

Enhancing Farmer's Association Performance Through Effective Governance: An Assessment of Farmer's Association in Pangasinan

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Abstract- This study assessed the impact of governance practices on farmers' associations' performance in San Jacinto, Pangasinan. Data were gathered from 102 respondents, who represented both association leaders and members, using stratified sampling and a descriptive correlational methodology. Performance was evaluated in terms of financial results, member happiness, and organizational survival, while governance was reviewed in terms of leadership, transparency, accountability, and member participation. The results showed that while transparency has to be strengthened, especially in communication and information distribution, governance processes are usually effective, with leadership, accountability, and involvement scored well. While financial results were merely satisfactory, member satisfaction and organizational viability were clearly demonstrated in terms of performance, suggesting the need for better financial planning and sustainability initiatives. Stronger governance procedures are linked to improved organizational performance, according to correlational study. The study concludes that improving financial management and transparency is crucial to bolstering the efficacy of governance and guaranteeing the long-term viability and prosperity of farmers' associations.

Index Terms- Associations, Farmers, Governance Practices, Long-Term, Prosperity

I. INTRODUCTION

Musa and Dahiru stated that farmer associations function on the tenets of community ownership and democratic control, governance is a critical factor in determining their efficacy, sustainability, and developmental impact so it is to recognize that governance frameworks influence both internal organizational performance and more general socioeconomic results in rural areas as a system that directs decision-making, resource distribution, and accountability (2025). Strong governance systems are linked to better financial performance, increased member satisfaction, and long-term organizational stability. Participatory governance, which allows members to exercise their rights through voting representation and active participation in

organizational matters, is fundamental to this concept. However, as low involvement can erode responsibility, erode confidence, and eventually impact performance, this system's efficacy depends on regular member interaction. Beyond internal management, well-run organizations help local businesses, create jobs, and encourage fair distribution, all of which boost social welfare and productivity in rural areas (Adugna, 2023).

Transparency, accountability, trust, and stakeholder integration are all considered aspects of the multifaceted idea of governance at the global level (Belandres, 2016). While Belandres (2016) emphasizes the difficulty of striking a balance between administrative efficiency and participatory principles, Zhao, et al. (2026) stress the significance of trust-based relationships and inclusive stakeholder participation in sustaining cooperative organizations. These conclusions are further supported by global development programs initiated by Li et al (2026), which demonstrate how governance reforms based on inclusivity and transparency increase organizational adaptation and resilience. Improved governance increases financial transparency, lessens elite control, and increases collective bargaining power, all of which increases resilience to market uncertainty, according to Mohd-Saleh, et al. (2025).

Governance issues are still present in the Philippine environment, especially regarding leadership competence, regulatory compliance, and accountability systems. Despite these problems, new techniques including collaborative governance approaches, youth participation, and digital governance technologies show a move toward more responsive and transparent processes. According to Anand, et al (2026), sustaining organizations and upholding member commitment depend heavily on leadership integrity, transparency, and active member

participation. Pangasinan data also shows that organizations with robust internal control systems and member empowerment initiatives have better operational capabilities and greater sustainability.

Nonetheless, there is still a dearth of targeted studies on the efficacy of local governance, especially in particular provinces where contextual elements affect organizational dynamics. The majority of current research takes a national or regional viewpoint and frequently ignores the intricate relationships between involvement and leadership responsibility within associations. This disparity emphasizes the need for a localized evaluation of Pangasinan farmer associations that focuses on how governance factors like accountability, transparency, leadership, and participation affect performance outcomes like member satisfaction, financial sustainability, and organizational viability. Closing this gap will yield evidence-based insights that help improve governance procedures and boost farmers groups' role in advancing sustainable and equitable rural development.

II. METHODOLOGY

To enable the governance features of farmers' associations and ascertain their connection to organizational success, this study employed a descriptive correlational research design. San Jacinto, Pangasinan, a fourth-class municipality in the Philippines' Ilocos Region, was chosen for the study because it is easily accessible to the researcher and has three active farmers' associations. Stratified sampling was employed at the respondent level to guarantee representation of various membership positions, whereas a complete enumeration technique was employed at the organizational level because all three associations were included as units of analysis. A total of 102 respondents were divided into two categories: association leaders and normal members. Leaders were chosen based on their participation in policy execution and decision-making, while members were included to offer more comprehensive viewpoints on governance procedures.

A standardized questionnaire with a five-point Likert scale was used to gather data, and it assessed organizational performance as well as the efficacy of governance. While performance was evaluated in

terms of financial results, member happiness, and organizational survival, governance was examined in terms of leadership, transparency, accountability, and member participation. For every variable, composite scores were calculated, and the weighted mean was utilized to ascertain the degree of governance performance and efficacy. Additionally, the relationship between governance practices and performance outcomes was examined using correlational analysis, such as Pearson r, to ascertain the direction and intensity of associations between variables.

III. RESULTS AND DISCUSSIONS

Level of Effectiveness of Governance Practices in Farmers' Associations in Terms of Leadership

Table I: Weighted Mean result of the Governance Practices in Farmers' Associations in Terms of Leadership

Leadership	Weighted Mean	Descriptive Equivalent
Clear vision and strategic direction	3.67	Strongly Agree
Competence in managing association affairs is demonstrated	3.67	Strongly Agree
Decisions are timely and well-informed.	3.50	Strongly Agree
Conflicts among members are resolved effectively	3.50	Strongly Agree
Motivation toward association goals is encouraged	3.50	Strongly Agree
Integrity and dedication are modeled	3.67	Strongly Agree
Unity and cooperation are promoted.	3.67	Strongly Agree
Objectives and expectations are	3.47	Strongly Agree

communicated effectively		
Fairness in decision-making and resource distribution is observed	3.47	Strongly Agree
Approachability and responsiveness to concerns are shown	3.50	Strongly Agree
Total Average	3.56	Strongly Agree

The farmers' association's leadership is seen as extremely effective, as evidenced by the overall weighted mean of 3.56, which reflects a governance structure that blends relational coherence with strategic direction. With a mean score of 3.67, the highest-rated indicators, clear vision and strategic direction, competence in managing association affairs, integrity and dedication, and the promotion of unity and cooperation, indicate that leadership is both technically sound and morally sound. This validates the findings of Lungu, et al. (2026), who highlight the importance of relational trust and strategy clarity in enhancing member commitment and cooperative performance. Similar to this, Sirajuddin, et al. (2025) emphasize that strong internal cohesiveness and trust-based leadership are essential for long-term sustainability, highlighting the significance of integrity and unity found in the data.

On the other hand, areas where participatory governance may be further reinforced are indicated by the comparatively lower indicators, especially communication of goals and expectations and fairness in decision-making and resource allocation, both of which have a mean of 3.47. These qualities, however still highly ranked, point to the need for greater transparency and inclusivity in governance procedures. This is in line with the study of Anggreany, et al. (2026) which discovered that gaps in perceived fairness and communication might eventually lower member involvement and decrease responsibility.

Furthermore, Supriatna, et al. (2025) emphasize that maintaining member trust and avoiding elite control

depend on fair decision-making and open resource distribution. When considered collectively, the results show that although leadership is well-established in terms of vision, competence, and values, improving communication channels and perceptions of fairness will be essential to enhancing participatory governance and guaranteeing long-term organizational legitimacy.

Table II: Weighted Mean result of the Governance Practices in Farmers' Associations in Terms of Accountability

Transparency	Weighted Mean	Descriptive Equivalent
Policies, plans, and decisions are communicated openly.	3.17	Agree
Financial reports and statements are shared regularly.	3.16	Agree
Communication channels are open and responsive.	3.17	Agree
Members are kept informed about developments and activities.	3.13	Agree
Meeting minutes and financial documents are accessible.	3.16	Agree
Decisions are made only after proper information sharing.	3.16	Agree
Updates on projects and finances are provided regularly.	3.30	Strongly Agree
Questions regarding association affairs are encouraged	3.33	Strongly Agree
Honesty and openness are	3.13	Agree

maintained in communications.		
Challenges or issues are communicated transparently.	3.33	Strongly Agree
Total Average	3.20	Agree

With a weighted mean of 3.33 and an interpretation of strongly agree, the two most highly ranked indicators are the encouragement of members to ask questions about association affairs and the open communication of difficulties or issues. This implies that the organization fosters an atmosphere of open governance in which members are not just knowledgeable but also actively involved in discussion and investigation. According to Aminah and Marhendra (2025) highlighting how interactive communication channels and inclusive debate boost cooperative legitimacy and member confidence, such openness demonstrates a participatory governance culture that fosters trust and accountability. In a comparable way participatory governance shows that organizations, especially in rural cooperative contexts, develop better cohesion and more robust decision-making structures when members are encouraged to voice concerns and leaders publicly reveal issues (Sirajuddin, et al., 2025). This transparency is also consistent with research showing that openness in internal procedures improves institutional trust and the ability of cooperatives and rural organizations to solve problems collectively (Bizikova, et al., 2020).

Table III: Confidence Level on the Financial Mindset of the Respondents on Management of Expenditures

Accountability	Weighted Mean	Descriptive Equivalent
Decisions and actions are subject to accountability.	3.33	Strongly Agree
Mechanisms exist for addressing complaints and concerns.	3.28	Strongly Agree

Performance of leaders is monitored and evaluated.	3.49	Strongly Agree
Corrective actions are taken when issues arise.	3.47	Strongly Agree
Compliance with government regulations is observed.	3.32	Strongly Agree
Compliance with government regulations is observed.	3.17	Agree
Sanctions are imposed for policy violations.	3.28	Strongly Agree
Ethical standards are encouraged in operations.	3.17	Agree
Audit and assessment results are communicated.	3.28	Strongly Agree
Responsibility and integrity are promoted among officers.	3.32	Strongly Agree
Total Average	3.20	Agree

Monitoring and assessing leaders' performance is the most highly regarded indication, with a weighted mean of 3.49, closely followed by taking corrective action when problems occur, with a weighted mean of 3.47. These findings show that the farmers' association has a robust internal accountability framework with responsive governance and ongoing oversight. A proactive management culture where leadership performance is not only evaluated but also actively improved when shortcomings are found is suggested by the existence of organized monitoring and prompt corrective methods. This is consistent with recent governance research by Yap et al. (2025) which highlights that companies with well-established performance monitoring systems and feedback-driven correction mechanisms typically show improved financial results, increased operational efficiency, and increased trust. In a similar vein, current research on cooperative

governance emphasizes that maintaining organizational resilience and accountability in rural institutions requires ongoing assessment and flexible management (Casinillo and Yap, 2026).

Table IV: Weighted Mean result of the Governance Practices in Farmers' Associations in Terms of Members' Participation

Member's Participation	Weighted Mean	Descriptive Equivalent
Active participation in governance and decision-making is encouraged.	3.13	Agree
Meetings and activities provide opportunities for input.	3.29	Strongly Agree
Involvement in planning and policy formulation is ensured	3.32	Strongly Agree
Participation is inclusive regardless of status.	3.33	Strongly Agree
Opinions are valued in decision-making.	3.28	Strongly Agree
Equal opportunities to express views are provided.	3.48	Strongly Agree
Attendance in meetings and assemblies is regular.	3.45	Strongly Agree
Feedback is considered in decisions.	3.32	Strongly Agree
Volunteerism and collective action are promoted.	3.46	Strongly Agree
Opportunities to assume leadership roles are encouraged.	3.32	Strongly Agree

Total Average 3.34 Strongly Agree

Offering equal opportunity for members to voice their opinions, with a weighted mean of 3.48 and encouraging volunteerism and group action, with a weighted mean of 3.46 are the highest-rated indicators. These findings show that the farmers' organization encourages members to participate in group projects and offer ideas in an inclusive governance setting. These procedures are in line with the fundamental ideas of participatory governance, which emphasize shared accountability and inclusivity as ways to improve democratic functioning and organizational coherence. This is in line with the study of Agegnehu (2024) which highlights how inclusive participation mechanisms improve member-based organizations' long-term viability, social cohesiveness, and trust. Similarly, the study of Dhakal, et al. (2021) on cooperative governance emphasizes the importance of volunteerism and group efforts in fostering the development of social capital and institutional resilience in rural groups.

The encouragement of active participation in governance and decision-making, on the other hand, has the lowest rating, with a weighted mean of 3.13, while it is still considered agreeable. This implies that although there are participatory institutions, members may not always actively participate in formal governance procedures. The outcome suggests possible obstacles include unequal access to decision-making platforms, poor awareness of governance roles, or unbalanced communication. According to Abdul-Rahaman and Abdulai (2020), to prevent tokenistic governance arrangements, participation must include meaningful engagement in decision-making in addition to broad. Furthermore, Adugna (2023) on rural cooperatives highlights that member's participation may be weakened in terms of collective decision-making and organizational accountability if members are not regularly incorporated into governance procedures.

Ultimately, the results show that the farmers' association's relative strength is member engagement, especially when it comes to encouraging free speech and group action. However, developing participatory governance, enhancing organizational legitimacy, and guaranteeing long-term sustainability will need

bolstering mechanisms that actively involve members in governance and decision-making processes.

Table V: Weighted Mean result on the Level of Performance of Farmers' Associations in Terms of Financial Outcome

Financial Outcome	Weighted Mean	Descriptive Equivalent
Financial growth is stable and sustainable.	2.96	Agree
Resources and assets are managed efficiency.	3.13	Agree
Income and revenues show consistent increase.	3.14	Agree
Financial obligations are met promptly.	2.96	Agree
Decisions follow sound accounting principles.	3.32	Strongly Agree
Profits or surpluses are distributed equally.	3.29	Strongly Agree
Income-generating activities are diversified.	3.49	Strongly Agree
Budget utilization is monitored and reported.	3.29	Strongly Agree
Reserves for future operations are maintained.	3.30	Strongly Agree
Financial audits are conducted regularly.	3.13	Agree
Total Average	3.20	Agree

With a weighted mean of 3.49, the indicator with the highest ranking is the variety of income-generating activities. The use of solid accounting principles in decision making comes in second with a weighted mean of 3.32. These results show that by increasing revenue streams and upholding fundamental adherence to sound financial management procedures, the farmers' association exhibits a

comparatively proactive approach to financial governance. Given that it lessens reliance on a single source of income and increases the organization's ability to withstand economic shocks, income diversity is especially important. This is consistent with Amina and Marhendra's findings, which highlight the likelihood of stable and sustainable economic performance in well-managed associations with diverse revenue streams and organized financial systems (2025). In a similar vein, Lungu, et al. (2026) shows that good accounting procedures boost institutional efficiency by increasing openness and facilitating more informed decision-making.

On the other hand, with a weighted mean of 2.96, which is still considered satisfactory, the lowest-rated indicators are the timely fulfillment of financial responsibilities and the stability and sustainability of financial growth. These findings imply that even with basic financial management in place, the group may still have trouble attaining steady financial development and guaranteeing prompt payment of debts. This could be the result of inadequate long-term financial planning, poor liquidity management, or exposure to outside market restrictions that impact the stability of agricultural income. According to Li, et al. (2026), a lack of alignment between strategic financial planning and operational execution frequently results in inconsistent financial performance. Furthermore, Adugna (2023) highlights that financial obligation delays can progressively erode member trust and diminish organizational credibility, particularly when financial accountability and transparency systems are insufficiently strong. The association's financial performance is generally stable, however, not yet entirely optimized, according to the data. To improve long-term sustainability, member trust, and general organizational resilience, it will be crucial to strengthen financial planning, enhance cash flow management, and further diversify income streams.

Table VI: Weighted Mean result on the Level of Performance of Farmers' Associations in Terms of Member Satisfaction

Member's Satisfaction	Weighted Mean	Descriptive Equivalent
Overall services and performance are satisfactory.	3.30	Strongly Agree
Needs and expectations are met.	3.46	Strongly Agree
Value and respect are experienced within the association.	3.48	Strongly Agree
Information about activities is timely and accurate.	3.29	Strongly Agree
Membership fees or shares are justified by benefits.	3.48	Strongly Agree
Opportunities for capacity-building are provided.	3.29	Strongly Agree
Responsiveness to concerns is satisfactory.	3.31	Strongly Agree
Communication is effective and transparent.	3.13	Agree
Membership is recommended to others.	3.31	Strongly Agree
Members are likely to recommend cooperative membership to others.	3.12	Agree
Total Average	3.32	Strongly Agree

Effective and transparent communication, with a weighted mean of 3.13, and members' propensity to suggest cooperative participation to others, with a weighted mean of 3.12, are the lowest-rated factors, both of which are considered agree. These results imply that while member satisfaction is typically high, there are underlying issues with the

association's communication's transparency, consistency, and clarity. It also suggests that although members believe their membership is valuable, this belief might not be strong enough to result in proactive advocacy or referrals to others. This is in line with the study of Mohd-Saleh, et al. (2025) which highlights the importance of communication quality in determining member participation and confidence in cooperative organizations. Weak or inconsistent communication can gradually undermine institutional trust and lower members' motivation to actively support or promote organizational participation (Anggreany, et al., 2026; Musa and Dahiru, 2025; Yap, et al., 2025)

In the same way, Anand, et al. (2026) emphasizes the strong correlation between perceived transparency, responsiveness, and inclusivity in corporate communication systems and advocacy behavior, such as suggesting membership. Members may remain content but not entirely dedicated as organizational ambassadors if these components are not appropriately established. This is consistent with the study of Li, et al. (2026), which show that even in generally well-functioning groups, communication gaps can limit the depth of member commitment.

The findings show that the farmers' organization is quite strong in terms of member satisfaction, especially when it comes to perceived value and benefits. However, increasing satisfaction and improving long-term organizational sustainability and growth will need upgrading communication mechanisms by guaranteeing clarity, transparency, and constant information flow as well as encouraging stronger member advocacy.

Level of Performance of Farmers' Association in Terms of Organizational Viability

Table VII: Weighted Mean result on the Level of Performance of Farmers' Associations in Terms of Organizational Viability

Organizational Viability	Weighted Mean	Descriptive Equivalent
Goals and objectives are clearly defined.	3.48	Strongly Agree
Policies and procedures are documented and implemented.	3.44	Strongly Agree
Adaptation to changes in the environment is effective.	3.48	Strongly Agree
Relationships with government and partners are maintained.	3.46	Strongly Agree
Leadership transitions occur smoothly.	3.49	Strongly Agree
Capacity-building and staff development is invested in.	3.46	Strongly Agree
Structure supports efficient decision-making.	3.47	Strongly Agree
Long-term planning and sustainability strategies are in.	3.44	Strongly Agree
Risks and challenges are managed effectively.	3.49	Strongly Agree
Resilience and sustainability are demonstrated.	3.46	Strongly Agree
Total Average	3.47	Strongly Agree

With a weighted mean of 3.49, the most highly regarded metrics are the seamless change of leadership and the efficient handling of risks and difficulties. These results show that the farmers' associations have a comparatively significant potential for resilience and continuity, indicating that governance mechanisms are sufficiently advanced to facilitate leadership transition and adapt to operational uncertainties. Effective risk management

shows flexibility in the face of both internal and external constraints, while a seamless leadership transition reveals organizational maturity and the existence of established governance procedures. This is consistent with the study of Mohd-Saleh, et al. (2025) which states the importance of resilience, coordination, and adaptive governance systems in determining organizational viability and long-term sustainability in farmers' associations. The presence of long-term planning and sustainability plans, as well as the documentation and execution of policies and procedures, are, on the other hand, the lowest-rated indicators. Both have a weighted mean of 3.44, which is nevertheless considered strongly agree. These findings imply that although the associations are usually operating effectively, formalizing governance structures and bolstering strategic planning are two areas that may use improvement.

The relatively lower ratings imply that policies may not always be consistently documented or fully operationalized, and that long-term planning frameworks may not yet be sufficiently developed. Governance literature stresses that institutional documentation and strategic foresight are essential for ensuring consistency, accountability, and alignment of operations with organizational goals. Without strong formalization and forward-looking strategies, organizations risk fragmentation in implementation and reduce effectiveness in sustaining performance over time. Strengthening these aspects would further enhance organizational stability, improve coordination, and reinforce the long-term sustainability of the associations.

V. CONCLUSION

The results demonstrate that, while openness is beneficial but still needs improvement, leadership, responsibility, and member participation are considered as extremely effective in farmers' associations. This suggests that while governance processes are well-established in terms of member participation and decision-making, there are still communication and information-dissemination gaps that could prevent complete transparency. While financial results are merely adequate and not yet fully optimized, member satisfaction and organizational viability are clearly visible in terms of performance.

This implies that the associations still need to improve their financial performance even when they are powerful socially and institutionally. The associations do well socially and organizationally overall, but they still need to improve their financial sustainability and transparency.

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