The Organizational Culture and Personnel Management System of MSU-Iligan Intitute of Technology and Their Effects on Employees' Performance: Basis for Personnel Development Program

POLAUS MALANGCO BARI

Abstract

The study aimed to assess the organizational culture and personnel management system of MSU – Iligan Institute of Technology and their effects on employees' performance. The descriptive research design was employed in the study utilizing the 54 administrators and 212 out of 450 rank and file employees of MSU- Iligan Institute of Technology as respondents.

The independent variables include organizational culture, which is measured in terms of risk tolerance, integration, control, reward system, conflict tolerance, communication and leadership style. Another independent variable is personnel management which comprised recruitment, training/staff development, promotion, compensation and retirement. The dependent variables include performance targets, public relations, punctuality and attendance.

DR. POLAUS MALANGCO BARI is holding the position of Engineer III (Chief, Repair and Maintenance Section) of the Physical Plant Division of MSU- Iligan Institute of Technology. He holds a Master in Business Management degree, and a doctorate in Management. He was born on January 28, 1958 in Piagapo, Lanao del Sur, Philippines. He is married to Luz Abayan Bari of Iligan City. Their only child is Zulaica Abayan Bari.

Statement of the Problem

This study aimed to assess the organizational culture and personnel management system of MSU-Iligan Institute of Technology and their effects on employee's performance as perceived by the administrators and the administrative staff of the Institute.

The study sought to answer the following questions:

1. What is the profile of MSU-IIT administration and administrative staff in terms of the following aspects?

 1.1 Position Level
 1.2 Ethnic Affiliation
 1.3 Educational Attainment
 1.4 Gender

2. What is the profile of MSU-IIT in terms of the following indicators of Organizational Culture?

 2.1 Risk Tolerance
 2.2 Integration
 2.3 Control
 2.4 Reward System
 2.5 Conflict Tolerance
 2.6 Communication
 2.7 Leadership Style

3. What is the profile of the personnel management system in MSU-IIT in terms of the following?

 3.1 Recruitment
 3.2 Training/ Staff Development
 3.3 Promotion
 3.4 Compensation
 3.5 Retirement

4. What is the extent of employee's performance in terms of the following?

4.1 Performance Target
4.2 Public Relations
4.3 Punctuality/ Attendance
4.4 Potential

5. Is there an intervening effect of the respondents' profile to the relationship between organizational culture, personnel management system and performance?

6. Is there a significant relationship between organizational culture and employees performance?

7. Is there a significant relationship between personnel management and employees performance?

8. In light of the findings, what intervention scheme is to be designed for personnel development?

Hypothesis

The following hypotheses will be tested at 0.05 level of significance.

Ho 1: There is no significant relationship between the organizational culture and employees performance.

Ho 2: There is no significant relationship between personnel management and employees performance.

Ho 3: There is no intervening effect of the respondents profile to their performance.

Conceptual Framework

This study is anchored on the concept of Hellriegel and Slocum (1996), which states that the review of employees' performance should be consistent

with and support the organization's strategic goals, culture, and operating systems and procedures. It also recognizes the need for an increased awareness on the part of management that the employees must find dignity, worth, meaning, and status in their jobs, if they are to contribute their maximum effort towards the achievement of pre-set goals. Management, therefore, must give more serious concerns on the development of its human resources, providing them with a work climate that satisfies their needs, instituting a motivation scheme that will produce dividends in terms of efficient and effective service.

The success of an organization is largely dependent upon the performance of its personnel. To determine the contributions of each individual, it is necessary to have a formal evaluation program with clearly stated objectives. These aspects are treated as the dependent variables of the study.

Employee performance output measures the efficiency and effectiveness of employees. The employee's performance rating shall be determined at the end of every rating period. The system considers two general categories of factors in the evaluation of employee performance. First, the output-oriented factor that refers to the achievement of the employee's performance targets as well as the intervening assignments in terms of quantity, quality and time. Second, the input-oriented factors which are attributes of the effectiveness of a person in the performance of his task. These are punctuality and attendance, public relations and potential. In rating these factors, supervisors can become very subjective. However, if a supervisor would try to observe his employee's behavior and record whatever peculiarities he observes, perhaps, at this instance, he can minimize any existing subjectivity. He would at least have some bases for giving his employees the rating they deserve. Sherman and Chruden (1984) opined that one of the main concerns of employees is the fairness and accuracy of the system since the process is central to many personnel decisions.

The choice of organizational culture of the MSU-Iligan Institute of Technology as the major variables of the study is anchored on the principle that culture is the very essence of an organization, the psychological qualities that reveal agreement, implicit or explicit, on how decisions and problems are approached as pointed out by Kilman, Saxton and Serpa (1986). It is the pattern of basic assumptions that a group has invented, discovered, or developed in learning to cope with its problems of external adaptation and internal integration, and that have worked well enough to be considered,

valued, and therefore, to be taught to new members as the correct, to perceive, think and feel in relation to those problems as pointed out by Schien (1984). The explicit and implicit cultures need to be integrated, or at least made consistent. The management emphasizes the explicit culture while the implicit culture is reflected in the behavior of the people in the organization.

Risk tolerance affects the amount of innovation and creativity of the people in an organization. It is encouraged to have the degree of aggressiveness, innovativeness and risk seeking behavior. Mondy (1980) pointed out that the general attitude that exists toward the handling of risk tolerance has considerable influence on teamwork.

However, MSU Iligan Institute of Technology is structured in terms of groups or divisions, so there is a need for integration among these groups or divisions. It is necessary among the units of the Institute if the school's overall goals are to be achieved. Nadler (1989) opined that the more differentiation, the more varied the viewpoints of the units involved in decisions, the more difficult it is to achieve integration.

The means of control available to management are many and varied. These include policies, procedures, organizational charts, forecasts, budgets, schedules, reports, audit, and almost any other administrative device that helps to remind people of their work. There are two types of control: management control and operational control. Management control is largely concerned with executing broad plans and objectives, delineating functions and responsibilities, and the acquisition and efficient use of resources to effectively accomplish the goals of Mindanao State University – Iligan Institute of Technology. This requires the involvement of management. In contrast, operational control relies heavily on specific procedures, departmental budgets, and service schedules. Abasolo (1991) pointed out that controls provide information that manager use when making decisions as well as in evaluating employee performance.

The reward system of the organization guides the actions that generally have greatest impact on the motivation and performance of individual employees. Salary increases, bonuses, and promotions are strong motivators of individual performance, provided they are effectively administered. The reward must be directly associated with the improved performance so that it is clear why the reward has been given. And it should be seen as fair by others in the work group so that they will not feel resentful and retaliate by lowering their own performance level. Stoner (1987) pointed out that certain

types of culture are likely to be more successful in motivating employees than others. Reward programs attract qualified people to join the organization, to keep employees coming to work, and to motivate employees to achieve high levels of performance.

As a system, communication is a two way process: both the sender and the receiver of the message cooperating with each other to establish common understanding. Communication may be either informal or formal. Much communication between people is informal. The formal communication takes place through the regular or formal channels of the organizational hierarchy. It follows strictly the bureaucratic chain of command as shown in the organizational chart. In an organization, the formal communication is three-dimensional: downward, upward and horizontal. Management uses the downward communication to transmit information on its plans, policies, and objectives to employees within the organization. On the other hand, the upward communication provides management the feedback of the effectiveness of downward communication. Horizontal communication is essential to effective coordination. Barnard (1938) pointed out that communication is the means by which people are linked together in our organization to achieve a central purpose.

Leadership plays a very important role in an organization. An organization cannot function effectively without leadership. Its primary resource is its people. By his qualities, a leader can create worthy aspiration. By precept and example, he can convert his people to that aspiration. It is, therefore, obvious that the essentials for good leadership must depend on the personal traits of the leader. Slocum (1996) emphasized that leaders need to be able to direct and motivate others to achieve both high productivity and greater job satisfaction.

The choice of personnel management system as another major variables of the study is anchored on the concept of human resources management. Human resources management as it is practiced today represents a system approaches as espoused by Chruden and Sherman (1984). This approach recognizes the dynamic interaction of personnel functions with each other and with the objectives of the organization.

It is common knowledge that the first step in the development of any organization's personnel activity is to acquire the people to operate it. According to Strauss and Sayles (1967), the primary objective of the selection procedure is to screen out applicants who obviously do not qualify for the

job typically available in the company. Such procedures endeavor to fit people to the organization as a whole rather than to specific jobs. Proper recruitment and selection procedures are considered important as stressed by Lewes R. Benton (1972) when he quoted Stanley L. Sokolik's statement that recruitment lies at the heart of the employment function, which starts the relationship between employee, his job and its environment, and the enterprise which employs him. Benton (1972) further amplifies this thought by pointing out that in the entire personnel process, the nature of the human resource input determines whether it will represent a positive factor in helping the enterprise attain its goal or pose a serious limitation.

The Philippine Civil Service Law stresses the need to select employees on the basis of merit as well as fitness to perform the duties and assume the responsibilities of the position. According to Hellriegel and Slocum (1996), the implication of effective staffing should help socialize employees to the organization's culture and minimize job-related performance and behavioral problems such as absenteeism, turnover, and poor performance. Moreover, staffing process is designed to provide the organization with best qualified, dedicated, and enthusiastic work force it can find.

It is said that the efficiency of any organization depends directly on how well its members are trained, for training motivates employees to work harder and it gives them a sense of assurance that they are valued members of the organization. Strauss and Sayles (1967), for instance, believed that employees who understand their jobs are likely to have higher morale.

Under the Philippine Civil Service Law, government agencies and other instrumentalities such as MSU-Iligan Institute of Technology are urged to have a continuing program of employee training and career development integrated with the total personnel management system of the organization. Such programs must provide specific development and training opportunities to help employees at all levels to perform their work in the best known way, adapt themselves to changing needs, and to prepare them for greater responsibilities. According to Mondy (1980), Training and Development should begin when individuals join the firm and should continue throughout their careers.

Promotions are the most significant way to recognize superior performance; however, no employee should be promoted to a position in which his or her strengths cannot be applied. Even when promotions are fair and appropriate, they can still create a number of problems. One major problem

is that organization members bypassed for promotion frequently feel resentful, which may affect their morale and productivity. Another major problem in promotion is discrimination. Most people accept the need or at least the legal obligation to avoid racial, sex, or age discrimination against hiring process.

Having the right people in the right jobs at the right time is only one part of management's responsibility to develop and maintain personnel policies. Employees and managers alike are also vitally interested in the conditions of employment. And this includes employee compensation, which is not limited exclusively to wages and salaries. Another source of employee remuneration which has continuously increased in importance and has become an established component of nearly every organization's personnel program is the so called fringe benefits which include various types of leaves, insurance coverage, transportation and living allowances, free uniforms, etc.

Management is cautioned however that in instituting an incentive plan, it must be willing to pay the price of administering it. Again, according to Strauss and Sayles (1967), management must be willing to struggle with grievances and to correct the inequities and imbalances in wage structure resulting from differences in the tightness or looseness of incentive rates in various organizations. According to Hellriegel and Slocum (1996), compensation system can dramatically affect employees behavior. Thus, incentive programs should be designed and administered to reward employees for performance–related behaviors that contribute to the organization's success. The compensation package is used to attract, motivate, and retain qualified employees.

The research paradigm further showed that the employees profile in the aspect of position level, ethnic affiliation, educational attainment and gender are being considered intervening variables in this study.

Methods

The study utilized the descriptive type of research. The research instrument was adopted from the study of Nieva (1999) and Raguingan (1989). The research instrument was divided into four (4) parts for convenient description. Part I elicited data on the respondents' profile as to position level, ethnic affiliation, educational attainment and gender. Part I-A ascertained an assessment of the organizational culture in terms of risk tolerance, integra-

tion, control, reward system, conflict tolerance, communication and leadership style. Part I – B dealt with an assessment of the personnel management system based on recruitment, training/ staff development, promotion, compensation and retirement. Part II dealt with the assessment of the level of employees' performance of the respondents based on performance targets, public relations, punctuality and attendance and potential.

There were 266 respondents of the study, which include 54 administrators and 212 rank and file employees.

The data were analyzed through the weighted mean and percentages. The null hypotheses were tested through the Pearson rho Product Moment Coefficient of Correlation and Multiple Regression Analysis.

Findings, Conclusions, and Recommendations

Findings

The significant findings of the study are summarized as follows:

The ethnic affiliation of the highest number of administrators and rank and file employees is Cebuano. The majority of the rank and file and administrators are college graduates. Gender majority is female.

Regarding the organizational profile of the institute, the administrators and rank and file agreed that academic community manifested risk tolerance. Both the administrators and rank and file agreed that there was integration among the people of the institute. Both administrators and rank and file agreed that there was control. The two groups of respondents were uncertain of the availability of rewards, conflict tolerance, and flow of communication in the institute. The administrators agreed that the Institute had leadership style, while the rank and file was uncertain of the leadership style used.

Regarding the personnel management system of the MSU-Iligan Institute of Technology, it was revealed that recruitment, training and staff development programs, promotions and compensation were rated good. The administrators were rated fair in the retirement program of the Institute, while the rank and file rated the retirement plan for its employees as good.

Position does not have a significant intervening effect to the relationship between organizational culture, personnel management, and employee's performance. Position intervenes only on the aspect of promotion indicating that regardless of position the employees are motivated to perform well in their present job.

Furthermore, the intervening effect of ethnicity to organizational culture and employee's performance is only significant on the aspects of leadership style and integration on the part of personnel management. On the other hand, educational attainment has no intervening effect to the relationship between the independent and dependent variables.

Gender intervenes with organizational culture and employee's performance in terms of reward system and with personnel management in terms of compensation. This indicates that reward system affects significantly the employees work performance for both male and female gender. On the other hand, compensation is a significant factor, which motivates the male and female employees to perform better on their job.

A moderate positive relationship existed between organizational culture and employees performance. In the same view, a moderate positive relationship existed between personnel management system and employees performance.

Conclusions

Based on the findings of the study, the following conclusions are formulated:

1. The Institute's organizational culture takes cognizant adherence to risk tolerance, integration, and control among its constituents. This supports the prevailing atmosphere in the social environment that the workers could easily adapt to new ideas and change. Moreover, co-operation, unity, and group sharing are patterns of activities manifested in the tradition of integration. On the other hand, the employees work behavior is in conformity with organizational goals, policies and directions.

2. The personnel management system emphasizes fair and just recruitment policy and provides training and staff development programs for professional growth and skill upliftment of the workers.

3. The most salient work performance of the employees is focused on public relations, potentials, and performance target. This is an indication that the employees are properly oriented to deal properly with

clientele as well as with co-workers. It is also observed that the employees possess the necessary potentials as responsible workers in the sense that they could perform their jobs well even with lesser supervision. As to performance target, the employees see to it that quality standard is attained at an expected time allotted for the completion of their tasks considering the standard operating procedure of the institute.

4. Organizational culture and personnel management system have a significant bearing on the employees work performance.

5. The employees are motivated to perform their job satisfactorily regardless of the intervening effect of position, ethnicity, educational attainment, and gender.

Recommendations

On the basis of the findings and conclusions, the following recommendations are presented to the MSU – Iligan Institute of Technology management, to wit:

1. The proposed intervention scheme on the Personnel Development Program be considered for implementation by the MSU – Iligan Institute of Technology effective fiscal year 2002.

2. That the administration enhanced the institute's rewards by giving recognition to employees with meritorious performance in the form of achievement recognition, presidential award, and meritorious citation.

3. Department Heads delegate some of their tasks and responsibilities to the subordinates in order to develop their skills and undertakings.

4. The management creates a Rank and Tenure Committee to make promotion fair and open to all academic and non-academic personnel. Another committee be created to review and make possible changes on the policy of retirement for the benefits of the employees.

5. That a satisfactory plan for the periodic evaluation of the efficiency of the employees be undertaken in order to improve their performance and to identify the most competent ones.

6. Future researches on organization of the MSU-Iligan Institute of Technology may be undertaken by other employees to include other organizational factors, personnel management, performance appraisal and areas of assignment which are not included in the study.

Intervention Design for Planned Change

The following presents the intervention scheme intended to improve the organizational culture, personnel management, and employees performance of Mindanao State University – Iligan Institute of Technology so that it can manifest educational excellence. By becoming an excellent school, the MSU – Iligan Institute of Technology will be able to contribute to the holistic development of the community that the school serves.

Title: Personnel Development Program

Rationale:

The most important resources of the MSU- Iligan Institute of Technology are its human resources. Mison (1995) disclosed that human skills and abilities are significant determinants of organizational productivity. As a social system, MSU – Iligan Institute of Technology comprises many interrelated subsystems that include administrative support, financial performance, and technological subsystem. In most cases technological resources affect the performance of human resources.

The findings of the study pointed out that there are uncertain aspect of the organizational culture in terms of reward, conflict tolerance, communication and leadership style. On the other hand, a fair rating is obtained on the retirement aspects of the personnel management system of the Institute.

These findings provide the bases to support the proposed personnel development program or training program for the administration to consider and implement for action.

Goal:

To come up with an intervention scheme which is consists of a training program to be conducted among the administration and the rank and file of MSU – Iligan Institute ofTechnology. The modules for this program address the weaknesses discovered in the study. Thus, each module has a database, which indicates the weaknesses that it seeks to correct.

Terminal Performance Objectives

By the end of the training programs, the employees shall be able to:

1. Strengthen organizational culture in the area of Reward, Conflict Tolerance, Communication and Leadership Style.

Program Description:

The program is described as Personnel Development Program. There will be two (2) modules for the improving of employee's performance and employees efficiency. These programs are expected to eliminate the weaknesses established in the findings of the study.

Program Content:

The following are the contents of the two (2) module designs.

Module 1
Institutional Culture Modification

Data show that the respondents were uncertain regarding rewards, conflict tolerance, the flow of communication and leadership style in the institute. Gonzales (1992) describes the organizational culture change process as one, which should have the support of management. He describes organizational culture modification as a five-step process, as follows:

Intervention Phases		Purpose
Entry	Preliminary	Define the educational Mission and strategy
Present State	Step 1	Establish the rationale for Change
Future State	Step 2	Define the objectives of The change
Transition Planning	Step 3	Plan the means to achieve The objectives
Transition Proper	Step 4	Implement the Change Plans
Evaluation	Step 5	Evaluate the changes/ Institutionalization

Proposed Activites for MSU-IIT

1. Strategic Planning Workshop

- Define the educational mission and strategy
- Establish the rationale for change
- Define the objectives of the change
- Plan the means to achieve the objectives

2. Implementation Stage

- Implement the change plans based on the outcome of the stra-
  tegic planning workshop

3. Evaluations and Monitoring

- Evaluate the changes/ institutionalization
- Monitoring

Module 2
Personnel Management Modification

Findings reveal that the respondents rated the item on retirement as fair as one of the indicators of the promotion and the dimension on retirement.

Evaluation Tools:
The following evaluation tools will be used in assessing the effectiveness of the program.

1. Evaluation of the planning phase.
2. Evaluation of the implementation of the program
3. Post – Evaluation (at the end of the program)

Time Schedule:
The two (2) modules of the training programs will be conducted at the MSU -- Iligan Institute of Technology Mini- Theater, Iligan City. The

first batch of the program will start on April 2002. There will at least (3) batches in the training program.

Working Committees: The following are the working committees and their function.

Program and Invitation. To invite resource speakers who are available within the institute; to design the program and take charge of their dissemination to all persons concerned; to prepare the learning materials, kits, certificates and other needed materials; to prepare certificates for the participants and plaques of appreciation for the speakers; and to act as secretariat for all batches of the programs.

Evaluation Committee. To design the instrument for evaluation in all phases of the program; to assist the facilities in evaluating the entry plans of the participants; to administer, tabulate and analyze the result of the different evaluation tools; and to provide feedback of the result of evaluation at the end of the training.

Physical Arrangement and Sound System. To see to it that the sound system is in good functioning condition; and to prepare and arrange all facilities in the venue of the program.

Finance and Food Committee. To prepare and allocate the budget for each training program; and to make necessary arrangement on food and snacks in each session.

Staffing. The training programs shall have the following staff requirements.

	Numbers
Consultant	1
Over-all Chairperson	1
Committee Chairs	4
Facilitators	2
Committee Members	
A. Program and Invitation	2
B. Evaluation Committee	2
C. Physical Arrangement and Sound system	2
D. Finance and Food Committee	2
	17

Table 31. *Summary of Training Programs*

DATA BASE	THRUST
1. On the organizational culture the following dimensions obtained the lowest weighted mean. • Reward • Conflict Tolerance • Communication • Leadership Style	Institution organizational culture modification Organizational Analysis
2. Personnel Management Showed retirement and promotion has weaknesses	Comprehensive Personnel Management System

Training Programme

DAY 1

MORNING SESSION
8 :00 - 9:00

- OPENING PROGRAM
- Invocation
- Pambansang Awit
- Welcome Remarks
- Introduction of the participants
- Overview of the training
- Intermission
- Break

10 :00 – 10:15

10:15 - 12 :00

- Setting of Expectation by Group

- LUNCH BREAK

12:00 – 1:00

AFTERNOON SESSION
1:00 – 1:15   -   Ice Breakers
1:15 – 2:15   -   Module #1 Institutional Culture
                         Modification
                         Reward
                         Conflict Tolerance
                     -   Work Shop 1
2:15 – 3:30   -   Break
3:30 – 3:45   -   Presentation of Output
3:45 – 4:15   -   Critiquing
4:15 – 5:00

DAY 2

MORNING SESSION
8:00 – 8:15   -   Unfreezing
8:15 – 8:35   -   Recap of Day 1 Activity
8:35 – 8:50   -   Overview of the Day activities
8:50 – 10:00   -   Module # 1 Continuation
                         Communication
                         Leadership Style
10:00 – 10:15   -   Break
10:15 – 11:15   -   Workshop 2
11:15 – 11:45   -   Presentation of Output
11:45 – 12:00   -   Critiquing
12:00 – 1:00   -   LUNCH BREAK
AFTERNOON SESSION
1:00 – 1:15   -   Ice Breakers
1:15 – 2:15   -   Module # 2 Personnel Management
                         Modification
                         Promotion
                         Retirement
2:15 – 3:15   -   Workshop 3
3:15 – 3:30   -   Break
3:30 – 4:00   -   Presentation of output
4:00 – 4:4:30   -   Critiquing
4:30 – 5:00   -   Synthesis
5:00 – 5:30   -   Closing Programs
                         Distribution of certificates and
                         Plaque of appreciation

Strategy

1. The grouping of the workshop shall be done before the workshop proper.
2. Each group shall elect its group leader to initiate each workshop session. A rapportoir shall also be elected who shall report or give feedback of the group output for each workshop session.
3. A reflection report shall be submitted at the end of the training program.

Bibliography

A.   Books

Abasolo, Pacita A. *Personnel Management: The Efficient Management of Employees,* Manila: Gic Enterprises & Co., Inc., 1991.

Benton, Lewis R. *Supervision and Management,* New York: McGraw-Hill Book Co., 1972.

Flippo, Edsin E. *Principle of Personnel Management,* 4th ed., New York: McGraw-Hill Book Co., 1990.

Garret, Henry E. *Statistics in Psychology and Education,* New York: Longmans, Green and Co., 1951.

Gibson, James L. John M. Ivancevich and James H. Donnely Jr.. *Organizations Behavior, Structure and Processes,* 8th ed., Richard D. Irwin, Inc., 1994.

Good, Carter V. and Douglas V. Scates *Methods of Research,* New York: Appleton Century-Craft, Inc., 1954.

Hellriegel, Don and John W. Slocum II. *Management Annotated Instructor's Edition,* Cincinnati, Ohio: South-Western College Publishing, 1996.

Hodgetts, Richard M., and Galen Kroeck *Personnel and Human Resource Management.* New York: Harcourt Brace Jovanovich College Publishers, 1992.

Lutherans, Fred. *Organizational Behavior,* 6th ed., New York: McGraw-Hill Book Company, 1992.

Mison, I. B., et. al. *Human Behavior in Business Organization;* Manila: Graphics Arts Inc., 1995.

Padua, Roberto N. and Rosita De Guzman Santos. *Fundamentals of Educational Research and Data Analysis.* Quezon City: Katha Publishing Co., Inc., 1998.

Rivera, Maximiano M. Jr., and Roela Victoria Rivera. *Practical Guide to Thesis and Dissertation Writing,* 1st ed., Manila: Katha Publishing, Inc., 1996.

Sevilla, Consuelo G., *et. al. An Introduction to Research Method,* Manila: Rex Book Store, 1985.

Sherman, Arthur W. and Herbert J. Chruden. *Managing Human Resources,* Cincinnati, Ohio: South-Westen Publishing Co., 1984.

Simons, George F., Carmen Vasquez, Philip R. Harris. *Transcultural Leadership Empowering the Diverse Workforce,* Texas: Gulf Publishing Company, 1993.

Stoner, James A. F. and Charles Wankel. *Management,* 3rd ed., Englewood Cliff, New Jersey: Prentice Hall, Inc., 1987.

Strauss George and Leonard R. Sayles. *Personnel – The Human Problems of Management,* Englewood Cliff, New Jersey: Printice Hall, Inc., 1967.

B. UNPUBLISHED MATERIALS

Basis for a Strategic Training Program". Unpublished Doctorate Dissertation, Liceo de Cagayan University, Cagayan de Oro City, 2000.

Egam, Yolanda T. "Organizational Effectiveness of Highway Maintenance Management System in Relation to the Work Performance of DPWH-X.

Flores, Bienvenido M. " Determinants of Management Competencies of Executives for the Third Millennium," Unpublished Doctorate Dissertation, Liceo de Cagayan University, Cagayan de Oro City, 1998.

Nieva, Emma A. " The Contribution of Organizational Factors to the Performance of the Academic Functions of MSU-Iligan Institute of Technology," Unpublished Doctorate Dissertation, Liceo de Cagayan University, Cagayan de Oro City, 1999.

Raguingan, Jorge A. " Task Expectations and Performance of Secondary Administrators in Lanao Provinces as Perceived by Teachers," Unpublished Doctorate Dissertation, Xavier University, Cagayan de Oro City , 1989.