no competing interests.

Consent for Publication

The authors declare that they consented to the publication of this study.

References

- Adonis, D., & Couch, J. (2018). III-Based Community Organizing: An Igorot Indigenous peoples' concept for the grassroots collaboration. *Jour of Sical Inclusion*, 58-70. Retrieved from <https://rb.gy/j05mj> on October 21, 2022.
- Agustin, C., Cruz, C.B., Medrano, G.T., & Sinco, R.L. (2018). The effectiveness of conciliation process: A practical way of delivering justice. *International Journal of Advance Research in Management and Social Science*, 179-196. Retrieved from <https://rb.gy/48psk> on September 10, 2022.
- Avenido, A.R., & Tabucanon, G.P. (2020). The Role of Mediation in Good Governance Revisiting the Katarrungang Pambarangay. *Ateneo LJ*, 65. Retrieved from <https://rb.gy/tz6lt> on October 24, 2022.
- Ayupp, K., & Latif, H.A. (2017). Alternative Dispute Resolution (ADR) from the perspective of Line Managers in the Malaysian Timber Industry. *International Journal of Academic Research in Business and Social Sciences*, 2222-6990. Retrieved from <https://rb.gy/7hueh> on March 8, 2023.
- Benter, J. (2022). An Assessment of the Barangay Justice System in Haagonoy Bulacan: Basis for Enhancing Mediation Procedure. Hagonoy, Bulacan Philippines. Retrieved from <https://rb.gy/0wjog> on October 24, 2022.
- Bercovitch, J. (2019). Routledge. *Social Conflicts and Third parties: Strategies of conflict resolution*. Retrieved from <https://rb.gy/wozgv> on March 9, 2023.
- Blank, S. (2019). McFarland. *Managing Organizational Conflict*. Retrieved from <https://rb.gy/cvu65> on March 8, 2023.
- Bongkiyi, J.P. (2012). An Appropriate Approach to Conflict Resolution: The Situation in Northern and Southwest Regions of Cameroon. Cameroon. Retrieved from <https://rb.gy/4kjil> on October 25, 2022.
- Boysillo, S.L. (2017). Governance of the Barangay Chairperson in the Municipality of Ubay Bohol. *International Journal of Business and Management Studies*, 50-63. Retrieved from <https://rb.gy/bgwwv> on March 8, 2023.
- Corburn, J. (2018). Bringing local knowledge into environmental decision making: Improving urban planning for communities at risk. *Journal of planning education and research*, 420-433. Retrieved from <https://rb.gy/25cpy> on October 25, 2022.

Dewanto, A.C. (2021). College Students' Perception on Offline versus Online Learning in the time of Pandemic: A Quantitative Descriptive Study in Universitas Pekalongan. In International Conference Universitas Pekalongan, 1(1): 127-132. Retrieved from <https://rb.gy/kp6c8> on September 11, 2022.

Dofeliz, J.D., & Dela Pena, R.F. (2022). Level of performance of the Lupon Tagapamayapa under the barangay justice system as perceived by the constituents of the selected barangays in Municipality of Badiangan, Iloilo, Philippines. Central Philippine University Multidisciplinary Research Journal, 154-169. Retrieved from <https://rb.gy/swcxx> on April 29, 2023.

Floranza, J.M. (2021). Barangay Governance in Northern of Catanduanes, Philippines: Basis for Catanduanes State University Panganiban Campus Extension Program. European Journal of Social Impact and Circular Economy, 100-123. Retrieved from <https://rb.gy/xqtjw> on September 12, 2022.

Gonzales, L.S. (2022). Implementation of Barangay Justice System and Community Satisfaction in the Municipality of Calauan, Laguna: Basis for intervention Program. Implementation of Barangay Justice System and Community Satisfaction in the Municipality of Calauan, Laguna: Basis for intervention Program, Pages 38-38.

Jumalon, J.U., Pelima, R.G., & Caday, K.A. (2018). Communications for Peacebuilding Conflict Resolution Skills and Strategies of Lupon Tagapamayapa in Selected Communities of Sarangani Province. Journal of Health Research and Society, 1: 6-6. Retrieved from <https://rb.gy/dovmu> on November 5, 2022.

Kilip, A.G. (2021). Traces of Ato as a Judicial Institution in the Lupon of Tabulin Bontoc, MT. Province. International Journal of Management, Entrepreneurship, Social Science and Humanities, 76-95. Retrieved from <https://rb.gy/x56bx> on October 27, 2022.

Kulturowa, I., & Konfliktem, A.Z. (2022). Cultural Intelligence and Conflict Management Style of Lupon Tagapamayapa in Malita. Davao Occidental. Retrieved from <https://rb.gy/78023> on April 20, 2023.

Lara, F.J., & Franco, B.Y. (2022). Identity-Based Conflicts and the Politics of Identity in Eastern Mindanao. Retrieved from <https://rb.gy/9rzn2> on November 17, 2022.

Lee, H.W., Choi, J.N., & Kim, S. (2018). Does gender diversity help teams constructively manage status conflict? An evolutionary perspective of status conflict, team psychological safety. Organizational Behavior and Human Decision Processes, 187-199. Retrieved from <https://rb.gy/whcdi> on April 29, 2023.

Legaspi, P.E., & Alampay, E.A. (2020). Section 1- Celebrating 50 years. Retrieved from <https://rb.gy/wuimn> on September 8, 2022.

Lupao, G.H., & Aljandro, H.T. (2022). Barangay Justice System in the Philippines Challenges and Innovation. EPRA International Journal of Advanced Research in Management and Social Sciences, 179-196. Retrieved from <https://rb.gy/wfuej> on October 2, 2022.

Magni, G. (2017). Indigenous knowledge and implications for the sustainable development agenda. European Journal of Education, 52(4): 437-447. Retrieved from <https://rb.gy/otj6a> on October 12, 2022.

Majer, J.M., Barth, M., Zhang, H., Van Treek, M., & Trotschel, R. (2021). Resolving Conflicts Between People and Over Time in the Transformation Toward Sustainability. A Framework of Interdependent Conflicts. *Frontiers in Psychology*. Retrieved from <https://rb.gy/mt7jn> on April 20, 2022.

Maltz, D.N., & Borker, R.A. (2018). A cultural approach to male-female miscommunication. In the matrix of language. Routledge. Retrieved from <https://rb.gy/b41if> on April 20, 2023.

Metillo, F.B., Ello, A.Q., Rone, M.D., Darangan, L.L., & Cuevas, J.F. (2022). The Tales of Barangay Officials in Resolving Community Disputes. Retrieved from <https://rb.gy/wypkq> on December 5, 2022.

Rodriguez, J., & Walter, K. (2017). The importance of training and development in employee performance and evaluation. *World Wide Journal of Multidisciplinary Research and Development*, 206-212. Retrieved from <https://rb.gy/iup9k> on March 8, 2023.

Rumjaun, A., & Narod, F. (2020). Social Learning Theory-Albert Bandura. In *Science education in theory and practice*, 85-99. Retrieved from <https://rb.gy/fir6a> on September 20, 2022.

Sahu, A.K., & Dhir, A. (2020). Envisioning the future of behavioral decision-making: A systematic literature review of behavioral reasoning theory. *Australasian Marketing Journal*, 28(4), 145-159. Retrieved from <https://rb.gy/fbyrg> on November 20, 2022.

Singer, L.R. (2018). *Settling disputes: Conflict resolution in business, families, and the legal system*. Routledge. Retrieved from <https://rb.gy/8ydtl> on September 17, 2022.

Villamor, J.M., & Dagohoy, R. (2020). Decision-Making Quality towards Effectiveness of Conciliation Process of Lupon Tagapamayapa. *International Journal of research and Innovation in Social Sciences*, Page 5. Retrieved from <https://rb.gy/oucas> on November 18, 2022.

Viray, M.C., & Wekke, I.S. (2021). Effective Operations and Advantages of Barangay Officials in the Philippines: The Case of Bayugan City, Agusan Del Sur. *Journal of Southern Asia Studies*. Retrieved from <https://rb.gy/g417m> on September 18, 2022.

Young-Ybarra, C., & Wiersema, M. (1999). Strategic flexibility in information technology alliances: The influence of transaction cost economics and social exchange theory. *Organization Science*, 10(4): 439-459. Retrieved from <https://rb.gy/hhogy> on December 5, 2023.