

**THE MANAGEMENT COMPETENCY OF LTO DISTRICT  
OFFICERS IN EASTERN VISAYAS: BASIS FOR  
A MANAGEMENT DEVELOPMENT PROGRAM**

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A Dissertation Presented to  
The Faculty of the College of Graduate Studies  
Samar State Polytechnic College  
Catbalogan, Samar

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In Partial Fulfillment of the  
Requirements for the Degree  
Doctor of Philosophy

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November, 2001

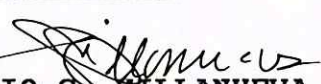
## APPROVAL SHEET


In partial fulfillment of the requirements for the degree, Doctor of Philosophy, this dissertation entitled "The Management Competency of LTO District Officers in Eastern Visayas: Basis for A Management Development Program" has been prepared and submitted by **Jaime B. Nabong**, who having passed the comprehensive examination is hereby recommended for oral examination.


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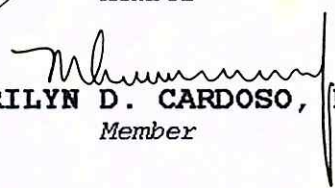
  
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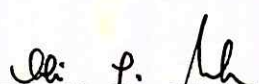
  
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Above all the researcher is ever grateful to our Almighty God for guiding me and giving courage in the preparation and completion of this humble study.

The Researcher

J. B. N.

## **DEDICATION**

This work is lovingly and sincerely dedicated

To my dearest and loving wife

**ELISA CABUENAS NABÓNG**

And to our six children

**REX, JENNIFER, GLENN, ELLISER,**

**MARY ROSE AND ANTHONY**

For their untiring support, prayer, unfailing love

And inspiration, to them I proudly

Dedicate this humble work.

**JAMES**

## **ABSTRACT**

The study was designed to assess the management competencies of Land Transportation Office District Officers serving as the basis for a management development program for district officers in Eastern Visayas. This study utilized the descriptive development method of research using comparative and correlation analyses. Corollary to this study, the researcher was able to develop a management development program for five days which could be of help to the district officers for better delivery services to the public. The management program is an offshoot of the assessment of the management competency and management style of the district officers. Since the results of the present study were moderately and highly competent, the training program could help them strengthen their operational functions and management style. Among the district officer's related variates that correlated significantly with their management style are: age and performance rating for autocratic; sex and number of years in present position for compromiser; age and sex and present position for executive; and sex for bureaucratic. The district officers need to undergo a training program on management competencies and styles to enhance their management and leadership effectiveness skills and help improve district performance. A similar program should also be made available to qualified employees and may be adopted as a basis for recruiting prospective district officers. Among the district officer's related characteristics that influenced management competency were educational qualification on four operational functional, age and number of years in present position in terms of law enforcement.

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## Chapter 1

### THE PROBLEM AND ITS SETTING

#### Introduction

The advent of modern transportation facilities and increase in population paved the way for the acquisition of motor vehicle units not only for the affluent families but likewise for the general public for their business purposes or just for plain personal taste and satisfaction. The growth of acquisition and ownership of motor vehicles had widened the horizon and management coverage of the Land Transportation Office (LTO) Central Office down to the District Office level to cater and answer the needs of the clientele in the registration process of their motor vehicle units, the issuance of drivers and conductors' licenses and student driver's permits to learners and likewise, the adoptions of measures and system in controlling the clientele.

To ease the problem encountered by the Regional Office personnel in the registration process and in the issuance of drivers and conductors licenses, district offices were mandatory created to decongest the volume of

transactions at the regional level. District Officers or Supervising Transportation Regulation Officers were assigned to manage and supervise the personnel in serving the needs of the general public at the LTO district office level.

The Land Transportation Regional Office (LTRO) in Eastern Visayas covers the provinces of Biliran, Leyte, Southern Leyte, Samar, Eastern Samar and Northern Samar.

One LTO District Office is situated at Naval, the capital town of the province of Biliran. Four District Offices are situated in the province of Leyte, namely: Tacloban City District Office, Carigara District Office, Ormoc City District Office, and Palompon District Office. Three LTO Extension Offices are newly created to answer the needs of the ever growing clientele. These were the Tacloban City Extension Office, the Baybay Extension Office, and the Tabango Extension Office. Two LTO District Offices are situated at Maasin and Sana Juan, Southern Leyte respectively.

The province of Samar has two District Offices located in Calbayog City and in Catbalogan, Samar. Eastern Samar has a lone District Office situated in the

capital town of Borongan and an Extension Office at Guiuan, Eastern Samar. Likewise, Northern Samar has a lone LTO District Office in Catarman, with extension offices situated at Laoang and San Isidro.

Eastern Visayas caters to a large clientele for the Land Transportation business since it is located at the middle part of Luzon and Mindanao. Many land transport operators compete for franchise approval that will grant them the authority to legally operate their business in the area. Hence, the presence of LTO district offices is necessary in order to cope up with the ever increasing volume of motor vehicle registrants and the processing of drivers and conductors' licenses as well as the student's permit applications at the LTO district offices.

The seat of LTO Eastern Visayas Regional Office is situated at the old Army Road in Tacloban City where the offices of the Regional Director, Assistant Regional Director, Administrative Officer, Chief of Operations Division, Chief of the Financial and Accounting Division, Legal Officer, Human Resources and Management Officer and Planning Officer are located.

The LTO Regional Office was created in 1978 with Vicente E. Mate, Jr. as its first appointed Regional Director. Its original office name was Land Transportation Commission of LTC.

In 1986, a reorganization took place after the EDSA Revolution when then President Corazon C. Aquino was installed to power. The name of the office was changed to Bureau of Land Transportation Office with Atty. Ramon G. Cuyco as Regional Director. From then on, management of the LTO both in Central Office and Regional Offices level became so uptight due to power struggle wherein "survival of the fittest and elimination of the unfit" appeared to be the slogan of the process. Hence, personnel at the LTO especially at the district level who were the front liners in the delivery of services to the general public were warned of the consequences for misdeeds committed against clients during business transactions at the LTO.

The problem of employees' misdemeanors preoccupied the LTO management that research studies on the appropriate management style to be adopted by various district offices covering the LTO Regional Office geographical area of responsibility were recommended to

ascertain the cooperation of the rank-and-file employees as well as the satisfaction of LTO clientele as regards the operation process at the LTO district office level.

According to Manz (1995:38) a good manager manages with a feeling mind and a thinking heart. His charisma should not be measured in terms of physical attributes, but more of his moral value. Like an orchestra, he is the band leader, synchronizing the tunes of all the different instruments to produce a beautiful piece of music, and whenever there is discord, he immediately fixes it.

The competencies of district officers need to be examined. The management competency along the four operational functions such as registration, licensing, law enforcement, adjudication of cases and their management styles need to be enhanced and strengthened by the district officers.

It is in the light of the above idea that the researcher considered it wise to conduct a study on management competencies of LTO district officers in Eastern Visayas as basis for a management development program.

### Statement of the Problem

This study was designed to assess the management competencies of Land Transportation Office District Officers serving as basis for a management development program for district officers in Eastern Visayas.

Specifically, the study attempted to answer the following questions:

1. What is the profile of the District officers relative to:
  - 1.1 sex;
  - 1.2 age;
  - 1.3 civil status;
  - 1.4 educational attainment;
  - 1.5 number of employees supervised;
  - 1.6 in-service training attended
  - 1.7 years in present position
  - 1.8 monthly income; and
  - 1.9 performance rating
2. As perceived by the LTO rank-and-file employees and its clientele, what is the level of management competency of the district officers along the following operational functions, namely

- 2.1 registration;
- 2.2 issuance of licenses;
- 2.3 law enforcement
- 2.4 adjudication of cases;

3. Is there a significant difference between the perceptions of the rank-and-file employees and their clientele on the level of competency of LTO district officers with respect to the foregoing operational functions?

4. As perceived by the rank-and-file employees and their clientele, to what extent is the level of the following management styles practiced by district officers, viz:

- 4.1 autocratic;
- 4.2 compromiser;
- 4.3 executive;
- 4.4 developer; and
- 4.5 bureaucratic?

5. Is there a significant difference between the perceptions of the two groups of respondents with respect to the extent of management styles practiced by district officers in the above mentioned problem?

6. Are the perceptions of the rank-and-file employees and their clientele on management competency and styles of the district officers relate significantly with the following variables?

6.1 age;

6.2 sex;

6.3 civil status;

6.4 civil status;

6.5 in service training attended

6.6 years in present position

6.7 monthly salary; and

6.8 performance rating?

7. Based on the findings of this study, what management development program can be evolved/developed?

### **Hypotheses**

The following hypotheses were tested in the study:

1. There is no significant difference between the perceptions of the rank-and-file employees and their clientele on the management competency of district offices along the following operational functions to wit:

1.1 registration;



1.2 issuance of licenses

1.3 law enforcement; and

1.4 adjudication of cases?

2. There is no significant difference between the perceptions of the two groups of respondents with respect to the management styles practiced by the district officers namely:

2.1 autocratic;

2.2 compromiser;

2.3 executive;

2.4 developer; and

2.5 bureaucratic?

3. The management practices and styles perceived by the rank-and-file employees with respect to the LTO District officers perceptions do not relate significantly with the following variables:

3.1 Age;

3.2 Sex;

3.3 Civil status;

3.4 Educational attainment;

3.5 No. of employees supervise;

3.6 In - service training attended;

3.7 No. of years in present position;

3.8 Length of service;

3.9 Monthly salary;

3.10 Performance rating.

### Theoretical Framework

This study is fortified and strengthened by the theory that "a sound organization structure is imperative in order to make possible a most effective management job, because it creates the pattern that determines the accountability, the relationships, and the performance of all the members of management (Gutierrez et al., )" The lack of sound management and organization structure causes many of the perplexing problems of management. This structure refers to a clear cut statement of the organization's basic objectives, in developing an adequate criteria for measuring the attainment of end results desired and the evaluation on the effectiveness of management performance.

This is further supported by France's (Trice, 1993:157) System Theory which states that the approach of viewing the process of organizing is a system of mutually

dependent variables consisting of individuals; for organizations or arrangement of function; internal organization; reciprocal pattern of behavior arising from role demands of organization and role perception of individual and physical environment in which the work is performed linking these variables are communications and balance for system parts maintained in harmonious set up with each other that includes man, machine, and interpersonal relationships.

The management of the Land Transportation District Offices in Eastern Visayas, is tantamount to its various elements consisting of office personnel, its individual functions, the behavioral aspects of the personnel and their clientele during their business transactions; the physical conditions and locations of the establishments where individual functions take place as variables to constitute a system.

Thus along this line, management of an organization carries with it the implementation of the policies, rules and regulations which are imperative in carrying out its objectives in its operation process. Its operation is governed by laws, rules and regulations having its own

purpose, goals and objectives, manned by employees who act within the guidelines of existing policies, rules and regulations established by the LTO Central Office with the direct supervision of the head of the agency who has the overall command in the district level. Management practices may vary according to the needs of circumstances, and the receptiveness of the rank-and-file employees to the LTO Central Office policies.

Proper management most necessarily exists in the LTO District Offices to attain its desired objectives that is to facilitate better, if not the best services for the clientele satisfactions. One may find no choice for management is an indispensable factor in an organization factor in the office operations process.

It is therefore imperative that LTO District Officers must know their functions well and to be given more time, properly performed to bring about better service to the clientele so as to enhance development and growth of the entire organization. In carrying out these functions the officer must have in mind that there is no one technique which is likely to be applicable in any situation. He should always be open to an option for the

practices of contingency management, which act on specific demand of circumstances rather than blindly follow a set of hard rules and fast principles. He must conform to the idea that in management although one course of action may produce good results in one situation, it may however utilize an entirely different technique which may be wiser under other circumstances.

#### Conceptual Framework

The paradigm as presented in figure 1 shows the correlates of the management styles, operational functions and profile of district officers in terms of age, sex, civil status, educational attainment, no. of employees supervised, in-service training's attended, length of service, no. of years in present position, monthly income and performance rating.

The top box portion represents the effective LTO District Officers, while the second box downward represents the policy redirections.

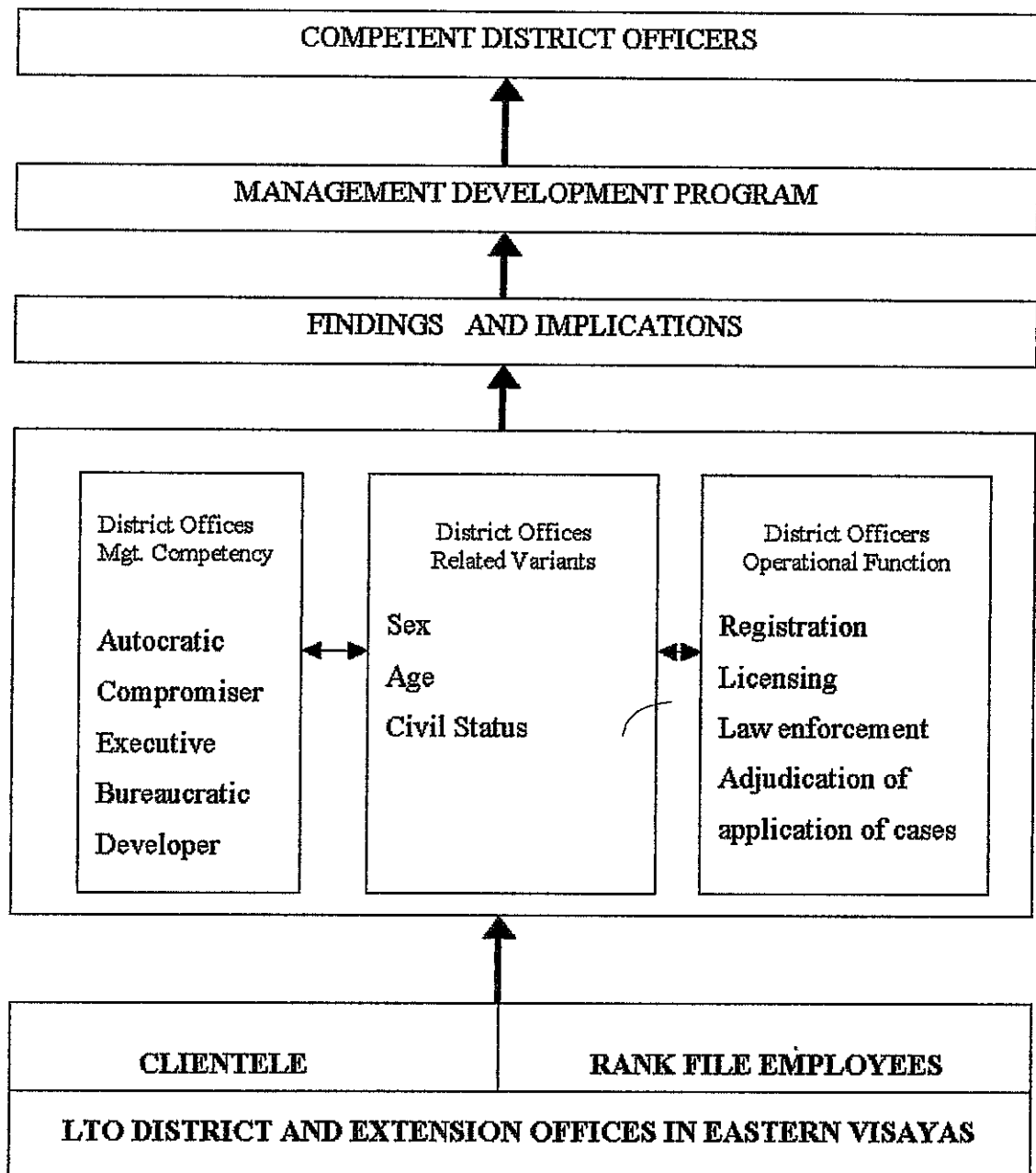


Figure 1. The Conceptual Framework of the Study

The third box represents the respondents perceptions. The inner circle represents the LTO District Officers while the outer circle comprises the management styles, operational functions and profile of the District Officers. On the left side of the circle is a box representing the rank-and-file employees, while the box on the right side represents the clientele of the Land Transportation Office. On the lower portion of said paradigm is the representation of the District Offices in Eastern Visayas.

In the course of this study, the data gathered from the respondents were statistically analyzed and interpreted as the bases in the formulation of policy redirections to ensure attainment of the ultimate aim of the study, viz: effective LTO District Officers.

### **Significance of the Study**

This study is of paramount importance to a number of groups for it involves an assessment of the management competencies and styles of the heads at LTO district offices in Eastern Visayas.

It is further significant as it assesses the weaknesses of the management system on the part of the LTO District Officer in coming up with the organization's standards that will necessitate measures for the enhancement of efficient service to the general public. Likewise, it is significant both for the rank-and-file employees and the clientele since it gave them a chance to rate and evaluate the district officers level of management competency in carrying out the day-to-day activities at the LTO district offices in relation to the management styles and operational functions of the offices.

The study likewise helps determine the progress being made by LTO district officers in their position as managers.

Thus, this study determines which type of management system has to be modified and what policy redirections have to be formulated to meet the needs of the general public who are primarily affected by the District Offices' operations in the motor vehicle registration process and in the issuance of drivers and conductor's licenses as well.



The advent and rapid evolution of modern technologies has uplifted the development of the community and suited to the needs of the inhabitants, likewise requirement evaluation through monitoring system. Hence, it becomes imperative proper to upgrade management practices in order to satisfy and answer the needs of the clientele as well as the entire community populations thereat. This seems to be a very tough executive job requires management expertise but this must be seriously carried out for the development and improvement of the society's awareness to its environment.

This study further provides vital information on how district officers manage the district offices in Eastern Visayas, and to what extent are their management styles being accepted by their subordinates.

The findings of the study will also ascertain the know how and capabilities of the LTO district officers, thus providing the readers clear information on how these offices are being managed by the heads assigned to said functionaries.

The researcher likewise hopes that this study will certainly improve the managerial skills of the LTO district officers through the developed training program that will contribute to the better understanding of the district officers of the skills and styles they ought to possess, developing in them their skills and leadership potentials well as harnessing them to the fullest.

Finally, the results of this study may serve as springboard for conducting similar studies in the other parts of the region.

#### **Scope and Delimitation**

The primary concern of this study was to assess the management competencies and styles of LTO District Officers in Eastern Visayas as perceived by their rank-and-file employees and clientele in order to develop a Management Development Program for District Officers.

Particularly, the research environment of the study included the 11 LTO District Offices and six Extension Offices in the region, which are: Borongan district office, Baybay extension office, Calbayog district office, Catarman district office, Guiaun extension

office, Laoang extension office, Maasin City district office, Naval district office. Ormoc City district office, Palompon district office, San Isidro extension office, San Juan district office, Tacloban City district office, Tacloban City extension office, Tabango extension office.

The respondents of this study were randomly selected rank and file employees and clientele. All in all, there were 100 rank and file employees and 289 clientele.

The study was limited to the following variates: the personal and professional characteristics of the district officers, the management competency of the district officers along with their operational functions such as registration process, issuance of licenses, law enforcement and adjudication of apprehended cases and their management styles classified as autocratic, compromiser, executive, developer and bureaucratic.

The study was conducted during the third and fourth quarters of fiscal year 2000.

### Definition of Terms

For better understanding, some terms used in this study are hereby conceptually and operationally defined in the light of what meanings authorities and this study may have intended for them.

Adjudication of cases. In this study it refers to the appraisal of violations imposed by Traffic Law Enforcement Officer to those violators of the traffic rules and regulations, whether the apprehension is valid and thereby imposing the proper corresponding penalties prescribed by the LTO office.

Administration. The term refers to the comprehensive or over-all efforts to direct, guide, integrate, and associate human strivings to focus towards specific purpose or end (Ordway, 1981: 3). In this study it refers to the district offices of the Land Transportation Office in Eastern Visayas.

Autocratic. As used in the study, it refers to the head of an office who exercises full control over his subordinates.

Bureaucratic. As used in the study, the term refers to the head of an office who exercises a centralized

system in running the affairs of an office through departmentalization of the operational functions in his efforts to carry out the activity in his office.

Compromiser. As used in this study, it refers to the head of an office who wants to develop his subordinates by giving them authority to do things that are so important to the office operators, especially in his absence from office as a form of training for the subordinate's future career.

Controlling. As used in this study the term refers to management function that requires the manager or the head of an office to guide the employees of what to do. It sees to it, that the work is carried out in terms of performance standards which management has established. The manager tries to know what is to happen so that he can step in and make changes in the procedures if changes are necessary to ensure that the objective is fulfilled.

Coordinating. As used in this study, it is a management function wherein the manager ensures that the organization's work units cooperate with the other segments as maximum assistance to the whole organizational operations process.

Directing. One of the management functions that includes not only telling the employees of what to do, but ensuring that they know what is expected from them and helping transform vision and improve the development of their skills. Foremost, it includes uplifting morale to ensure that subordinates would do their best in any assigned tasks.

District Officers. As used in this study the term refers to LTO personnel who are heads of District Offices who are responsible in implementing LTO policies at the district level.

Education. As used in this study the term refers to a process of training as a means of acquiring knowledge and the development of skills, mind and character through formal schooling, with the end of influencing the learner to change for the better.

Government. Generally, it is defined as an institution or an aggregate of Institution by which an independent society makes and carries out those rules of action which are necessary to enable men to live in a social state or which are imposed upon the people forming

that society by those who possess the power or authority of prescribing them (Martin, 1988:7).

Leading. As used in this study, the term refers to one of the management functions wherein the manager initiates the move in performing tasks in the organization which serves as guides, for the subordinates to follow.

LTO Central Office. As used in this study it refers to the Land Transportation Central Office in Manila where the policies and office rules and regulations are formulated for the LTO Regional office to implement and for the District Offices to Execute.

LTO Regional Office. As used in this study it refers to the Land Transportation Regional office, headed by the Regional Director and Assistant Regional Director respectively.

LTO District Office. This refers to the Land Transportation District Office, headed by Supervising Transportation Regulation Officer who executed the LTO Central Office policies, rules and regulations pursuant to the implementing guidelines through the Regional Director's office.

Management. In general, the term refers to the direction, supervision and control of methods, money, men, materials, machinery and maintenance, manufacturing, marketing in an organized enterprise (Angeles and Garcia, 1981: 1). Specifically, the term refers to the executive functions such as planning, organizing, staffing, leading, directing, coordinating, reporting and to a great extent it deals with the reporting of human, financial and material resources.

Managerial Development Program. As used in this study, the term refers to the management training program developed based on the findings of this study, and contains training areas aimed to upgrade management competencies and improve leadership styles of LTO District Officers in Eastern Visayas.

Organizing. One of the management functions wherein the manager has to decide what job will be created and filled up with its duties and responsibilities attached for the purpose of accomplishing its objectives.

Perception. Conceptually defined, the term refers to the awareness or consciousness of a person to objects or other data through the medium of senses (Ruch, 1983:



294). As used in this study, the term refers to the responses given by respondents concerning management competencies and styles of LTO District Officers.

Planning. Conceptually defined, the term refers to the determination of a course of action to achieve desired result. It is a process of thinking before doing (Allen, 1986: 25). The term connotes a manager's function to decide what he wants to accomplish, setting a short and long range goals for his organization (Dale, 1990: 5).

Rank-and-File. This operationally refers to the employees in the organization of any government unit not holding any managerial, supervisory or key positions.

Transparency. Conceptually, the term refers to a full disclosure by the state of all its transactions as mandated by law for examination purposes of the general public (Art. 11, Sec. 28, New Constitution). It is the policy of the state to provide information of all state transactions involving public interest which the people have the right to know particularly those involving expenditures of public funds, and other matters of public concern.

## Chapter 2

### REVIEW OF RELATED LITERATURE AND STUDIES

This chapter presents a summary of selected related literature and studies that provided the researcher with better insights into the conduct of the present study. It discusses the various literature and studies done in relation to management practices and styles of managers or heads of agencies.

#### Related Literature

Gutierrez et al (1975:34) claim that management is as old as man and had its well-known beginning in the dictator-slave, master-servant days. It has evolved very slowly through the ages with few changes in its dictatorial, authoritarian, and paternalistic techniques which have been pioneered during the past 40 years for the most parts of a limited number of successful organizations in the United States of America, and in some foreign countries.

Just as an automobile is not the invention of any one man but an aggregations of the invention of many, so

this body of principles has been the contribution of a number of men in the management field. Taylor (Drucker, 1971:362), one of the pioneers, if not considered the first authority to formulate principles of management, explains that the fundamental principles of management were developed through years of practical experience. He opined that these principles can be applied in the conduct of any business, large or small, partnership or corporation, industrial or commercial, for they are based upon the understanding of truth, that in their fundamental objectives and operations, all businesses are alike. It is the application of these principles that varies to suit the needs of the individual business enterprise.

Moreover, Taylor (Drucker, 1975:374) adds that management in a real sense is a distinctive profession of organizing and directing men, although its most comprehensive meaning, is that management connotes the organization of materials, machines, equipment and men with the motive of effecting possible measures, for the achievement of its desired results.

Management success depends largely on the eagerness and cooperativeness of the employees, which plays a major role in the attainment of the organizations objectives. If faces various challenges that more measures are to be undertaken in its course of operations to make it more responsive to the growth of social and economic development, especially at the Land Transportation Office, that is being much expected by the clientele who are clamoring for an effective and prompt service when they are processing motor vehicle registration transactions as well as their Drivers and Conductors licenses at said office.

Bartol (1998:34-36) said that there are five jobs of management, namely, (1) to visualize result; (2) to interpret customers needs and potential markets for its organization's services and evaluate its current operating position, identify and forecast significant areas and trends, and problems related thereto, to develop and establish objectives, policies, programs, budgets and whatever other basic controls that are necessary for governing an administration's affairs

effectively; (3) to attain result through people; (4) to look for improvement; and (5) to develop subordinates.

The same author further emphasized, that management compromised three major phases which are the management of money, of things, and of people. To accomplish every part of the program, decisions are very necessary to carry out its purpose for the realization of its objectives.

Bethel and Newsfrom (1990:30) maintain that management is a unique occupation. It is a process of obtaining, deploying, and utilizing a variety of essential resources to support of the organization objectives. They admit that the most important resources of an organization are its employees. On the part of the manager, he devotes a large portion of the efforts to planning, organizing, staffing, activating, and controlling the work of the human resource. One clear distinction between a manager and the employees is that the manager directs the works of the others, rather than performs the work himself.

Riccuci (1992: 137), on the other hand, states that majority of the managers are caring and thoughtful in

their approaches to the challenges they faced in their desire to achieve the quality management which are necessary for the success of management in any organization. The typical recommendations for improvement of management quality focus on modifying the selection criteria for new managers and by providing more trainings, particularly trainings that are tailored to manager's needs (U. S. Merit System Protection Board, 1992a).

DiPadova and Paerman (1993:211) stressed that as managers move up the ladder from first-line supervisor to middle or upper management positions their definitions of their managerial skills likewise changes. Some say that there is a division of labor, with first-line supervisors focusing more on the internal roles and higher-level managers having more external problems and responsibilities. But others believe that each role applies to all level of supervisions, though the exact nature of the work will change.

Paerman and Peter (1991:43) likewise affirmed that in comparing the managers at different levels, some may question on the different roles that must be emphasized

at the different supervisory levels. Differences in the complexity of the role definitions at the different level of supervision should likewise be studied and distinguished in order to arrive at a valid explanation for a correct answer to the issue. A clear finding is that, in almost every set up of an organization, the external, entrepreneurial, innovative roles are seen more centralized to mid and upper-level managers than to first-level supervisors.

However, some managers are limited by orderly narrow views of their roles. They may be unaware of the full range of management responsibility or they choose to ignore parts of the job that they find more difficult or distasteful, thus limiting their effectiveness. Analyzing Further how managers deal with problem employee is very much complex because this is one area wherein the different factors we have been considering will come together, where we can look simultaneously at the effects of the civil service rules and regulations, of the organizational environment, of the budget, and of manager's own perceptions and skills levels.

Franklin and Ban (1994:211) point out that the National Performance Review envisions a reward system based on measurable outcomes, but many organizations will find this very difficult to implement. The conflicts between the different strands of reforms may also cause implementation problems, such as between the call for budgetary deregulation including the abolition of personnel ceilings to cut over excess employees.

Total Quality Management sends very mixed messages to managers about who they valued and what role they are to play. At the extreme, it is based on a value system that sees most people as wanting to do good work but are being hampered by management. Problem employees are sometimes caused by poor management in an organization. Many may thrive on the challenges of a more participative workplace while others will continue to be problem employees. Many of the values espoused by the proponents of culture change are directly antithetical to some agencies traditional values. Organizations that already have some elements of an *adhocracy* culture will find it easier to move to the fluid decentralized entrepreneurial style advocated by the process. But those with the most



traditional hierarchy culture are likely to find this a very different system. Further, managers are used to defining their roles as largely or entirely internal will have trouble taking on the role envisioned by the reforms.

Most workers on culture change see that management is a multi-step process involving considerable effort over a long period of the time and with a considerable risk of failure. Simply offering trainings on new approaches is unlikely to change behavior or underlying culture values; it must be accompanied by changes in the organization's reward system or incentive structure.

Management is simply the art of getting things done. It has been observed that an office which is badly managed simply goes wild and lead on to bankruptcy. Hence, its functions which encompasses the selection, training and supervision of the activities of an efficient staff, with qualified understudies who can assume supervisory positions in the case of promotion or vacancies occur. It likewise include the executive function of maintaining a high level of individual and group morale through consistent application of the office

personnel policies and effective management operation process.

Personnel management must deal with the present and be concerned with the future. It must build programs that solve problems in the framework of today and tomorrow, But if it is to perform its tasks effectively as possible, it must also aware of the past. Forces and factors, and experiences in the past have their impact upon the present and future. It has three human aspects, namely: Dimension of human factor; human aspect of motivation; and human aspects of executive behavior.

Under human factor, it is said that personnel management seeks, as to help build effective and satisfied working team. All executives in their personnel responsibilities must therefore give due consideration to the technical skills required of people, which is considered the factor in production aspect.

Personnel management as a specialized organizational unit or as a part every executive job must assume responsibility for the appropriate utilization of people in an organization. In this part therefore, attention is directed to some key and tasks of utilization.

The concept of personnel management relative to the meaning of the terms labor and personnel must be made clear. To some, labor is meant cooperative workers, while others use personnel to mean higher level of employees or as a more euphonious term for labor. But however, the same may be used interchangeably as the human factor in the business enterprise.

The responsibility of performing functions to achieve desired results has been placed upon management. The primary responsibility for personnel management in a company must be in its top management.

The President, subject to the approval of the Board of Directors, must be assigned the tasks of setting the tone of human relations in establishing the broad objectives, plans, and policies of personnel management, by way of assignment to various subordinates executives the tasks they are to carry out; of coordinating personnel efforts, and checking to ascertain if the personnel plans are executed.

Indeed, management is always the key factor for the success of any organization whereby constituting two or more persons engaged in a systematic effort to produce

goods and services. Hence, the effectiveness and efficiency of managers quality should ways be considered for the smooth operation and success of an organization for the accomplishment of its desired objectives.

Management in an organization is indispensable in nature and thus involves massive planning on the part of the manager to carry out the decisions. Deciding what to do and make the people move in an organization constitute planning which is an essence in the management process. It is likewise considered as a system which the parts or subsystems of an organization must interrelate and are independent on each other.

Further, it is emphasized that the success of an organization depend largely on the management system, and the application of the same in any organization s contingent upon the situational circumstances; the competence and resources of the organization; the mission or purpose of the organization; the values and leadership styles of the top management concern.

The role of human resource management has at no times been more demanding and more responsive to the

challenges of the nation's struggle for industrial growth and economic development than at present.

The increasing demand of a modernizing society for the effective drafting of manpower administration into the management system, Thus, to speed up the process of growth, both in the public and private sectors the judicious management of people become an urgent matter. This requires the commitment to the system, of leaders in government and business enterprises, the training of the executives and the development of the employees and workers. The goals are not only to maximize economic growth and development, but also to attain further enrichment of the work condition and life of its personnel.

An employee must therefore, be dealt with as a human being as well as a technical factor. Human beings manifest themselves through interactions as well as individual actions. Human aspects are subjective and changeable, qualitative, and dynamic, varying with cultural and personal backgrounds, economic events, and with passage of time; indeed a complex of perplexing forces.

Bartol (1998:127) stressed that management is the process of achieving organizational goals by engaging in the four major management functions of planning, organizing, leading and controlling. She further emphasized that management is an ongoing activity, entails in reaching important goals and involves knowing how to perform the major functions of management.

Planning which is among the executive functions is to mean the job or making things happened that would otherwise not occur. It is likewise an intellectual process, the conscious determination of courses of action, the basing of decision on purpose, facts, and considered estimates.

Improvement in an organization may be left continuous planning. Modern personnel management must rely upon the formal programs of development for all kinds and all levels of employees. The development of the worker at the machine or the person in the executive chair are the concern of personnel management through training, education and communication.

A training program has a much better chance of being effective if it is well organized. To begin with, one

person or unit in the organization should be made responsible for training. A basic aspect of training is the selection of trainable persons. Employees may be selected for various types of training by having detailed knowledge of their past experience and training. The selection and training of instructors is likewise significant. Here is an excellent opportunity for supervisors. The supervisor who becomes skilled in training methods can demonstrate to employees interest in their welfare,

Education (know why) as well as training (know how) is essential to effective performances by well - adjusted people. Education must be concerned with understanding, perceptions, and attitudes of people at all organizational levels. Operative employees, tend to work more effectively when they feel that management's objectives are significant and fair, when they understand what management is doing, and when they agree that management practices are justifiable. And executives in turn can lead more effectively when they understand the motives, expectations and thinking of the employees. Though such natural understanding comes appreciation for

each other's interest and problems, adjustment in their thinking and actions, and fair compromises in their plans and interactions. Further, management cannot do an effective job of educating employees if it is not knowledgeable about the thinking and attitudes of said employees.

Executive development is a program by which executive capacities to achieve desired objectives are increased. Executive capacities implies consideration for various personal abilities, potential as well as current jobholders, and all managerial levels. Desired objectives likewise imply consideration for the goals of the organization, of the executives and of those being managed. And the term increase implies that a change must occur in the executive and subsequently in all subordinates of the whole institution or enterprise.

The significance of executive development is of the encouraging aspects of personnel management which is the role given to executive development at all levels from supervisory to top management. The system has been increasingly recognized that executives, managers, and



supervisors at all levels can benefit from trainings and development.

On the theory of morale development, in essence it is conditional by a group's understanding of the relation between personal interests. It is develop out of a mutual satisfaction of interests. Good morale has some very important results for management and employees. Management finds that subordinates are willing to follow their requests and commands with enthusiasm and respect. Indeed, work is done without the need of command or supervision. This is a very pleasant condition for the executive who find that employees will work hard in the face of difficulties.

In line with the skills, resources, and management commitment, the ability of the organization to develop and implement a strategy and the commitment of operating managers toward achieving a successful strategy are important success determinants. For instance, when the management of an organization decides to enter a mature-product market, it is essential to evaluate the skills and resources required to successfully launch this new venture. Even a large firm with substantial resources may

lack the necessary skills to complete, when entering a product-market that is new to the firm. The willingness of the management team to favorably support the strategy, is likely very important.

Even management of supply and procurement system in any private and government organizations is also an important factor in the study so as to find out the method used in the procurement and utilization of assets, supplies and materials that are of great value to the whole operations process in any organization, which form part of every executive's functions.

The organization structure must specify three areas of command and responsibilities for the preparation, execution, and control of personnel functions. First, the personnel duties and responsibilities of each member of the management team must be specified. Second, the role of staff personnel must be established, designating over what functions they have authority and which of their services are subject to approval by line executives. And third, the relationship between the line employees, and executives needs to be clearly indicated as to their

specific areas of authority, responsibilities and conditions of cooperation and consultation.

Further, Bartol (1998: 219) explained that planning is the process of setting goals, and deciding how best to achieve them. To achieve that goal, an intensive efforts will be made to understand the customer so it is possible to respond to genuine needs to breakthrough products and services.

To attain the various objectives of personnel management, the efforts of numerous people in a company must be effectively coordinated. An appropriate operational organizational must therefore be designed and maintained. Such an organization would include the system and procedures which incorporate the various functions to be performed and the organizational structures of authority, responsibility, relationship of the persons who perform the functions.

Organizing on the other hand consist of proper delegation of power or authority. There must be unity of command which means that duties, responsibilities and authority to accomplish a particular functions should come from a single superior to a single subordinate in

order to have a satisfying result. A limited number of persons reporting directly to one executive is advisable. The larger the number, the more difficult it is to supervise.

Organizing according to her, is the management function that focuses on allocating and arranging human and non-human resources so that plan can be carried out successfully. Through the organizing functions, the managers determine which tasks are to be done, how tasks can be combined into specific jobs, and can be grouped into various units that make up the structure of the organization. Staffing jobs with individuals who can successfully carry out plans is also part of the organizing function.

Personnel problem must not only spell out needed functions but must also establish them into organized responsibility patterns. A sound personnel procedure is the basic tool for getting work done, that is accomplishing the objectives. The broad function of hiring, for example, to be effective must consist of an orderly sequence of a number of detailed functions.

The management of personnel has to be taken on an increasing importance as companies have grown in size. Information data and flows have to be increased to such an extent that decision making in personnel matters would be obstructed without carefully designed and integrated procedures.

As to human aspects of motivation, perhaps it is considered as the most unique aspect of human factor. People, undoubtedly more than any other living creatures, are captains of their own destiny. They can vary the intensity of their efforts over a wide range, how they apply technical skills depends upon their motivations partly a financial matter and also a human matter.

As to human aspects of Executive's behavior, it is said that in dealing with individual and groups, an executive affects people not only by the functions performed, but also by acts, demeanor and appearance of great significance in affecting individual and group reaction is the set of attitude an executive holds towards how the organization should be operated.

Thus holding conferences is a cooperative efforts, and the most effective technique for improving condition,

increasing productivity and raising the morale of the group. The main concern of management is the end result of productivity which always carries with it the effectiveness of the whole process.

On coordinating, which is also one of the management's function involve cooperating with all other units in the organizational set up as required for the most effective operation of the organization. It also covers the reporting of results of organizational unit to the supervisor and drawing attention to problems or obstacles he has encountered or even anticipates encountering the same.

Leadership must see to it that all employees must appreciate the total value of unity in order to solidify the strength of the group for the purpose of achieving the goal and objectives of the organization. This may however, lies on the capability and ability of the manager in arriving to this point of decision wherein all personnel including himself are the beneficiaries of said success.

Hence, leading which is one of the four major management function involves influencing others to engage

in the work behavior necessary to reach organizational goals. It includes communicating with others, helping to outline a vision of what could be accomplished, providing direction and motivating organizational members to put forth the substantial effort required. This function also includes encouraging the necessary levels for change and motivation.

Controlling is also one of the four management functions aimed to regulate organizational activities to that actual performance conforms to the expected organizational standards and goals. To do the necessary process of regulating, the managers need to monitor ongoing activities, compare the results with expected standards or progress towards goals, and take corrective action as needed.

On the other hand, controlling embodies measurement of performance against predetermined objectives. It includes the gathering and analyzing of relevant facts and adjustments of plans as required. The manager controls his operations to achieve maximum effectiveness, holding cost down to a minimum and not in excess of the approved budget.

Evaluation of employees is one of the most universal practices of management. It is applied formally or informally to all employees, operative, technical, professional, and executive. Many companies use formal plans primarily in connection with the operative employees. Some management have been forced to give up formal plans in favor of the security plan, for determining rewards and privileges.

People do not come complete into an organization. They learn to adjust to a new environment, increase and sharpen the skills they have, become understanding participants in organizational endeavor, and meet the challenges of changing conditions.

In managing role and rank, to some cases should be even relatively distributed to responses for an agency, as a whole must mask significant differences among subgroups and particularly among supervisors at the different levels.

Management styles maybe autocratic or dictatorial type; democratic or participative type; The laissez-faire or the free-reign type. The autocratic or dictatorial type of management refers to the system wherein the head



of an agency uses authority and title to hide certain shortcomings because he feels insecure. He is domineering towards staff and co-workers, but submissive towards his superior. The autocratic leader is rigid and reluctant to delegate staff subordinates to participate in policy and decision-making matters.

The democratic or participative type of management is characterized by the leader's candor for the achievement of goals set by the group. He maximizes all the communications and encourages open inquiries, discussion and disagreement. Under this type of management both the executives and their subordinates are involved in the process of deliberating process which are of utmost importance to the operations in the office, before a final decision is undertaken for the purpose of arriving to a particular decision that would be beneficial both to the general public and employees concern.

This type of management is likewise similar to the concept of Management By Objective wherein the superior and the subordinates will discuss the goals and

objectives of the organization, hence, open system organizes external factors that provides direct actions.

The Laissez-Faire of the Free-reign is the type of management which is characterized by the leader's system of management by giving complete freedom to group's or individual decisions, with the leader minimum participation for the entire directions. This type of management is premised on the belief that the members of the group possesses the ability to solve the problems and to determine their goals.

Every organization is composed of two basic elements: People and their functional task which must go hand-in-hand in the course of operation process in an organization. These two are inseparable for no objective will be achieved without performing a task the barrier and the path of good management is often the human element, which is so variable and sometimes so unreliable. It is this variable element which requires the closest consideration from management, and understanding which can be brought about by slide rule management or by wholly guided textbooks principles. This

is so because human resource is the one responsible for the accomplishment of the job.

Relationship between the executives and rank - and - file employees must be always be smooth enough to ascertain the flawless activities undertaken in the operation process. Hence, leadership in an organization should be taken into account that subordinates who are considered the working elements in the enterprise should be properly treated by letting them understand the tasks assigned to them and the importance of the achievement contributed to the success of the management in an organization.

Since man is gregarious, he finds satisfactions and feeling of belonging of being a member of a group. He feels helpless in isolation. For indeed, no man is an island by himself. Man's desire for group membership, however is not condition alone by his gregarious instinct. It can be for some other purposes. For man realizes that alone, his voice would not amount to anything. It would only be, "drop in the bucket", as the saying goes. Because man realizes the need for unity, he

is compelled to join others, for man is also aware that in "unity there is strength."

Therefore, employees organizations are strongly encouraged to seek the improvement of employees morale. And a good management must support this program because employees who have high morale have a good performance in their assigned tasks for they are well motivated in carrying out their functions that will certainly produced a good result which will bolster to the management success.

The salaries of the employees in an organization has something to do with an effective management. Salaries are a system of remunerating human resources in the government. While for the majority of the employees, it is the most important factor in acquiring employment or occupation, for some distinct individuals and groups, the money side may not rate that high. The same may still does matter, but perhaps more paramount to their utmost consideration is job best opportunity for self-improvement. The determination of wages and salaries has always been subject to many elements that includes cost of living, inventory of employees' requirement, need for

manpower, wage and salary standards, and analysis of the structure and utilization of manpower.

Consistent wage and salary relationships are vital to the achievement of individual and group effort in the organization. Employes who are contented with their salaries are no problems in an organization for they themselves, initiates for the lively operation in the system which is a vital factor to the management success, hence objectives are easy to achieve.

However, when there is no fairness in salary scales distributions, the manger will feel an unusual cooperation from his subordinate in the day to day activities undertaken in the office which only indicate of the failure in the management system.

On the other hand, "Real Executive" says Barnard, (1975: 61) former President of the New Jersey Bell Company, and noted authority on management, "sets up factors, and maintain the system of cooperative effort, and then guides and stimulates and energizes the group in its effort to work together within the system".

Thus, when the executives moves from managing persons over to stimulating, energizing and guiding them

he will get large results than when he seeks primarily to think up all the solutions himself. Consultative management furnishes the executive with the decisions which he needs for changing his emphasis from managing persons to maintaining a system of cooperative effort where each person manages more and more of his own effort.

The ability and capacity of every manager or administrator is being gauge by the success of an organization he managed. Thus, to be an effective manager, he must possess the ability to choose appropriate goals and achieve them. And to be an efficient manager, he must likewise possess the ability to make the best use of available resources in the process of achieving goals.

On the other hand, managers are classified into First-Line Managers of First-Line Supervisors, Middle Managers and Top Managers.

First-Line Managers are those at the least level of the hierarchy, who are directly responsible for the work of operating employees. They often have titles that include the word "supervisor". They are extremely

important to the success of an organizations because they have the responsibilities of seeing the day to day operations will run smoothly in pursuit of the organizational goals, because they work at the interface between management and the rest of the work force, they can easily find themselves in the middle of conflicting demands. At the same time, the power of the First-Line Supervisors has been gradually eroding of such factors as Union influence, the increasing educational level of workers, the trend toward work teams, and the growing use of computers to track many activities formally regulated by First-Line Managers.

Middle managers are located beneath the top levels of the hierarchy who are directly responsible for the works of managers at the lower levels. The managers for whom they are directly responsible may be other Middle managers or First-Line managers. Sometimes, middle managers also supervise operating personnel, such as Administrative Assistants and Specialists (e.g., engineers or financial analysts). Many different titles are used for Middle managers, including "Managers", "Director of", "Chief", "Department Head", and "Division

Head". Middle managers are mainly responsible for implementing overall organizational goals are achieved as expected.

Top managers are those at the top levels of the hierarchy who are ultimately responsible for the entire organization. They are few in number, and their typical titles include "Chief Executive Officer" (CEO) "President", "Executive Vice President", Executive Director", "Senior Vice President", and, sometime "Vice President." Top level managers are often referred to as executives, although the term "executive" is also sometimes used to include the upper layers of middle managers as well. They have direct responsibility for the upper layer of middle managers. They technically oversee the overall planning for the organization, work to some degree with middle managers in implementing that planning, and maintain overall planning over the progress of the organization.

Managers are likewise classified into functional managers, General managers, and Project managers respectively. Functional managers are those who have responsibility for a specific specialized area of the



said organization concerned and supervised mainly individuals with expertise and training in that area.

General managers are those who have the responsibility for the whole organization or a substantial sub-unit that includes most of the common specialized areas.

Project managers are those responsible for the different projects undertaken by the management. The success or failure of said projects lies on them.

With respect to my study on the "MANAGEMENT OF LAND TRANSPORTATION DISTRICT OFFICES IN EASTERN VISAYAS" its purpose is to find out of what type of management being adopted by the District Officer at the LTO District Office in carrying out the day-to-day activities when they are delivering public service to the clientele.

Public office being a public trust must always adhere to the utmost clamor of the clientele from the LTO office personnel of giving a prompt and effective service to them so as to achieve the goal and objectives of the organization.

Management of all LTO District Offices are vested on the District Officer who are cloth with authority and who

can adopt their own styles of management technique for them to achieve the goal and objectives in their day-to-day operation's process and in enforcing guidelines relative to the implementation of rules and regulations as well as the policies issued by the Land Transportation Central Office.

A sound development at the Land Transportation District Transportation Offices depends largely on the management system adopted by District Officer assigned in carrying out its gargantuan tasks to meet the needs of the clientele being served. This is always through the assurance of proper sources in terms of money, materials and people.

Thus, the management of all LTO District Offices in Eastern Visayas is geared towards the common goal of promoting the fullest and sound development of these offices for purpose of self-reliance in the decision-making and in the formulations of solutions that will outright answer problem that may arise within the area of responsibility, especially in dealing with clientele who are considered the indispensable factor in the existence of the Land Transportation Office.

A sound and healthy relationships between the Land Transportation District Offices personnel and the people around them should always be the common goal and objectives of the management which will depend on the heads of these agencies and the type of management system they are undertaking.

Thus in carrying out the operations of an office the choice lies on its head of what particular type of management he or she will adopt to ascertain a sound relationship between them and the subordinates to have a harmonious cooperation within the organization, so as to successfully achieve the goals and objectives as envisioned in the program of an office.

The Land Transportation District Office in Eastern Visayas are manned by personnel who are Civil Service Eligibles appointed either by the Secretary of the Department of Transportation and Communications or directly by his Excellency, President of the Philippines for those who are occupying the level II positions. For level I positions, they are appointed by the Regional Director in each region. However, these are all attested by the Civil Service Commission through the CSC Regional

Director, Their tenure in office are protected by the Civil Service Law under its security of tenure and cannot be removed from office unless there are valid causes that will constitute valid reasons for there removal thereat.

Indeed, LTO District Offices management ate guided by rules, laws and regulations. Policies and guidelines are being formulated by the LTO Central Office as guides in carrying out the duties and functions of LTO District Offices in directing and supervising for their subordinates. Once they failed to follow the directives, they are liable to their superiors for failure to achieve the goal and objectives set forth by the Office top management.

Changes at the helm of leadership at the LTO District Offices depends on the new set up of personnel who comprise the top management level at the LTO Regional Office with the approval of the Central Office, This usually happens when they are eager enough to institute reforms in the regional level for possible impressive nationwide changes in the organization, and this process never exempt any employee regardless of his creed and status in his profession.

Management in the Land Transportation District Offices is simply a plain application of the bureaucratic of centralized system implementation of government's formulated policies through the LTO Central Office and for the Regional Office to implement and executed at the LTO District Offices level.

The creation of the LTO District Offices owed to the Land Transportation Central Office in Manila which has the full authority to create the same and derived its power from general laws, likewise from its own formulated policies, rules and regulations with support of the mother office, the Department of Transportation and Communications.

These district offices have more or less complete governmental framework, where the District officer or head of the agency is appointed. The same are created to implement administrative policies and undertake the functions of Motor Vehicle Registration process, issuance of Drivers and Conductors licenses, and to implement R.A. 4136 otherwise known as the Traffic Code of the Philippines in the line with the infractions and other violations committed by the motorists while operating

their motor vehicle units on the highways with the end of protecting lives and properties to satisfy the need of the general public in the process of delivering public service.

Said management in the LTO District Offices are rigidly supervised by the Supervising Transportation Regulation Officers who are clothed with authority to implement measures and policies issued by the Department of Transportation and Communications and the LTO Central Office itself.

The Land Transportation District Offices in Eastern Visayas has only to depend upon on the policies, rules and regulations issued by the LTO Central Office for implementations and executions which sometimes negates the wisdoms of the Regional Director and the District Offices Heads in formulating g their own measures that would enable them to cope up with exigencies arising within their area of responsibilities. Centralization of the Land Transportation Office formulation of policies, rules and regulations sometimes hampers the very objective of the organization. Hence, immediate responses to the problems arising in the LTO District Offices

oftentimes can't even considered for an outright solution for the officer concern. Thus, measures relative to this situation should be given a great importance if only to appease the public clamor of the ineffective services rendered to them by the LTO field personnel in line with their business transactions in said office. The same must be given a paramount attention to alleviate the untoward sentiment from the clients.

Though the LTO District Offices are revenue collecting agencies the same don't have the authority to second even a single centavo for any outright improvement in the office and said collected amount is directly transmitted to LTO Central Office through the National Treasurer of the Philippines. Said procedure makes the LTO District Officers handicapped in its desire to initiate improvement to the office in their capacities as heads of the agencies due to the financial constraints brought about by said existing policies undertaken by the Central Office.

LTO Central Office maintained and wields the supreme power to supervise overall Regional Offices which in turn have the full authority and control over the District

Offices. It likewise prescribes the detail of work to be done and the procedure to be followed by the Regional and District Offices.

The management of LTO District Offices are subject to more or less continuous supervision and control by the Regional Office top management personnel in order to provide valid information on policies of administration, and to ascertain that guidelines are all strictly observe and followed by the office personnel in said organization.

Management, particularly in the government sector always adhere to the saying that "Public Office is a Public Trust", therefore any employee regardless of his position must render service to the public above himself and this can be attained only with the presence of an effective management in an organization.

Thus, as a dozer, Mayor Jaime Fresnidi of Muntinlupa City reminded his City Hall employees that public office is a public trust and that they are accountable to the people. He emphasized that they should follow the City's Credo which says that "as public servants we must at all times be ready and willing to provide assistance through



efficient, honest, fast and highly innovative professional services."

As government employees, we are duty bound and mandated by law to give out best performance to the public. We cannot afford to be lax in our duties, for it is our prime goal to be the most efficient servers, he stressed (Philippine Star, January 11, 2000).

### Related Studies

This section reviews some related studies conducted and considered relevant and pertinent to the present study. These cited studies will provide the researcher more inputs in the systematic and efficient conduct of this study.

Salazar (1993) in his research entitles "The Management Functions and Operational Decision of Public and Private agencies" tried to investigate that management is a phenomenon in itself, a system process universally known as an instrument in the human effort to maximize the results of endeavor, agency or organizational objectives. From the finding of the study it is a process of accomplishing task effectively.

Management has inherent functions, essentials which sequential of rules and principles as to be systematic of interaction toward a desired outcome. Consequently this management functions, viz, principles are evolved flexible and fluid of adjustments as well as dynamic of change and contingencies. On this premise, this study has emerged from three distinct functions of Planning, Budgeting and Human Resource Development along with the operational decisions encompassing toward action implementation. The functions chosen are distinctly non-sequential but t relevant as essentials to every management operational basis of resources and purpose.

Bulut (1991) investigated the extent of management and the quality of management of fishery school in Eastern Visayas along five dimensions namely: instruction, personnel, finance, physical facilities and style management. Based on the findings of the study she recommended the following: The school administrators should aim to equally manage the physical facilities and the school personnel along with the other dimensions in the school system to the highest extent and to the highest quality as the quality of the instructional

output depends so much on the preparedness and competence of the human resources of the school and the adequacy and functionality of the school's facilities. Moreover, workable policies could be formulated by policy makers and concerned authorities for school administrators to institute so that deficiencies could be corrected and institutional objectives could be better attained through improved management services.

Guerra (1990) in her study entitled "Management Styles On The Quality Of School Governance In Selected Private High Schools And Colleges In Eastern Visayas", tried to assess the plight of operation in said establishments to find out whether the same can cope up the challenges of the rapid changes and complexities of the present society's demand in order to acquire better education that will promote better life and economy of the people in the community. She concluded that based from the findings of this study, the respondents schools seldom perform functions in the category of entrepreneurial management style. It was also found out that quality of performance of respondents schools generally belong to the same level among the varied

management functions. It shows that frequency and quality performance have the same management style which is the traditional type of management. The six group of respondents namely the board of trustees, owners, stockholders, administrators, teachers and students have different perceptions about the performance of varied management functions. The teacher's mark attitude and their mark satisfaction level were on the average. The management style has no significant relationship to staff development and physical planned and facilities development.

Panela (1998) in his thesis entitled "Management Competence Of Secondary Level Manager Of The 8<sup>th</sup> Infantry Division, Philippine Army In Eastern Samar" mentioned that like any other institution or organization, the Philippine Army particularly the Infantry Battalion in Eastern Samar are managed or commanded by a Manager which in this case, the Battalion Commander. Findings revealed that the battalion commander delegates authority to subordinate commander and a staff who assist him in the performance of some of his duties to ensure efficient management and control of the unit. The commander

discharges his responsibility through an established chain of command. This is usually carried out by staff officers who have specific areas of responsibilities, who at the same time expected to possess thorough knowledge and understanding of the commander's concept and mode of operations to be able to act with complete confidence in his absence.

Pabilada (1998) in his thesis "Predictors of Managerial Performance and Productivity of Elementary School Administrators Policy Options," found out that the functions of administration is exhibited in its complex from in the management of a school where several types of activities are involved and specialization of work appears. In its broadest sense, school administration means setting things done in the effort to educate the children. Hence, an administrator should get involved in planning, organizing, directing, coordinating and controlling all phases of the activities in the school so as to provide a desirable and productive school environment for the pupils. Administration involves as array of human and materials elements which may be structured to effect harmonious and productive

relationships as a sound climate for the education process.

Flores (1998) in her study "The Performance And Management Styles Of Teachers In Science And Health In The Central And Barrio Schools In The Division Of Biliran: Bases for a proposed Program For Science and Health," found out that learning to be effective, the teacher must discover the point of reference that would consequently bring about the demands of a scientific literate society to strengthen science instruction, for the purpose of pinpointing competent teachers who could be relevant in harmony with the contemporary science education. Furthermore, she stressed that the researcher should know how teachers perform their teaching process in Science and Health on the basis of what management style they will be using in order to obtain the sound cooperation in moving towards the desired result. She revealed that all managers develop a style of moving or motivating subordinates. Teachers can be motivated the way how these styles of management that can determine the achievement of the goals of science and health teaching.

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Genoguin (1997) in his thesis entitled "The Managerial Competence Of Schools Administrators In The Nationalized Secondary Schools In The Division Of Biliran: Basis For An Improved Educational Management", pointed out that people constitute an organization's most important and vital factor in its success or failure, while the human factor determines both its input and output, it is also its most significant inputs and output in many instances. Thus, he emphasized that the place of organization objectives are largely attributed to the successful human resource management. Likewise he stressed out that not only as sophisticated management recognizing that the people element is a significant resource, if not a single most important resources being employed, but to admit also that is the least understood and worst managed of the employed in the public and private sectors.

He pointed out that manger play a vital role in the effective and efficient management system of any organization. The necessity of a sound management is deeply felt because of its value in the achievement of

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the organizational objective aimed in overcoming attendant organizational problems.

Caviero (1997) in his thesis entitled "The Administrative And Supervisory Styles Of Secondary Schools Administrators: Basis For Policy Redirection," pointed out that the Philippine educational system is facing a crucial stage in its effort to make education more effective and relevant to the goals of the New Republic. He emphasized further that the Department Of Education, Culture and Sports has prepared a comprehensive program of educational reforms to be carried out by the schools. It started with the elementary through the Program For Decentralized Education (PRODED) and the Secondary Education Development Program (SEDP) for the high school. He revealed that the weakest link in the educational system is the secondary education which is attributed by several reasons, for this failure. And these are the results in national tests as the consequence of a poor academic instructions, likewise the poor administrative and supervisory styles of the school administrators.



The study of Mana (1999) entitled "Supervisory Practices Of Vocational School Administrators of Northern Samar Division: An Appraisal" revealed that the supervisory practices of vocational school administrators and principals in the division of Northern Samar relative to their functions as not only planners, organizers, leaders and controllers, but more than these, they have roles to play as follows: 1) Managers work with and through people by working with anyone at any level, within or outside their organization; 2) Managers who are responsible and accountable superiors, responsible for the actions of their subordinates, 3) Managers, in charge of seeing to it that tasks are accomplished. 4) Managers who balance competing goals and set priorities. 5) Managers who think analytically and conceptually, by breaking problems into components and viewing the entire tasks, and 6) Managers, who make difficult decisions, who act as mediators, politicians, diplomats and who represents the entire organization.

Basierto (1993) in his dissertation entitled "The Management Of Local Government In Northern Samar: Input To Policy Re-Direction," stressed that the sources of any

organization depends largely on how well it is being manage. Be it a public or private enterprise, small or large, such as a church, a university or a small local government unit, the same management plays a major role if only to attain the organization's objectives. In the light of the findings derived from the study, the following conclusions were deduced: there is no significant difference between the perception of the key officials and the rank-and-file on the five management functions which are planning, organizing, directing, coordinating and budgeting. On the controlling functions however there is a significant difference in the perception between the key officials and the rank-and-file. The perceptions of the respondents on some management practices are influenced by age and experience. But perception is not associated with other personal variables such as sex, educational attainment, civil status, religion and position.

Palada (1992) in his dissertation entitled "The Management In Administrative and Supervisory Functions: A Proposed Reference Model For Secondary School Managers", aimed to evolve a reference model on time management for

Secondary School Managers in the Administrative and Supervisory functions of planning and organizing work, utilization and management of resources, problem analysis and decision making, instructional leadership and personnel management, reports and statistics management, public relations and community involvement, and their own professional development.

Findings showed that all the secondary school managers spent 40 hours a week on official time in the performance of their administrative and supervisory functions, with 22% of it spent in planning and organizing work, 15% in utilization and management resources, 14% in instructional leadership and personnel management, 12% in public relations and community development, 11% in reports and statistics management, and 11% in their own professional development. Along this line, differences of one hour and few minutes were noted in the time management of the school managers when these were grouped according to their sex, age, educational attainment, length of service, type of school they supervised, type of their managerial position, size of staff administered and managed, the presence or absence

of supervisory designates in their school, and the size of their student population, but these differences were found not statistically significant. Between school managers and their teachers, the differences in the reported time management of the subject school managers were only significant in the functions of planning and organizing work, a difference of about two hours. Thus, the significant difference between the time management of the subject school managers and the time management implied from the performance appraisal system for key officials (PASKO) suggests the need for these subject school managers to manage their time more effectively.

The foregoing review of related studies indicate the influence of similarities of its purpose with the present study in its search to find out what type of management is being undertaken in carrying out day-to-day activities of office transactions.

The studies made by Guerra, Flores and Caviero, have the same bearing with the present study as they purportedly manifests for the management styles being undertaken in carrying out the daily activities in their business operations of the organization. Although the

study of Guerra was conducted in private school, both studies of Flores and Caviero were conducted in public schools.

Whereas the studies of Salazar and Palada are similarly related with the present study in terms of managerial and supervisory functions, but the three studies differ from each other as Salazar study generally cover both public and private agencies, while that of Palada cope up with an Educational Institution in particular while the present study refers to a public agency only.

The study of Panela, on the other hand, introduces the Management In Military Infantry Division by means of the process of Chain Of Commands in carrying out the day-to-day activities in office in the performance of specific functions. The same has a similar management concept in carrying out the affair of the office, but it differ from the present study as it is a non-military organization.

Likewise the studies of Pabilada, Genoguin and Mana have similarly the same bearing with the present study purporting on the management practices being undertaken

in dealing with the day-to-day operations in the office and how the capabilities of its management affect the success in attaining its objectives, but differs in the area of coverage as the present study is all about the LTO organization while the former were all conducted in Educational Institution.

The study of Macapañas (1998) is quietly unique in nature for it involves the management in Information Technology in his desire to avail with the knowledge and know how of the advent of technology which is now the primary objective of every organization in its desire to immediately facilitate the status of every matter information's availability which is covered by the transactions, but it differs from the present study of it especially treat the management styles of every LTO District Officers in carrying out the day-to-day activity operations in their offices.

The foregoing related studies, may somehow provide valuable and relevant information as well as a clear directions to the proper conduct of the study in providing in rationalizing the various factors identified and brought out as resources in the present study in the

light to influence the interests of the readers on the importance of managerial skills of every manager in line with his capabilities for the purpose of achieving the goal of the organization's objective.

Much more, these aforementioned studies may serve as the basis of students' interests in the course of acquiring information covered by the different areas of management system, and prove for themselves that the success in human endeavor just lies at the tip of their fingers by way of a sound management system being adopted either for themselves or for the organization they belong.

## Chapter 3

### METHODOLOGY

This chapter describes the research methodology applied in this study which includes research design, instrumentation, validation of the instrument, sampling procedures, data gathering procedures and statistical treatment of data.

#### Research Design

This study utilized the descriptive development method of research using comparative and correlation analyses. A survey questionnaire was employed as main tool for gathering the data for the study. The questionnaire was designed in accordance with the objectives of the study, and included variables such as some operational practices namely registration process, licensing, law enforcement, and adjudication of cases. It also included variables on management styles being practiced by district officers such as autocratic, compromiser, executive, developer and bureaucratic.



Permissions from the LTO Regional Director, District Officers and Officers-In-Charge of the LTO District Offices with respect to the conduct of survey were secured. Thereafter, the survey questionnaires were administered to the respondents of the study.

During the conduct of the survey, the researcher have to interpose clarifying questions to respondents for confirmation of some responses in order to elicit further information relative to the management system at the LTO District and Extension Offices in Eastern Visayas.

Significant differences in the perceptions of respondents and the relationships and influences of some variables on other variables were statistically tested. Corresponding statistical tools like weighted mean, t-test and Pearson product moment correlation were applied in the analysis and interpretation of data to provide bases for accepting or rejecting the hypotheses in this study.

### Instrumentation

The instruments used in the study were researcher-devised questionnaire/checklist and documentary analysis.

They were designed to elicit responses about the perceptions of the respondents on areas of interest to the study.

The Questionnaire. Part I was designed to elicit personal information or profile about the respondents. The profile included data on sex, age, civil status, educational attainment, number of employees supervised, trainings attended, years in present position, monthly income and performance rating.

Part II was designed to find out the management competencies of district officers along the following operational functions, namely, registration process, issuance of licenses, law enforcement and adjudication of cases, using a five-point Likert scale of extremely competent, moderately competent, slightly competent and not competent with assigned weights of 5, 4, 3, 2, and 1, respectively.

Part III solicited perceptions on the management styles of district officers, namely: autocratic, compromiser, executive, developer and bureaucratic using a five-point Likert scale of always, often, sometimes,

seldom and never with assigned weights of 5, 4, 3, 2, and 1 respectively.

Documentary Analysis. In order to have reliable data on the number of years on the present position of the district officers, the services records of these respondents were looked into. The number of employees supervised, monthly income and performance ratings of the district officers were likewise looked into. The researcher availed of these records from the record officer of each district.

#### Validation of the Instrument

The questionnaires were subjected to validation to ensure its answerability, objectivity, understandability, and to check the flaws in the items and directions therein.

First, it was subjected to expert validation or face validation. The researcher consulted his advisor and research professor who are knowledgeable in research development. Local government managers were likewise sought for their comments and suggestions as input to possible revision and improvement.

Second, the questionnaires were pre-tested twice with a one-week interval among the employees of the LTO Regional Office covering the Administrative Division, Operations Division, Financial and Accounting Division, whose personnel were not included in the final process of the distributions of questionnaires for the responses towards their perceptions of management competency and management styles of district officers. Results of the test were recorded and analyzed to find out if there were items that needed to be changed, revised or deleted. The finalized form of the instrument was reproduced and distributed to the identified respondents.

### Sampling Procedures

The survey covered the provinces of Biliran, Leyte, Southern Leyte, Samar, Eastern Samar, and Northern Samar. There are eleven LTO district offices and six Extension Offices that comprise the Land Transportation District Offices in Eastern Visayas. The respondents of the study were the rank-and-file employees of the LTO district offices and their clientele.

In the case of selecting the clientele-respondents, random sampling was applied. In determining the samples, Sloven's formula (Pagoso et.al 1985:18) was used as follows:

$$n = \frac{N}{1 + Ne^2}$$

Where:

$n$  = refers to the size of the sample

$N$  = refers to the total population of the target group

$e$  = refers to the desired margin of error  
after desired sample size was determined, samples were drawn by a random sampling method with the use of lottery technique without replacement. This meant that the number of population had one chance only of being chosen as sample respondents.

For the second category of respondents - the rank and file employees, total enumeration was employed. This was considered in order to get viable and reliable perceptions relative to the management competency and style of district officers. The number of respondents is indicated in the Appendix.

### Data Gathering Procedures

As a gesture of courtesy, the researcher sought permission from LTO Regional Director in Eastern Visayas to allow him to field and administer the research instruments to the intended respondents. The formal communication explained the nature and objective of the study. After the permission from the official concerned was granted, the questionnaires were distributed to the respondents with instructions on how to accomplish the same.

One month after the pre-oral examination, the researcher visited the district offices to determine the list of clientele. He likewise coordinated with the district officers regarding the sampling scheme and the procedure of the administration of the survey questionnaire to the two groups of target respondents, namely, the clientele and the rank-and -file employees.

Moreover, the researcher availed of the records from the record officer of each district regarding the number of employees supervised, monthly income and performance rating of the district officers.

The researcher personally administered the instrument to the respondents. However, in order to facilitate gathering of data, the services of research assistants were resorted to. The four-week field work by the researcher greatly facilitated the methods of data collection in the 17 district offices. Problem associated with survey research was that, of the 103 rank-and-file employees given the questionnaires, three employees did not return the research instruments. Out of 340 clientele, 289 questionnaires were retrieved. The researcher obtained 88 percent return of accomplished questionnaires from all the district offices.

After the retrieval of the survey questionnaires, responses were scored, tallied, tabulated, analyzed, presented in proper tables and interpreted.

#### Statistical Treatment of Data

The following statistical techniques and methods were used to ensure accuracy and in-depth analysis of data.

Percentage. This is a numerical analysis to describe or compare magnitudes to every step of category in the

frequency distribution in relation to the total number of items respondents under study.

Weighted Mean. As a measure of central tendency the weighted mean was employed to determine the perceptions of the respondents on the management competency and styles being practiced the agency heads in carrying out the daily activity in the office. The weighted point score for each item in the rating scale was obtained by multiplying the frequency by the point assigned for the item. The weighted point score for each item was computed by dividing the total item weighted point score by total frequency. The range of mean weighted point score of respondents' responses to their district officers was interpreted with the use of the following tables:

Table 1

The Range of Mean Weighted Point Score Interpretation

=====	
Mean Weighted Point Score	Qualitative Interpretation
4.51 - 5.00	Extremely Competent/Always
3.51 - 4.50	Highly Competent/Often
2.51 - 3.50	Moderately Competent/Sometimes
1.51 - 2.50	Slightly Competent/Seldom
1.00 - 1.50	Not Competent/Never
=====	



The t-test for Independent Samples. This statistical tool, as suggested by Pagoso and Garcia (1985: 202), was used to test hypothesis numbers one and two of the study which focus on comparing the perceptions of the clientele and rank-and-file employees on the management competency styles of the district officers, to wit:

$$t = \frac{\bar{X}_1 - \bar{X}_2}{\sqrt{\frac{(N_1-1) S_1^2 + (N_2 - 1) S_2^2}{N_1 + N_2 - 2} \left[ \frac{1}{N_1} + \frac{1}{N_2} \right]}}$$

Where:

$t$  = refers to the computed t-value

$\bar{X}_1$  = refers to the mean of the district officers  
respondent's perceptions

$\bar{X}_2$  = refers to the mean of the employees  
respondent's perceptions

$N_1$  = refers to number of cases for the district  
officers group

$N_2$  = refers to the number of cases for the  
Employees group

$S_1^2$  = refers to the variance of the district

Officers respondent's perceptions which is equal to

$$\frac{N_1 \sum X_1^2 - (\sum X_1)^2}{N_1 (N_1 - 1)}$$

$S_2^2$  = refers to the variance of the employees respondent's perceptions which is equal to

$$\frac{N_2 \sum X_2^2 - (\sum X_2)^2}{N_2 (N_2 - 1)}$$

Coefficient of Correlation. To test the relationship between the perception of the rank-and-file employees on management competency and styles of the district officers and each of the managerial variables (profile), the researcher applied the correlation analysis.

t - test. To test for the significance of the coefficient of correlation between a set of paired variables, the Fisher's t - test (Walpole, 1982 : 383) formula was used.

$$t = \frac{\sum \sqrt{\dots \dots \dots}}{\sqrt{1 - r^2}}$$

Where  $r$  refers to the coefficient of correlation between two variables and  $N$  refers to the total number of paired variables.

## Chapter 4

### PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

The data gathered from respondents, the subsequent statistical treatment and analyses, and the corresponding interpretation of the findings are presented in this chapter. The data consist of management competency, operational functions, and management styles of district officers as perceived by the clientele and rank-and-file employees.

#### Profile of the LTO District Officers

This section discusses the personal and professional characteristics of the district officers in relation to their sex, age, civil status, educational attainment member of employees supervise, in-service training attended, length of service, member of years on present position, monthly income and performance rating.

Sex and Age. Table 3 presents the sex and age distribution of the LTO district officers as reflected by the said table, majority of the district officers were males with 82.3 percent and the remaining 17.6 percent

were females. The data indicate the dominance of the males LTO district officers in Eastern Visayas.

**Table 2**  
**Sex and Age Distribution of LTO**  
**District Officers**

Age Groups	Sex		Total	Percent
	Male	Female		
26 - 30	1	0	1	5.88
31 - 35	2	0	2	11.76
36 - 40	0	1	1	5.88
41 - 45	1	1	2	11.76
46 - 50	2	0	2	11.76
51 - 55	1	0	1	5.88
56 - 60	5	0	5	29.41
61 - 65	2	1	3	17.65
Total	14	3	17	100.00
Percent	82.35	17.65	100.00	
Mean	49.76	43.88	50	
SD	10.28	4.92	11.2	

The data likewise revealed that the age groups of 26 - 30, 36 - 40, and 51 - 55 years old were represented by one district officer per age group. Two district officers or 11.76 percent for the age of groups 31-35, 41-45, and 46-50. Five district officers or 29.41 percent for the age of groups 56-60, and three district officers or 17.6 percent for the age of group of 61-65.

The mean age was pegged at 50.0 years with a standard deviation of 11.2 years.

The data above signified that the district officers are mostly between 51 and 65 years of age, expectedly matured and responsible for the position they handle.

Civil Status. The data on the civil status of the district officers are contained in Table 3.

The respondents are predominantly married, comprising 88.23% of the total district officers, while one is widow and the other one single, collectively comprising 11.76% or 5.88% percent each of them widow and single.

**Table 3**  
**Civil Status of LTO District Officers**

Civil Status	Frequency	Percent
Married	15	88.24
Widow	1	5.88
Single	1	
Total	17	100.00

**Educational Attainment.** Table 4 presents the profile of LTO District Officers in terms of educational attainment. Thirteen or 76.47 percent district officers possess bachelor's degrees; two or 11.76 percent are holders of master's degrees, and one or 5.88 percent each had bachelor's degree with MA units and master's degree with doctoral units. The data imply that the District Officers are not conscious of the value of professional upgrading as evidenced by majority of the respondents without MA units.

**Table 4**  
**Educational Attainment of LTO**  
**District Officer**

<b>Educational Attainment</b>	<b>Frequency</b>	<b>Percent</b>
BS Bachelor's Degree	13	76.48
BS w/ Master's Degree	1	5.88
Master's Degree	2	11.76
Master's w/ Doctoral Units	1	5.88
Total	17	100.00

**In-Service Trainings.** Table 5 reflects the in-service trainings attended by the district officers. It is significant to note that 7 or 41.18 percent of the district officers and 11-15 trainings; 5 or 29.41 percent had 16-20 trainings; 3 or 17.65 percent had 6-10 trainings and 2 or 11.76 percent had 1-5 trainings. The average number of trainings as district officer had was 12 trainings. This showed that the district offices in this study were updated on matters related to their work.



**Table 5**  
**In-Service Trainings attended by the**  
**LTO District Officers**

Number of Training's	Frequency	Percent
1 - 5	2	11.76
6 - 10	3	17.65
11 - 15	7	41.19
16 - 20	5	29.41
Total	17	100.00
Mean	12	

**Length of Service.** Table 6 depicts the number of years of work experience of the district officers. It appears that 5 or 29.41 percent of them had work experience from 26-30 years; 4 or 23.53 percent had 6-10 years of work experience and the remaining 2 or 11.76 percent with 21-25 years work experience. The average number of years of work experience of the group was pegged at 18 years with SD of 7.8 years. The data indicate that District Officers had work experience for quite a longer of time.

**Table 6**  
**Length of Services of LTO District Officers**

Length of Services (In years)	Frequency	Percent
6 - 10	4	23.53
11 - 15	3	17.65
16 - 20	3	17.65
21 - 25	2	11.76
26 - 30	5	29.41
Total	17	100.00
Mean	18	
Standard Deviation	7.8	

**Years in Present Position.** Table 7 depicts the profile of LTO district officers as regards their number of years in present position. The data show that nine or 52.94 percent have been in their present position from one to five years; three or 17.65 percent with 16 to 30 years; two or 11.76 percent with 6 - 10 years and with 21 - 25 years in present position while one (5.88%) has been a district officer in the 11 - 15 year-bracket.

**Table 7**  
**Years in Present Position of LTO**  
**District Officers**

Years in Present Position	Frequency	Percent
1 - 5	9	52.94
6 - 10	2	11.76
11 - 15	1	5.88
16 - 20	3	<del>17.05</del>
21 - 25	2	11.76
Total	17	100.00
Mean	7	
Standard Deviation	7.6	

The average years in present position of the group was pegged at seven with SD of 7.6 years.

When these figures are seen against their reported total years of work experience, it is obvious that most of them have had work experience other than as district officers.

**Monthly Income.** The monthly income of district officers are reflected in Table 8.

A class examination of the data in the table clearly reveals that a bigger portion of the District Officers consisting of eight (47.06%) have family incomes ranging from P16,000 to P20,000. This is followed by six (35.29%) district officers whose family incomes range from P11,000 to P15,000.

**Table 8**

**Monthly Income of LTO District Officers**

<b>Monthly Income</b>	<b>Frequency</b>	<b>Percent</b>
P11, 000.00 - P15, 000.00	6	35.29
P16, 000.00 - P20, 000.00	8	47.06
P21, 000.00 - P25, 000.00	3	17.65
<b>Total</b>	<b>17</b>	<b>100.00</b>
<b>Mean</b>	<b>17,000.00</b>	
<b>Standard Deviation</b>	<b>3,496.00</b>	

The remaining three (17.65%) district officers have salaries ranging from P21, 000 to P25, 000. The data further indicate that the mean monthly income of the district officers was PhP 17, 000 with SD of P2, 496.

**Performance Rating.** Table 9 presents the profile of LTO district officers in terms of their performance rating. Fifteen or 88.23 LTO district officers had very satisfactory performance rating and one each district officer with excellent and satisfactory performance rating.

**Table 9**  
**Performance Rating of LTO District Officers**

Performance Rating	Frequency	Percent
Excellence	1	5.88
Very Satisfactory	15	88.23
Satisfactory	1	5.88
Total	17	100.00

**Management Competency of LTO**  
**District Officers on Motor**  
**Vehicle Registration.**

The management competencies of LTO District Officers on motor vehicle registration was assessed by the two groups of respondents such as the clientele and the rank and file employees.

The perceptions of the two groups of respondents were elicited and qualified in terms of the management competency of district officers on their operational functions - 5 for extremely competency (EC), 4 for highly competent (HC), 3 for moderate competent (MC), 2 for slightly competent (SC), and 1 for not competent (NC).

**As perceived by clientele.** The discussion relates and focuses to the respondent's perceptions on the operational function of district officers specifically motor vehicle registration. The responses, weighted mean and interpretation are presented in Table 10.

The ratings of the samples on rank-and-file employees on the motor vehicle registration ranged from 3.32 to 4.05 with a grand mean of 3.53 implying the district officers are highly competent in performing their functions.

Table 10

**Management Competency of LTO District Officers on Motor  
Vehicle Registration As Perceived by Clientele**

Motor Vehicle Registration	Rating					TOTAL	WM	Inter- pre- tation
	5	4	3	2	1			
1. He always sees to it that all the requirements in the registration process are present.	(50) 10	(68) 17	(45) 15	(18) 9	(6) 6	(187) 57	3.28	MC
2. He always sees to it that vehicles are inspected to ascertain its road worthiness while in operation	(30) 6	(84) 21	(57) 19	(16) 8	(4) 4	(197) 58	3.29	MC
3. He does not want to delay facilitation of office transactions.	(65) 13	(116) 29	(33) 11	(12) 6	(228) 2	(61) 61	3.73	HC
4. He always advises the respondents on the impor- tance of the requirements for the immediate facilita- tion of the registration process.	(45) 9	(48) 12	(30) 10	(12) 6	(3) 3	(138) 40	3.45	MC
5. He is very knowledgeable in the motor vehicle Regis- tration process documents	(60) 12	(148) 37	(27) 9	(20) 10	(5) 5	(260) 73	3.56	HC
GRAND MEAN							3.6	MC

## Legend:

ScaleInterpretation

4.51 - 5.00  
3.51 - 4.50  
2.51 - 3.50  
1.51 - 2.50  
1.00 - 1.50

Extremely Competent (EC)  
Highly Competent (HC)  
Moderately Competent (MC)  
Slightly Competent (SC)  
Not Competent (NC)

The rank-and-file employees can provide the office in which they are familiar and concerned.

As Perceived by Rank-and-File. The perceptions of the rank-and-file as regards the competency of LTO District Officers on Motor Registration is reflected in Table 11.

The ratings of the samples on rank-and-file employees on the motor vehicle registration ranged from 3.32 to 4.05 with a grand mean of 3.5 implying that the district officers are highly competent in performing their functions. The rank-and-file employees can provide vehicle information regarding operational functions of the office in which they are familiar and concerned.

**Management Competency of LTO District  
Officers on Issuance of Drivers  
and Conductors Licenses**

This portion of the manuscript discusses the perceptions of the clientele and rank-and-file employees relative to the competency of district officers on Issuance of drivers and conductors licenses.



Table 11

**Management Competency of LTO District Officers on Motor  
Vehicle Registration As Perceived by Rank & File  
Employees**

Motor Vehicle Registration	Rating					TOTAL	WM	Inter- pre- tation
	5	4	3	2	1			
1. He always sees to it that all the requirements in the registration process are present.	(15) 3	(40) 10	(15) 5	(0) 2	(2) 0	(72) 20	3.60	EC
2. He always sees to it that vehicles are inspected to ascertain its road worthiness while in operation	(10) 2	(36) 9	(18) 6	(8) 4	(1) 1	(73) 22	3.32	MC
3. He does not want to delay facilitation of office transactions.	(20) 4	(20) 5	(6) 2	(6) 3	(2) 2	(54) 16	3.37	MC
4. He always advises the respondents on the impor- tance of the requirements for the immediate facilita- tion of the registration process.	(30) 6	(44) 11	(9) 3	(2) 1	(0) 0	(85) 20	4.05	EC
5. He is very knowledgeable in the motor vehicle Regis- tration process documents	(20) 12	(24) 37	(18) 9	(6) 10	(2) 5	(0) 73	3.33	MC
GRAND MEAN							3.53	MC

## Legend:

ScaleInterpretation

4.51 - 5.00  
3.51 - 4.50  
2.51 - 3.50  
1.51 - 2.50  
1.00 - 1.50

Extremely Competent (EC)  
Highly Competent (HC)  
Moderately Competent (MC)  
Slightly Competent (SC)  
Not Competent (NC)

As perceived by Clientele. It can be gleaned from the data on Table 12 that the ratings of the Clientele ranged from 3.48 to 3.77 with a grand mean of 3.54. This could mean that the district officers are highly competent with regards to the issuance of drivers and conductors licenses.

Table 12

**Management Competency of LTO District Officers on the  
Issuance of Driver's and Conductor's Licenses as  
Perceived by Clientele**

Issuance of Driver's and Conductor's Licenses	Rating					Total	GM	Inter-pretation
	5	4	3	2	1			
3.1 He sees to it that all the applicants for said licenses are qualified.	(25) 5	(116) 29	(25) 9	(14) 7	(3) 3	(185) 53	3.48	NC
3.2 He sees to it that the applicants can both pass the written and practical examination administered by the office.	(35) 2	(120) 12	(27) 4	(14) 3	(5) 1	(201) 58	3.46	NC
3.3 He sees to it that all applicants would undergo seminar on traffic rules and regulation before they are allowed to take the examination.	(50) 10	(132) 33	(24) 8	(12) 6	(1) 1	(219) 58	3.77	HC
3.4 Licenses applications are properly processed.	(30) 6	(108) 27	(15) 5	(18) 5	(2) 2	(173) 49	3.53	HC
3.5 Production of the license Identification Cards	(60) 12	(128) 32	(30) 10	(24) 12	(5) 5	(247) 71	3.48	NC
GRAND MEAN							3.54	HC

Legend:

Scale	Interpretation
4.51 - 5.00	Extremely Competent (EC)
3.51 - 4.50	Highly Competent (HC)
2.51 - 3.50	Moderately Competent (MC)
1.51 - 2.50	Slightly Competent (SC)
1.00 - 1.50	Not Competent (NC)

As perceived by rank and file employees. Table 13 presents the management competency of LTO district officers on the operational functions in line with issuance of drivers and conductors licenses as perceived by the rank-and-file employees.

Table 13

**Management Competency of LTO District Officers on the  
Issuance of Driver's and Conductor's Licenses as  
Perceived by the Rank-and-File Employees**

Issuance of Driver's and Conductor's Licenses	Rating					Total	WM	Inter-pretation
	5	4	3	2	1			
3.1 He sees to it that all the applicants for said licenses are qualified.	(25) 5	(60) 15	(9) 3	(2) 1	(1) 1	(97) 25	3.88	HC
3.2 He sees to it that the applicants can both pass the written and practical examination administered by the office.	(10) 2	(48) 12	(12) 4	(6) 3	(1) 1	(77) 22	3.50	MC
3.3 He sees to it that all applicants would undergo seminar on traffic rules and regulation before they are allowed to take the examination.	(15) 3	(32) 8	(9) 3	(2) 1	(0) 0	(86) 22	3.69	MC
3.4 Licenses applications are properly processed.	(20) 4	(52) 13	(12) 4	(2) 1	(0) 0	(86) 22	3.90	HC
3.5 Production of the license Identification Cards	(10) 2	(40) 10	(3) 1	(2) 1	(1) 1	(56) 15	3.73	HC
<b>GRAND MEAN</b>							<b>3.74</b>	<b>HC</b>

## Legend:

Scale	Interpretation
4.51 - 5.00	Extremely Competent (EC)
3.51 - 4.50	Highly Competent (HC)
2.51 - 3.50	Moderately Competent (MC)
1.51 - 2.50	Slightly Competent (SC)
1.00 - 1.50	Not Competent (NC)

Out of the 5 indicators on management competency of the LTO District Officers on the issuance of the said licenses, respondent rank-and-file employees perceived them as highly and moderately competent, with the following weighted mean such as 3.88, 3.50, 3.69, 3.90 and 3.73 respectively, with a grand mean of 3.74, indicating that the LTO District Officers are highly competent on said functions.

**Management Competency of LTO  
District Officers on  
Law Enforcement**

The management competency of district officers on law enforcement was assessed by two groups of respondents namely, the clientele and rank-and-file employees.

As perceived by the clientele. Table 14 indicates the assessment of the clientele on management competency of district officers on law enforcement. It can be gleaned from the data that the ratings of the clientele ranged from 3.66 to 3.92 with a grand mean of 3.78. This could mean that the district officers are highly competent in so far as law enforcement is concerned. It is significant to note that the clientele rated the five

indicators highly competent which may be attributed to strict law enforcement employed by district officers.

Table 14

**Management Competency of LTO District Officers on Law Enforcement as perceived by the Clientele**

Law Enforcement	Rating					Total	WM	Inter- pre- tation
	5	4	3	2	1			
3.1 He is very knowledgeable in law enforcement functions.	(50) 10	(156) 39	(15) 5	(12) 6	(5) 5	(238) 65	3.66	HC
3.2 He is very strict on law enforcement	(55) 11	(124) 31	(18) 6	(6) 3	(1) 1	(204) 52	3.92	NC
3.3 He always wants that ever violators should be appraised of the violations they committed before they are issued with a Temporary Operator's Permit or TOP	(25) 5	(152) 38	(27) 9	(8) 4	(2) 2	(214) 58	3.69	HC
3.4 He always sees to it that ever apprehension should be issue with a TOP in lieu of the confiscated Driver's, Conductor's licenses and Plat number of the subject vehicle	(35) 7	(140) 35	(27) 9	(6) 3	(2) 2	(210) 56	3.75	HC
3.5 He makes sure that every apprehension is always accounted for.	(45) 9	(160) 40	(15) 5	(6) 3	(1) 1	(227) 58	3.91	HC
GRAND MEAN							3.74	HC

## Legend:

Scale	Interpretation
4.51 - 5.00	Extremely Competent (EC)
3.51 - 4.50	Highly Competent (HC)
2.51 - 3.50	Moderately Competent (MC)
1.51 - 2.50	Slightly Competent (SC)
1.00 - 1.50	Not Competent (NC)

As perceived by the rank and file employees. Table 15 indicates the assessment of the rank and file employees on the management competency of district officers on law enforcement.

Table 15

**Management Competency of LTO District Officers on Law Enforcement as Perceived by the Rank and File Employees**

Law Enforcement	Ratings					Total	WM	Inter-pretation
	5	4	3	2	1			
3.1 He is very knowledgeable in law enforcement functions.	(20) 4	(52) 13	(6) 2	(2) 2	(0) 20	(80) 2065	4.00	HC
3.2 He is very strict on law enforcement	(15) 3	(60) 15	(3) 1	(4) 2	(1) 1	(83) 22	3.77	HC
3.3 He always wants that ever violators should be appraised of the violations they committed before they are issued with a Temporary Operator's Permit or TOP	(10) 2	(36) 9	(6) 2	(4) 2	(1) 1	(57) 16	3.56	HC
3.4 He always see to it that ever apprehension should be issue with a TOP in lieu of the confiscated Driver's, Conductor's licenses and Plat number of the subject vehicle	(15) 3	(56) 14	(6) 2	(4) 2	(1) 1	(82) 22	3.73	HC
3.5 He makes sure that every apprehension is always accounted for.	(15) 3	(48) 12	(12) 4	(2) 1	(0) 0	(77) 20	3.85	HC
GRAND MEAN							3.74	HC

## Legend:

Scale	Interpretation
4.51 - 5.00	Extremely Competent (EC)
3.51 - 4.50	Highly Competent (HC)
2.51 - 3.50	Moderately Competent (MC)
1.51 - 2.50	Slightly Competent (SC)
1.00 - 1.50	Not Competent (NC)

It can be gleaned from the data that the ratings of the respondents ranged from 3.78. This could mean that the district officers are highly competent on law enforcement. It is significant to note also that the respondents rated the fine indicators highly competent which may be attributed to strict law enforcement employed by the district officers.

**Management Competency of LTO**  
**District Officers on Adjudication**  
**of Apprehension Cases**

**As Perceived by the Clientele.** Table 16 indicated the assessment of the respondents on management competency of district officers on adjudication of apprehension cases. It can be gleaned from the data that the ratings of the respondents ranged from 3.47 to 3.62 which means moderately competent and highly competent respectively. Taken as whole, the grand mean posted at 3.56 which means that the district officers are highly competent on adjudication of apprehension cases. The positive perception of the respondents can be attributed to just, fair and honest decision employed by the

district officers in the adjudication of apprehension cases.

**Table 16**

**Management Competency of LTO District Officers on  
Adjudication of Apprehension Cases as  
Perceived by the Clientele**

Adjudication of Apprehension cases	Ratings					Total	WM	Inter- pre- tation
	5	4	3	2	1			
4.1 He is just in the appraisal of apprehended cases	(55) 11	(140) 35	(51) 17	(12) 6	(3) 3	(261) 72	3.62	HC
4.2 He always see to it that the violations imposed by the apprehending officers are valid.	(45) 9	(148) 37	(57) 19	(10) 5	(4) 4	(264) 74	3.77	HC
4.3 He always see to it that the violators imposed are the actual offenses at the time of apprehension	(75) 15	(124) 31	(39) 13	(22) 11	(7) 7	(267) 77	3.47	MC
4.4 He always makes a fair decision in imposing the penalty for every violations.	(35) 7	(140) 35	(27) 9	(6) 3	(2) 2	(210) 56	3.75	HC
GRAND MEAN						3.56	HC	

**Legend:**

<u>Scale</u>	<u>Interpretation</u>
4.51 - 5.00	Extremely Competent (EC)
3.51 - 4.50	Highly Competent (HC)
2.51 - 3.50	Moderately Competent (MC)
1.51 - 2.50	Slightly Competent (SC)
1.00 - 1.50	Not Competent (NC)



As perceived by the rank and file employees. Table 17 indicates the assessment of the respondents on management competency of district officers on adjudication of apprehension cases. It can be gleamed from the data that the ratings of the respondents ranged from 3.80 to 3.95 which means highly competent. Taken as a whole, the grand mean posted at 3.88 which means that the district officers are highly competent on adjudication of apprehension cases. The consistent agreement of the respondents with the indicators used in evaluating the competency of the district officers on adjudication of apprehension cases may be due to the fact that the respondents can be provide reliable information regarding operational function of the office in which they are familiar and concerned.

Comparison of Perceptions of the  
Respondents Relation to the  
Operational Functions of LTO  
District Officers

Table 18 summarizes and compares the perceptions of the clientele and rank and file employees on the operational functions of

which means highly competent. Taken as a whole, the overall weighted mean posted at 3.62 which means that the district officers are highly competent on their operational functions.

Table 17

**Management Competency of LTO District Officers on  
Adjudication of Apprehension Cases as Perceived  
by Rank and File Employees**

Adjudication of Apprehension Cases	Ratings					Total	WM	Inter- pre-
	5	4	3	2	1			
4.1 He is just in the appraisal of apprehended cases	(25) 5	(56) 14	(9) 3	(4) 2	(1) 1	(95) 25	3.80	HC
4.2 He always see to it that the violations imposed by the apprehending officers are valid	(15) 3	(68) 17	(3) 1	(4) 2	(0) 0	(90) 23	3.91	HC
4.3 He always see to it that the violators imposed are the actual offenses at the time of apprehension	(30) 6	(48) 12	(6) 2	(2) 1	(1) 1	(87) 22	3.95	HC
4.4 He always makes a fair decision in imposing the penalty for every violation	(25) 5	(80) 20	(6) 2	(4) 6	(1) 1	(116) 30	3.86	HC
<b>GRAND MEAN</b>							<b>3.88</b>	<b>HC</b>

**Legend:**

<u>Scale</u>	<u>Interpretation</u>
4.51 - 5.00	Extremely Competent (EC)
3.51 - 4.50	Highly Competent (HC)
2.51 - 3.50	Moderately Competent (MC)
1.51 - 2.50	Slightly Competent (SC)
1.00 - 1.50	Not Competent (NC)

Table 18

**Comparisons of Perceptions of the Clientele and Rank  
And File Employees on the Operational Functions  
Of LTO District Officers**

LTO Operational Functions	Clientele		Rank & File	
	WM	Interpretation	WM	Interpretation
1. Motor vehicle registrations	3.46	MC	3.53	HC
2. Issuance of Drivers & Conductors Licenses.	3.54	HC	3.74	HC
3. Law enforcement	3.78	HC	3.78	HC
4. Adjudication of apprehension cases	3.56	HC	3.88	HC
Grand Mean	3.59	HC	3.73	HC
Combined Mean	3.62			

Computed t - value = 1.56

Critical t - value = 2.45       $\lambda = 0.05$  , dif = 6

Evaluation = Accept H<sub>0</sub>

The mean difference on the operational functions of the officers as perceived by the clientele and rank and file employees was 0.14. Testing this observed difference using the t-test for independent or uncorrelated means, the computed t-values was 1.56 which

proved lesser than the critical t-values of 2.45 at 0.05 level of significance with  $df = 6$ . Thus, the hypothesis which states that the perceptions of the two groups of respondents relative to the operational functions of the district officers do not differ significantly was accepted. It means that the opinions of the clientele and rank and file employees were the same. It implied that the two groups of respondents perceived the operational functions of the district officers similarly on the same degree that is highly competent.

**Management Style of**  
**District Officers**  
**As Autocratic**

The extent in which LTO District Officers exhibit autocratic style in the course of their functions was assessed by the two groups of respondent. The perceptions of the clientele and the rank-and-file employees quantified in terms of the extent to which the autocratic styles were practiced using the following scale values, namely: 5 for always (A), 4 for often (O), 3 for Sometimes (Ss), 2 for seldom (Sm) and 1 for never (N).

As perceived by the clientele. Table 19 indicates the assessment of the clientele on the extent to which autocratic style of management is employed by the District Officers. The data show that the ratings of the respondent ranged from 2.73 to 2.87 which means sometimes practiced by the district officers. Taken as a whole, the grand mean was posted at 2.77 which means that the district officers sometimes practiced autocratic type of management. As assessed by the clientele, sometimes the district officers puts the immediate task before other considerations and people must be controlled, directed and threatened with punishment to get them to produce.

As perceived by the rank and file employees. It can be gleamed from the data on table 20 that the ratings of the respondents ranged from 2.75 to 2.94 which means that the indicators were sometimes practiced by the district officers. Taken as a whole, the grand mean posted at 2.82 which means that the officers sometimes practiced autocratic type of management. The rank and file employees as well as the clientele gave more or less the same perceptions on the autocratic styles of management of the district officers.

Table 19

**Autocratic Type of Management being Practiced by LTO  
District Officers as Perceived by the Clientele**

Autocratic Indicators						Total	WM	Inter- prata- tion
	5	4	3	2	1			
1.1 Puts the immediate Task before all other Considerations.	(25) 5	(48) 12	(36) 12	(16) 8	(12) 12	(137) 49	2.79	SS
1.2 Has no concerns for relationship and has little confidence in other people	(10) 2	(40) 10	(45) 15	(14) 7	(6) 6	(115) 40	2.87	SS
1.3 He is feared and dislike by the employees and they only worked when he applies direct pressures.	(15) 3	(44) 11	(39) 13	(10) 5	(12) 12	(120) 44	2.73	SS
1.4 He believes that most people must be controlled, directed and threatened with punishment to get them to produce	(20) 4	(48) 12	(33) 11	(14) 7	(12) 12	(127) 46	2.76	SS
1.5 He believes that a subordinates job is to follow orders, nothing more.	(25) 5	(60) 15	(48) 16	(26) 13	(13) 13	(172) 62	2.77	SS
1.6 He thinks his job is to generate fear and immediate actions.	(10) 2	(52) 13	(45) 15	(12) 6	(12) 12	(131) 48	2.73	SS
<b>Total Average</b>							<b>2.77</b>	<b>SS</b>

**Legend:**

<u>Scale</u>
4.51 - 5.00
3.51 - 4.50
2.51 - 3.50
1.51 - 2.50
1.00 - 1.50

Always  
Often  
Sometimes  
Seldom  
Never

Interpretation

(A)  
(O)  
(SS)  
(Sm)  
(N)

Table 20

**Autocratic Type of Management being Practiced by LTO  
District Officers as Perceived by the  
Rank-and-File Employees**

AUTOCRATIC INDICATORS	Ratings					Total	WM	Inter pre- tation
	5	4	3	2	1			
<b>1. Autocratic</b>								
1.1 Puts the immediate Task before all other Considerations.	(10) 2	(12) 3	(18) 6	(8) 4	(2) 2	(50) 17	2.94	Ss
1.2 Has no concerns for relationship and has little confidence in other people	(5) 1	(20) 5	(9) 3	(6) 3	(4) 4	(144) 60	2.75	Ss
1.3 He is feared and disliked by the employees and they only worked when he applies direct pressures.	(10) 3	(16) 4	(15) 5	(6) 3	(4) 4	(51) 18	2.87	Ss
1.4 He believes that most people must be controlled directed and threatened punishment to get them to produce	(5) 1	(20) 5	(12) 4	(6) 3	(3) 3	(46) 16	2.87	Ss
1.5 He believes that a subordinates job is to follow orders, nothing more	(15) 3	(20) 5	(9) 3	(6) 3	(6) 6	(56) 20	2.80	Ss
1.6 He thinks his job is to generate fear and immediate actions	(5) 1	(12) 3	(4) 4	(4) 6	(3) 2	(36) 13	2.76	Ss
<b>Total Average</b>							<b>2.82</b>	<b>Ss</b>

## Legend:

Scale

4.51 - 5.00  
3.51 - 4.50  
2.51 - 3.50  
1.51 - 2.50  
1.00 - 1.50

Interpretation

Always (A)  
Often (O)  
Sometimes (Ss)  
Seldom (Sm)  
Never (N)

**Management Styles of District  
Officers as Compromiser**

The management style of district officers as compromiser were assessed by two groups of respondents namely the clientele and the rank and file employees. The perceptions of the two groups of respondents were elicited and qualified in terms of the extent to which the style was practiced.

**As perceived by the clientele.** Data shown in Table 21 are the responses of the respondents relative to the extent to which the district officers practice compromiser style of management. It is significant to note that the respondents assessed the officers with more or less the same ratings. The ratings of the respondents ranged from 2.68 to 2.87 which means that the five indicators were sometimes practice by the district officers.

Taken as a whole, the grand mean posted at 2.77, indicating that in general, the clientele deemed that the district officers sometimes practice compromiser style of management.



Table 21

**Compromiser Type of Management Being Practiced by the LTO  
District Officers as Perceived by the Clientele**

INDICATORS	Ratings					Total	WM	Inter- preta- tion
	5	4	3	2	1			
<b>2. Compromiser</b>								
2.1 He recognizes the advantage of being oriented to both tasks and relationship, but is incapable or unwilling to integrate these ideas and make sound decisions.	(35) 7	(40) 19	(39) 13	(40) 20	(7) 7	(161) 57	2.82	Ss
2.2 He tries to maximize immediate problems rather than maximize long-term production.	(25) 5	(52) 13	(51) 17	(34) 17	(8) 8	(170) 60	2.94	Ss
2.3 He attempts for those people who can influence his career as happy as possible.	(35) 7	(48) 12	(66) 22	(28) 14	(8) 8	(185) 63	2.84	Ss
2.4 He would not condone very poor performance and shows that he does expect high performance production.	(20) 4	(52) 13	(63) 21	(22) 11	(9) 9	(166) 58	2.86	Ss
2.5 He is convinced that optimum production is a dream that any plan must be a series of compromise	(20) 4	(48) 12	(45) 15	(26) 13	(7) 7	(146) 51	2.86	Ss
<b>Total Average</b>							<b>2.77</b>	<b>Ss</b>

Legend:

<u>Scale</u>	<u>Interpretation</u>
4.51 - 5.00	Always (A)
3.51 - 4.50	Often (O)
2.51 - 3.50	Sometimes (Ss)
1.51 - 2.50	Seldom (S)
1.00 - 1.50	Never (N)

As perceived by rank and file employees. Data shown in Table 22 are the responses of the respondents relative to the extent to which the district officers practice compromiser style of management. It is significant to note that the respondents assessed the officers with more or less equivalent ratings on five indicators. The ratings of the respondents ranged from 2.53 to 2.72 which implies that the indicators were sometimes practice by the district officers.

Taken as a whole, the grand mean posted at 2.64 indicating that in general, the rank and file employees deemed that the district officers sometimes practiced compromiser style of management. The two groups of respondents gave more or less the same perceptions on the compromiser style of management of the district officers.

#### Management Styles of District Officers of Executive

The management styles of district officers or Executive were assessed by two groups of respondents namely the clientele and the rank and file employee.

Table 22

**Compromiser Type of Management Being Practiced by  
LTO District Officers as Perceived by  
Rank and File Employees**

COMPROMISER INDICATORS						TOTAL	WM	preta- tation
	5	4	3	2	1			
<b>2. Compromiser</b>								
2.1 He recognizes the advantage of being oriented to both tasks and relationship, but is incapable or unwilling to integrate this ideas and make sound decisions sound decisions.	(25) 5	(8) 2	(18) 6	(10) 5	(7) 7	(68) 25	2.72	Ss
2.2 He tries to maximize immediate problems rather than maximize long-term production.	(15) 3	(16) 4	(6) 2	(10) 5	(6) 6	(53) 20	2.65	Ss
2.3 He attempts for those people who can influence his career as happy as possible.	(5) 1	(16) 4	(18) 6	(6) 3	(4) 4	(38) 18	2.72	Ss
2.4 He would not condone very poor performance and shows that he does expect high performance production.	(10) 2	(8) 2	(6) 2	(10) 5	(4) 4	(38) 15	2.52	Ss
2.5 He is convinced that optimum production is a dream that any plan must be a series of compromise.	(10) 2	(20) 5	(12) 4	(8) 4	(7) 7	(57) 22	2.59	Ss
<b>Total Average</b>							<b>2.64</b>	<b>Ss</b>

## Legend:

Scale

4.51 - 5.00  
3.51 - 4.50  
2.51 - 3.50  
1.51 - 2.50  
1.00 - 1.50

Interpretation

Always (A)  
Often (O)  
Sometimes (Ss)  
Seldom (S)  
Never (N)

The perceptions of the two groups of respondents were elicited and quantified in terms of the extent to which these styles were practiced.

As perceived by the clientele. Data shown in Table 23 are responses relative to the extent to which the district officers practice executive style of management. The ratings of the respondents ranged from 2.64 to 2.74 which implies that the five indicators were sometimes practiced by the district officers. The grand at 2.69 signifies that the district officers sometimes practice the executive style of management.

As perceived by the rank-and-file employees. Data shown in Table 24 are the responses of the respondents relative to the extent to which the district officers practice executive style of management. It is significant to note that the respondents assessed the officers with more or less equivalent ratings of the respondents ranged from 2.52 to 2.81 which indicates that the four indicators, 3.1 to 3.4 were sometimes practiced by the district officers.

Table 23

**Executive Type of Management being Practiced by  
LTO District Officers as Perceived by Clientele**

EXECUTIVE INDICATORS	Ratings					Total	WM	Inter pre- tation
	5	4	3	2	1			
<b>3. Executive</b>								
3.1 He is one who sees his job is getting the best of others.	(35) 7	(48) 12	(30) 10	(24) 12	(16) 16	(153) 57	2.68	Se
3.2 He sets high performance But recognizes that he will have to treat everyone a little different.	(40) 8	(60) 15	(36) 12	(28) 14	(17) 17	(181) 66	2.74	Se
3.3 He attempts for those people who can influence his career as happy as possible.	(25) 5	(52) 13	(48) 16	(18) 9	(15) 15	(158) 58	2.72	Se
3.4 He arouses participation and by it obtains commitment.	(15) 3	(44) 11	(57) 19	(18) 9	(14) 14	(148) 56	2.64	Se
3.5 He welcomes disagreement and conflict over tasks problems.	(20) 4	(40) 10	(45) 15	(24) 12	(11) 11	(140) 52	2.69	Se
<b>Total Average</b>							<b>2.86</b>	<b>Se</b>

## Legend:

Scale

4.51 - 5.00  
3.51 - 4.50  
2.51 - 3.50  
1.51 - 2.50  
1.00 - 1.50

Interpretation

Always (A)  
Often (O)  
Sometimes (Se)  
Seldom (Sm)  
Never (N)

Indicators items 3.5 imply that the distinct officers seldom practice the executive style of management. However, taken as a whole, the grand mean posted at 2.65 indicating that in general, the rank-and-file employees perceived that the district officers sometimes practiced executive style of management.

Table 24

**Executive Type of Management being Practiced by LTO  
District Officers as Perceived by  
Rank-and-File Employees**

EXECUTIVE INDICATORS	Ratings					Total	GM	Inter- preta- tion
	5	4	3	2	1			
<b>3. Executive</b>								
3.1 He is one who sees his job is getting the best of others	(10) 2	(26) 7	(6) 2	(10) 5	(9) 9	(63) 25	2.52	Ss
3.2 He sets high performance but recognizes that he will have to treat everyone a little different.	(10) 2	(20) 5	(18) 6	(6) 3	(6) 6	(60) 22	2.73	Ss
3.3 He attempts for those people who can influence his career as happy as possible.	(15) 3	(32) 8	(9) 3	(12) 6	(8) 8	(76) 28	2.71	Ss
3.4 He arouses participation and by it obtains commitment.	(15) 3	(16) 4	(15) 5	(8) 4	(5) 5	(59) 21	2.81	Ss
3.5 He welcomes disagreement and conflict over tasks problems	(0) 0	(4) 1	(3) 1	(2) 1	(1) 1	(10) 4	2.5	Ss
<b>Total Average</b>							2.65	Ss

Legend:

<u>Scale</u>	<u>Interpretation</u>
4.51 - 5.00	Always (A)
3.51 - 4.50	Often (O)
2.51 - 3.50	Sometimes (Ss)
1.51 - 2.50	Seldom (Sm)
1.00 - 1.50	Never (N)

Thus, the two groups of respondents gave more or less the same perceptions on the executive style of management of the district officers.

#### **Management Styles of District Officers as Developer**

The management style of district officers as developer were assessed by two groups of respondents namely the clientele and rank-and-file employees. The perceptions of the two groups of respondents were elicited and quantified in terms of the extent to which these styles were practiced.

**As perceived by the clientele.** Data shown in Table 25 are the responses of the clientele-respondents relative to the extent to which the district officers practice the developer style of management.

The ratings of the respondents ranged from 2.75 to 2.93 which indicate that the five indicators were sometimes practiced by the district officers. The grand mean of the responses of the respondents which was pegged at 2.85 implies that the developer style of management.

Table 25

**Developer type of Management being practiced  
By the LTO district officers as perceived  
By the clientele**

DEVELOPER INDICATORS	Ratings					Total	WM	Inter-pretation
	5	4	3	2	1			
4. Developer								
4.1 One who places Implicit trusts in People.	(50) 10	(64) 16	(78) 26	(20) 11	(5) 5	(219) 68	3.22	Ss
4.2 He sees his job as primarily concerned with developing others.	(35) 7	(48) 12	(42) 14	(32) 16	(3) 3	(160) 52	3.08	S
4.3 He spends a lot of time with subordinates and give them as many responsibilities as he can	(40) 58	(42) 14	(60) 20	(16) 8	(4) 4	(162) 54	3.39	Ss
4.4 He believes that men want to exercise self- control and self- direction and they seek responsibilities.	(65) 13	(60) 15	(63) 21	(18) 9	(4) 4	(210) 62	3.39	Ss
4.5 He believes that what is hard for many managers to believe, that intelligence, imagination and creativity are widely distributed in the population and are not held solely by managers.	(50) 10	(48) 12	(57) 17	(22) 11	(3) 3	(174) 53	3.28	Ss
Total Average							3.27	Ss

Legend:

Scale

4.51 - 5.00  
3.51 - 4.50  
2.51 - 3.50  
1.51 - 2.50  
1.00 - 1.50

Interpretation

Always (A)  
Often (O)  
Sometimes (Ss)  
Seldom (Sm)  
Never (N)



As perceived by the rank-and-file employees. Data shown in Table 26 are the responses of the respondents relative to the extent to which the district officers practice developer style of management.

It is interesting to note that the respondents assessed the officers with more or less equivalent ratings on four indicators with ratings of the ranged from 3.12 to 3.63 with only indicator item 4.13 having a higher equivalent rating of 3.63.

However, taken as a whole, the group mean posted at 2.83 signifies that in general, the rank-and-file employees perceived that the district officers sometimes practiced developer style of management. Thus, the two groups of respondents gave more or less the same perceptions on the developer style of management of the district officers.

Table 26

**Developer type of Management being practiced  
By the LTO district officers as perceived  
By the rank-and-file employees**

Indicators	Ratings					Total	WM	Inter Pre- ta- tion
	5	4	3	2	1			
<b>4. Developer</b>								
4.1 One who places implicit trusts in people.	(25) 5	(20) 5	(21) 7	(2) 1	(1) 1	(69) 19	3.63	Ss
4.2 He sees his job as primarily concerned with developing the talents of others.	(25) 5	(24) 6	(18) 6	(6) 3	(2) 2	(75) 22	3.40	Ss
4.3 He spends a lot of time with subordinates and give them as many responsibilities as he can.	(20) 4	(24) 6	(18) 5	(6) 2	(2) 2	(75) 19	3.42	Ss
4.4 He believes that men want to exercise self-control, and self-direction and they seek responsibilities.	(30) 6	(28) 7	(18) 6	(6) 3	(2) 2	(84) 24	3.50	Ss
4.5 He believes that what is hard for many managers to believe, that intelligence, imagination and creativity are widely distributed in the population and are not held solely by managers.	(10) 2	(16) 4	(15) 5	(8) 4	(1) 1	(50) 16	3.12	Ss
<b>Total Average</b>						<b>3.41</b>	<b>Ss</b>	

Legend:

<u>Scale</u>	<u>Interpretation</u>
4.51 - 5.00	Always (A)
3.51 - 4.50	Often (O)
2.51 - 3.50	Sometimes (Ss)
1.51 - 2.50	Seldom (Sm)
1.00 - 1.50	Never (N)

**Management Style of District  
Officers as Bureaucratic**

The management styles of the district officers as Bureaucratic were assessed by two groups of respondents, namely the clientele and the rank-and-file employees. The perceptions of the two groups of respondents were elicited and qualified in terms of the extent of which these style were practiced.

**As perceived by the clientele.** Data shown in Table 27 are the responses of the respondents relative to the extent which district officers practice the Bureaucratic style of management.

The ratings of the respondents ranged from 3.44 to 3.63 indicating that the three of the five indicators were often practiced by the district officers. The grand mean of responses of the respondents posted at 3.53 signifies that the district officers often practiced the Bureaucratic style of management.

Table 27

**Bureaucratic type of Management being practiced  
By the LTO district officers as perceived  
By the clientele**

Indicators	Ratings					Total	WA	Interpre- tation	
	5	4	3	2	1				
<b>5. Bureaucratic</b>									
5.1 He is effective and follows the managerial roles	(75) 15	(68) 17	(54) 18	(16) 8	(10) 1	(214) 59	3.63	O	
5.2 He maintain an air of interest and get less personally involved with problems.	(50) 10	(60) 15	(66) 22	(16) 8	(1) 1	(193) 55	3.51	O	
5.3 He regard himself as Efficient.	(55) (11	(64) 16	(69) 23	(12) 6	(2) 2	(202) 58	3.48	O	
5.4 He follows the organizational rules, goes through the right channels, is a sticklers for details and follows orders exactly.	(70) 4	(80) 20	(57) 19	(16) 8	(1) 1	(224) 62	3.61	O	
5.5 He believes that sound and mature relationships re difficult to achieve and that long run planning is not really a good idea.	(50) 10	(64) 16	(54) 18	(20) 10	(1) 1	(189) 55	3.44	Ss	
<b>Total Average</b>							<b>3.52</b>	<b>O</b>	

## Legend:

Scale

4.51 - 5.00  
3.51 - 4.50  
2.51 - 3.50  
1.51 - 2.50  
1.00 - 1.50

Interpretation

Always (A)  
Often (O)  
Sometimes (Ss)  
Seldom (Sm)  
Never (N)

As perceived by the rank-and-file employees. Data shown in Table 28 are the responses of the respondents relative to the extent to which the district officers practice Bureaucratic style of management.

It is interesting to note that the respondents assessed the officers with more or less equivalent ratings of the ranged from 3.48 to 3.78 and a total weighted mean of 3.79 signifying that the district officers often practice the Bureaucratic style of management.

Comparison of the Respondents' Perceptions  
Relative to the Management Styles  
Of LTO District Officers

Table 29 presents the summary of the perceptions of the clientele and rank-and-file employees on the management styles of district officers.

It can be gleaned from the table that the combined mean ratings of the clientele was 3.01. On the same table the combined mean ratings of the rank-and-file employees was 3.04. taken as a whole, the overall weighted mean posted at 3.03

Table 28

**Bureaucratic type of Management being practiced  
By the LTO district officers as perceived  
By the rank-and-file employees**

Indicators	Ratings					Total	WA	Interpre
	5	4	3	2	1			
<b>6. Bureaucratic</b>								
5.1 He is effective and follows the managerial roles	(30) 6	(28) 7	(27) 9	(2) 1	(0) 0	(87) 23	3.78	0
5.2 He maintain an air of interest and get less personally involved with problems.	(25) 5	(32) 8	(14) 7	(2) 1	(0) 0	(73) 20	3.48	82
5.3 He regard himself as Efficient.	(15) 3	(36) 9	(24) 8	(0) 0	(0) 0	(70) 20	3.75	0
5.4 He follows the organizational rules, goes through the right channels, is a sticklers for details and follows orders exactly.	(20) 4	(24) 6	(24) 8	(2) 1	(0) 0	(70) 19	3.68	0
5.5 He believes that sound and mature relationships re difficult to achieve and that long run planning is not really a good idea.	(25) 5	(20) 5	(18) 6	(2) 1	(0) 0	(65) 17	3.82	0
<b>Total Average</b>							<b>3.70</b>	<b>0</b>

**Legend:**

<u>Scale</u>	<u>Interpretation</u>
4.51 - 5.00	Always (A)
3.51 - 4.50	Often (O)
2.51 - 3.50	Sometimes (Ss)
1.51 - 2.50	Seldom (Sm)
1.00 - 1.50	Never (N)

which means that the district officers sometimes practiced the different management styles as stipulated in this study.

The mean difference in the management styles of the district officers as perceived by the clientele and rank-and-file employees was 0.03. Testing this observed difference using the t-test for independent or uncorrelated means, the completed t value was 0.16, which proved lesser than the critical t value of 2.31 at 0.05 level of significance with df equals 8. thus, the hypothesis which stated that the perceptions of the two groups of respondents relative to the management styles of the district officers do not differ significantly was accepted. It means that the opinions of the clientele and rank-and-file employees were the same. It implied that the two groups of respondents perceived the management styles of the district officers similarly on the same degree.

Table 29

**Comparison of the Perceptions of the Clientele  
And Rank and File Employees on the  
Management Styles of LTO  
District Officers**

Management Style	Rank-and-File		Clientele		Overall Mean	Interpretation
	WM	Interpretation	WM	Interpretation		
1. Autocratic	2.77	Ss	2.82	Ss	2.80	Ss
2. Compromiser	2.86	Ss	2.64	Ss	2.75	
3. Executive	2.69	Ss	2.65	Ss	2.67	Ss
4. Developer	3.19	Ss	3.41	Ss	3.30	Ss
5. Bureaucratic	3.53	O	3.70	O	3.62	O
Grand Mean	3.01	Ss	3.04	Ss	3.03	Ss

**Correlational Analysis Between Management  
Competency of LTO District  
Officers and the Variates**

The coefficient of correlation between the district officers competency operational functions and selected variates were computed using the Pearson product moment



formula to determine if there exist a significant relationship between the variables involved. To determine the significance of the relationship between the variables involved, the Fisher's t-ratio for testing the significance of a coefficient of correlational was used.

**Correlational Analysis Between Management**  
**Competency of District officers**  
**On Motor Vehicle Registration**  
**And Selected Variates**

The computed coefficient of correlation ( $r$ ) between the competency of district officers motor vehicle registration and their age was  $-0.09$ . This denotes negligible relationships between these two variables. The computed  $t$  value was  $0.35$ . The tabular value of  $t$  at  $05$  level of significance and  $15$  degrees of freedom ( $df$ ) was  $1.75$ . Since the computed  $t$  value of  $0.35$  falls in the acceptance region because it is less than the critical value of  $1.75$  the null hypothesis is accepted which states that "there is no significant relationship between the competency of district officers on motor vehicle registration and their age."

Table 30

**Pearson r Correlation between the Management  
Competency of District Officers on  
Motor Vehicle registration  
And Selected Variates**

Variates	Computed r	Computed t	Evaluation
Age	-0.09	0.35	NS
Sex	+0.05	0.19	NS
Civil Status	-0.02	0.08	NS
Educational Attainment	0.48	2.12	S
No. of Employees Supervised	-0.08	0.31	NS
In-Service Training	0.05	0.19	NS
No. of Years in Present Position	0.25	1.00	NS
Monthly Income	-0.14	0.55	NS
Performance Rating	0.32	1.31	NS

Tabular t value for  $\alpha = .05$  and  $df = 15 = 1.75$

Legend:

NS = Not Significant

S = Significant

This implies that the district officers competency on motor vehicle registration were not influenced by their age.

In relating the district officer's management competency on motor vehicle registration with their sex, the computed correlation coefficient posted at 0.03 denoting a negligible correlation. Using the Fisher's  $t$  to test its significance, the computed  $t$ -value resulted to 0.19 which was numerically lesser than the critical  $t$  value of 1.75 at 0.05 level of significance with 15 df. Therefore, there was evidence to accept the hypothesis which state that *"there is no significant relationship between the district officers competency on motor vehicle registration with their sex."* It meant that the district officers' sex did not affect their operational function on motor vehicle registration.

Between the district officers competency on motor vehicle registration and their civil status, the computed  $r$  registered -0.02 denoting a negligible relationship. To test the significance of the computed  $r$ , Fisher's  $t$  was employed with yielded a  $t$  value of 1.75, it turned out to be lesser at .05 level of significance with 15 df.

Therefore, the hypothesis which stated that "there is no significant relationship between the district officers competency on motor vehicle registration with their civil status" was accepted. It implied that the district officer, whether he was married, single widow/er or separated had nothing to do with the district officer's operational function.

The computed  $r$  in correlating district officers competency on motor vehicle registration and their educational attainment turned out to be 0.48 which denoted a moderate substantial correlation. The test of significance revealed a computed  $t$  value of 2.12 which was greater than the tabular value of 1.75 at .05 level of significance with 15 df. The hypothesis, therefore, which stated that "there is no significant relationship between the district officers competency on motor vehicle registration and their educational attainment" was rejected. This finding indicated that somehow the district officers' competency on motor vehicle registration was affected by their educational attainment.

In terms of district officers' competency on motor vehicle registration and the number of employees they supervise, the correlation coefficient was  $-0.08$  which denoted a negligible relationship. Using the Fisher's  $t$  to test its significance, the results revealed a computed  $t$  value of  $0.31$  which was evidently lesser than the tabular  $t$  value of  $1.75$  at  $.05$  level of significance with  $15$  df. In this case, the hypothesis that *"there is no significant relationship between the district officers competency that the number of employees they supervise"* was accepted. It implied that the number of employees they supervise did not affect their operational function on motor vehicle registration. It meant further that the district officer needs competence, more or less. Nor does his needs for this competencies became greater or lesser.

Considering trainings attended and the district officers competency on motor vehicle registration, the correlation coefficient was pegged at  $0.05$  denoting a negligible relationship. Hence, when the computed  $r$  was tested for its significance using the Fisher's  $t$ , the computed  $t$  value of  $0.19$  was lesser than the tabular value of  $1.75$  at  $.05$  level of significance with  $15$  df.

This connotes therefore, the acceptance of the null hypothesis. It meant that attendance in seminars did not necessarily make the district officer competent in his work.

Between the district officers competency on motor vehicle registration and their experience in their present position, the correlation coefficient was 0.25 which denoted a low correlation coefficient was 0.25 which denoted a law correlation. Using the Fisher's t to test its significance, the computed t value posted at 1.00 was lesser than the tabular value of 1.75 at .05 level of significance with 15 df. This led to the acceptance of the hypothesis that "there is no significant relationship between the district officers competency on motor vehicle registration and their experience". It meant that the length of time that the district officer manages office did not anyway make him more effective and competent.

The computed coefficient of correlation between the district officers competency on motor vehicle registration and their monthly income was -0.14. This denotes low relationship between these two variables. The

computed t value was 0.55. The computed t value of 0.55 is smaller than the tabular value of 1.75 at .05 level of significance at 15 df. This connoted therefore, the acceptance of the null hypothesis. This implies that the district officers monthly income is not related to or it does not influence their competency. Competence does not necessarily depend with the salary one is receiving.

As regards the district officers' competency and their performance rating, the correlation coefficient was 0.32 denoting a low correlation. When tested for its significance, the Fisher's t value was pegged at 1.31 which was lesser than the tabular t value of 1.75 at .05 level of significance with 15 df. It led to the acceptance of the hypothesis that 'there is no significant relationship between the district officers competency on motor vehicle registration and their performance rating.' High performance rating does not indicate that the district officers were competent and had lesser or no need for enhancement of training.

**Correlation Analysis Between Management**  
**Competency of District Officers on**  
**Issuance of Licenses and**  
**Selected Variates**

The computed  $r$  in the correlating district officers competency on issuance of licenses and their age turned out to be 0.15 which denoted a negligible relationship. The test of significance revealed a computed  $t$  value of 0.59 which was lesser than the tabular value of 1.75 at .05 level of significance with 15 df. The hypothesis, therefore, which stated that *"there is no significant relationship between the district officers competency on issuance of licenses and their age"* was accepted. This implies that the district officers competency on issuance of licenses were not influenced by their age.

As regards the district officers' competency on issuance of licenses and their sex, the correlation coefficient was -0.37 denoting a low correlation. When tested for its significance, the Fisher's  $t$  value was pegged at 1.54 which was lesser than the tabular  $t$  value of 1.75 at .05 level of significance with 15 df. It led to the acceptance of the hypothesis that *"there is no significant relationship between the district officers competency on issuance of drivers licenses and their sex."* It meant the district officers sex could not be



considered to have affected their competencies on the issuance of licenses.

Between the district officers competency on issuance of licenses and their civil status, the computed  $r$  registered 0.02 denoting a negligible relationship. To test the significance of the computed  $r$ , Fisher's  $t$  was employed which yielded a  $t$  value of 0.08. Comparing this with the tabular  $t$  value of 1.75, it turned out to be lesser at .05 level of significance with 15 df. Therefore, the hypothesis which stated that "there is no significant relationship between the district officers competency on issuance of licenses with their civil status" was accepted. It implied that the district officers, whether he was married, single or widow/er had nothing to do with the district officer's operational function.

The computed coefficient of correlation between the district officers competency on issuance of licenses and their educational attainment was 0.53. this denotes a moderate relationship between these two variables. The computed  $t$  value was 2.42. The tabular value of  $t$  at .05 level of significance and 15 df was 1.75. Therefore,

there was evidence to reject the hypotheses which stated that "there is no significant relationship between the district officers competency on issuance of drivers and conductors licenses with their educational attainment". This implied that the district officers competency on issuance of licenses were influenced by their educational attainment.

Table 30

**Pearson r Correlation Between the Management Competency  
of District Officers on Issuance of Licenses  
And Selected Variates**

Variates	Computed r	Computed t	Evaluation
Age	-0.17	0.59	NS
Sex	-0.37	1.54	NS
Civil Status	-0.02	0.08	NS
Educational Attainment	0.53	2.42	S
No. of Employees Supervised	-0.04	0.16	NS
In-Service Training	0.02	0.8	NS
No. of Years in Present Position	0.27	1.09	NS
Monthly Income	-0.06	0.23	NS
Performance Rating	0.04	0.16	NS

Tabular t value for  $r = .05$  and  $df = 15 = 1.75$

Legend:

NS = Not Significant

S = Significant

Another pair of variates that was correlated was the district officers competency on issuance of licenses and the number of employees supervise. The computed correlation coefficient posted at  $-0.4$  denoted low correlation. Using the Fisher's  $t$  to test its significance, the computed  $t$  value resulted to  $0.16$  which turned out to be lesser than the tabular  $t$  value of  $1.75$  at  $.05$  level of significance with  $15$  df. Thus, the hypotheses that *"there is no significant relationship between the district officers competency on issuance of licenses and the number of employees they supervise"* was accepted. It indicated that the number of employees the district officer does not necessarily affect his competency. It meant further, that the number of employees supervised did not necessarily mean that the district officers need competence, more or less, nor does his needs for this competencies became great or less. There are instances that the more employees an office have, the better is the performance of that office because *"many hands make work lighter"* so to speak. Certainly there are offices where the office staff is

lean but cohesive, working harmoniously and easier to direct.

The relationship between the district officers competency on issuance licenses and the seminars they attended, the computed correlation coefficient posted at 0.02 denoting a low correlation, To test its significance, Fisher's t was utilized. It turned out that the computed t value of 0.8 was lesser than the tabular t value of 1.75 at .05 level of significance with 15 df. Therefore, the hypothesis that *"there is no significant relationship between the district officers competency on issuance of licenses and the seminars they attended"* was accepted. It meant that attendance in seminars did not necessarily make the district officers more competent in his work.

Considering experience and the district officers competency on issuance of licenses, the computed correlation coefficient was -0.27 denoting an negligible relationship. Hence, when the computed r was tested for its significance using the Fisher's t, the computed t value of 1.09 was numerically lesser than the tabular value of 1.75 at .05 level of significance with 15 df.

This connotes therefore, the acceptance of the null hypothesis. It meant that the length of time that a district officer manages office did not in any way make him more effective and competent.

Another data shown in Table 31 is the relationship between the district officers competency and their monthly income. Computing the correlation coefficient, it resulted to an  $r$  of  $-0.06$  which denoted a low correlation. Using the Fisher's  $t$  to test its significance, the obtained  $t$  value of  $0.23$  was lesser than the tabular  $t$  value of  $1.75$  at  $.05$  level of significance with  $15$  df. This led to the acceptance of the hypothesis which stated that *"there is no significant relationship between the district officers competency on issuance of licenses and their monthly income"*. This implies that the district officers' monthly income is not related to or it does not influence their competency. Competence does not necessarily go with the salary, one is receiving.

On the relationship between the district officers competency and their performance rating, the computed coefficient of correlation was  $-0.04$ . This denotes a

negligible relationship between these two variables. The computed t value of 0.16 is lesser than the tabular value of 1.75. Therefore, the null hypothesis "there is no significant relationship between the district officers competency on issuance of licenses and their performance rating" was accepted at .05 level of significance with 15 df.

**Correlational Analysis Between Management**  
**Competency of District Officers on**  
**Law enforcement**

The computed coefficient of correlation between the district officers competency on law enforcement and their age was -0.43. This denotes a negligible relationship between these two variables. The computed t value was 1.84. The tabular value of t at .05 level of significance and 15 df was 1.75. It led to the acceptance of the hypothesis that "there is no significant relationship between the district officers competency on law enforcement and their age." This implied that the district officers' competencies were not influenced by their age.

In relating the district officers management competency on law enforcement with their sex, the computed correlation coefficient posted at 0.02 denoting a negligible correlation, using the Fisher's t to test the significance, the computed t-value resulted to 0.96 which was numerically lesser than the critical t value of 1.75 at .05 level of significance with 15 df. Therefore, there was evidence to accept the hypotheses which stated that *"there is no significant relationship between the district officers competency with their sex."* It meant that the district officers' sex did not affect their operational function.

Between the district officers' competency on law enforcement and their civil status, the computed r registered -0.34 denoting a negligible relationship. To test the significance of the computed r, Fisher's t was employed which yielded a t value of 1.40. Comparing this with the tabular t value of 1.75, it turned out to be lesser at .05 level of significance with 15 df. Therefore, the hypotheses which stated that *"there is no significant relationship between the district officers competency on law enforcement with their civil status"*

was accepted. It implied that the district officer, whether he was married, single, widow/er or separated had nothing to do with the district officer's operational function.

Table 32

**Pearson r Correlation Between the Management Competency of District Officers on Issuance of Licenses and Selected Variates**

Variates	Computed r	Computed t	Evaluation
Age	-0.43	1.84	S
Sex	-.24	.96	NS
Civil Status	-0.34	1.40	NS
Educational Attainment	0.50	2.42	S
No. of Employees Supervised	-0.13	0.51	NS
In-Service Training	0.35	1.45	NS
No. of Years in Present Position	0.49	2.12	S
Monthly Income	-0.14	1.64	NS
Performance Rating	0.32	3.50	S

Tabular t value for  $r = .05$  and  $df = 15 = 1.75$

**Legend:**

NS = Not Significant

S = Significant



The computed in correlating district officers competency on law enforcement and their educational attainment turned out to be 0.50 which denoted a moderate or substantial correlation. The test of significance revealed a compiled t value of 2.24 which was greater than the tabular value of 1.75 at .05 level of significance with 15 df. The hypothesis, therefore, which stated that *"there is no significant relationship between the district officers competency on law enforcement and their educational attainment"* was rejected. This finding indicated that somehow the district officers competency on law enforcement was affected by their educational attainment.

In terms of district officers competency on law enforcement and the number of employees they supervise, the correlation coefficients was -0.13 which denoted a negligible relationship. Using the Fisher's t to test to its significance, the results revealed a computed t value of 0.51 which was evidently lesser than the tabular t value of 1.75 at .05 level of significance with 15 df. In this case, the hypothesis that *"there is no significant relationship between the district officers competency and*

the number of employees they supervise" was accepted. It implied that the number of employees they supervise did not affect their operational function on law enforcement. It meant further, that the number of employees supervised did not necessarily mean that the district officer needs competence, more or less. Nor does his needs for his competencies become greater or lesser.

Considering training attended and the district officers competency on law enforcement, the correlation coefficient was pegged at  $-0.35$  denoting a negligible relationship. Hence, when the computed  $r$  was tested for its significance using the Fisher's  $t$ , the computed  $t$  value of  $1.45$  was lesser than the tabular value of  $1.75$  at  $.05$  level of significance with  $15$  df. This connotes therefore, the acceptance of the null hypothesis. It meant that attendance in seminars did not necessarily make the district officers competent in his work.

Between the district officers competency on law enforcement and their experience in their present position, the correlation coefficient was  $-0.49$  which denoted a low correlation. Using the Fisher's  $t$  to test its significance, the computed  $t$  value posted at  $2.12$  was

higher than the tabular value of 1.75 at .05 level of significance with 15 df. This led to the rejection of the hypothesis that "there is no significant relationship between the district officers competency on law enforcement and the experience". It meant that the length of time that a district officer manages office did in any way make him more effective and competent.

The computed coefficient of correlation between district officers competency on law enforcement and their monthly income was -0.39. This denoted law relationship between these two variables. The compiled t value was 1.64. The computed t value of 1.64 was smaller than the tabular value of 1.75 at .05 level of significance at 15 df. This connotes therefore, the acceptance of the null hypothesis. This implies that the district officers monthly income is not related to or it does not influence their competency. Competence does not necessarily go with the salary, one is receiving.

As regards the district officers' competency and their performance rating, the correlation coefficient was -0.67 denoting a substantial or moderate correlation. When tested for its significance, the Fisher's t value

was pegged at 3.05 which was very much higher than the tabular  $t$  value of 1.75 at .05 level of significance with 15 df. It led to the rejection of the hypothesis that "there is no significant relationship between the district officers competency and their performance rating does indicate that the district officers were competent in enforcing laws related to land and transportation.

**Correlational Analysis Between Management  
Competency of District Officers on  
Adjudication of Apprehension Cases  
And Selected Variates**

The computed  $r$  in correlating district officers competency on adjudication of apprehension cases and their age turned out to be -0.03 which denoted a negligible relationship. The test of significance revealed a computed  $t$  value of 0.12 which was lesser than the tabular value of 1.75 at .05 level of significance with 15 df. The hypothesis, therefore, which stated that "there is no significant relationship between the district officers competency on issuance of licenses and their age" was accepted. This implied that the district officers competency on adjudication of apprehension cases were not influenced by their age.

As regards the district officers competency on adjudication of apprehension cases (aac) and their sex, the correlation coefficient was  $-0.67$  denoting a low correlation. When tested for its significance, the Fisher's  $t$  value was pegged at  $3.50$  which was lesser than the tabular  $t$  value of  $1.75$  at  $.05$  level of significance with  $15$  df. It led to the acceptance of the hypothesis that *'there is no significant relationship between the district officers competency on adjudication of apprehension cases and their sex.* It meant the district officers sex could not be considered to have affected their competencies on this operational function.

Between the district officer competency, on adjudication on apprehension cases and their civil status, the computed  $r$  registered  $0.07$  denoting a negligible relationship. To test the significance of the computed  $r$ , Fisher's  $t$  was employed which yielded a  $t$  value of  $0.27$ . Comparing this with the tabular  $t$  value of  $1.75$ , it turned out to be lesser at  $0.05$  level of significance with  $15$  df. Therefore, the hypothesis which stated that *"there is no significant relationship between the district officers competency on adjudication of*

*apprehension cases with their civil status*" was accepted. It implied that the district officer, whether he was married , single, widow/er had nothing to do with the district officer's operational function.

The computed coefficient of correlation between the district officers competency on adjudication of apprehension cases and their educational attainment was 0.46. This denotes a moderate relationship between the two variables. The computed value was 2.01. The tabular value of t at .05 level of significance and 15 df was 1.75. Therefore, there was evidence to reject the hypothesis which stated that *"there is no significant relationship between the district officers competency on adjudication of apprehension cases with their educational attainment."* This implied that the district officers' competency issuance of licenses were influenced by their educational attainment.

Another pair of variates that was correlated was the district officers' competency on aac and the number of employees supervised. The computed correlations coefficient posted at -0.02 denoting low correlation. Using the Fisher's t to test its significance, the

computed t value resulted to 0.08, which turned out to be lesser than the tabular t value of 1.75 at .05 level of significance with 15 df. Thus, the hypothesis that there is no significant relationship between the district officers competency on adjudication of apprehension cases

**Table 33**

**Pearson r Correlation Between the Management Competency of District Officers on Adjudication of Apprehension Cases And Selected Variates**

Variates	Computed r	Computed t	Evaluation
Age	-0.03	0.12	NS
Sex	-.08	.31	NS
Civil Status	-0.07	1.27	NS
Educational Attainment	0.46	2.01	S
No. of Employees Supervised	-0.02	0.08	NS
In-Service Training	-0.06	0.23	NS
No. of Years in Present Position	-0.36	1.49	NS
Monthly Income	-0.08	0.31	NS
Performance Rating	-0.10	0.39	NS

Tabular t value for  $\alpha = .05$  and  $df = 15 = 1.75$

Legend:

NS = Not Significant

S = Significant

and the member of employees they supervise was accepted. It indicated that the member of employees under the district officers does not necessarily affect his competency. It meant further, that the member of employees supervised did not necessarily mean that the district need competence, more or less. Nor, does his needs for these competencies became greater or less. There are instances that the employees on office have, the better in the performance of that office "many hands make-work lighter" so to speak. Certainly these are offices where the staff is less but cohesive, working harmoniously and easier to direct.

The relationship between the district officers competency on aac and the seminars they attended, the computed correlates coefficient posted 0.06 denoting a low conditions. To test its significance, Fisher's t was utilized. It turned out that the computed t value of 0.23 was lesser than the tabular t value of 1.75 at .05 level of significance with 15 df. Therefore, the hypothesis that "there is no significant relationship between the district offices competency on aac and the seminars they attended was accepted/ it meant that the attendance in



seminars did not necessarily make the district officers more competent in his work.

Considering experience and the district officers' competency on aac the computed correlation coefficient was  $-0.36$  denoting an impossible relationship. Hence, when the computed  $t$  was tested for its significance using the Fisher's test, the computed  $t$  value of  $1.75$  at  $0.05$  level of significance with  $15$  df. This comments therefore, the acceptance of the null hypothesis. It meant that the length of time that a district officer manages office did not in any way make more effective and competent.

Another data shown in table 35 is the relationship between the district officers' competency and their monthly income. Computing the correlation coefficient, it resulted to an  $r$  of  $-0.08$  which denoted negligible relationship using the fisher's  $t$  test its significance, the obtained  $t$  value of  $0.31$  was lesser than the tabular  $t$  value of  $1.75$  at  $.05$  level of significance with  $15$  df. This led to the acceptance of the hypothesis, which state that there is no significant relationship between the district officers' competency on aac and their monthly

income is not related to or it does not influence their competency. Competence does not necessarily go with the salary, one is receiving.

On the relationship between the district officers' competency on aac and their performance rating, the computed coefficient of correlation was  $-0.10$ . This denotes a negligible relationship between these two variables. The computed value of  $0.39$  is lesser than the tabular value of  $1.75$ . Therefore, the null hypothesis that there is no significant relationship between the district officers competency on aac within performance rating it was accepted at  $.05$  level of significance with  $15$  df.

#### Relationship between the Management Styles and some District Officers-related Variates

Included in this study is the objective of ascertaining the extent of relationship between the management styles and some district officers related characteristics such as age, sex, civil status, educational attainment, number of employees supervise, in-service training, years in present position, monthly

income and performance rating. The results of the correlation are found in Tables 34-38.

**Autocratic Style.** Relating this management style with the district officers sex, civil status, and educational attainment, the correlation coefficient resulted to 0.13, .08 and .07 respectively denoting negligible relationship. When tested for its significance using the Fisher's t, the computed t value of .51, .31 and .27 respectively proved lesser than the tabular value of 1.75 at .05 level of significance with the df equals 15. Thus the hypothesis which stated that there is no significant relationship between the district officers autocratic style of management and their sex, civil status and educational attainment were accepted. Thus, it could be said that sex, civil status and educational attainment did not have anything to do with the district officers.

Table 33

**Pearson r Correlation Between the Management  
Style of District Officers as Autocratic  
and Selected Variates**

Variates	Computed r	Computed t	Evaluation
Age	-0.050	1.84	S
Sex	-.13	.96	NS
Civil Status	-0.08	1.40	NS
Educational Attainment	.07	2.24	S
No. of Employees Supervised	-0.37	0.51	NS
In-Service Training	-0.22	1.45	NS
No. of Years in Present Position	-0.49	2.12	S
Monthly Income	-0.14	1.64	NS
Performance Rating	-0.32	3.50	S

Tabular t value for  $r = .05$  and  $df = 15 = 1.75$

**Legend:**

NS = Not Significant

S = Significant

adoption of the autocratic style of management. Being highly qualified did not guarantee that a district officer could become an autocratic manager, although he was knowledgeable and conversant in his work, due to his high educational qualification.

In relation to number of employees supervise, in-service training, years in present position and monthly income, the correlation coefficient posted at  $-.37$ ,  $-.22$ ,  $-.39$  which indicated a slight relationship. Being a negative values, it implied that the relationship between the district officers autocratic management style and the above variates were inversely proportional. Meaning, the increase of one variates correspondents to the decrease on the autocratic management style of the district officer or vice versa. Testing its significance, the Fisher's  $t$  value of  $1.54$ ,  $.87$ ,  $1.64$  and  $1.59$  were numerically lesser than the tabular  $t$  value of  $1.75$  at  $.05$  level of significance with  $15$  df. Therefore the hypothesis that there is no significant relationship between the autocratic style of management and the district officers number of employees supervise, in-service training, years in present position and monthly income was accepted. It indicated that the number of employees supervise had nothing to do with the district officers practice of the autocratic style of management. Moreover, the district officers did not become autocratic simply because they had acquired a lot of expertise due

to training's they had attended. The number of years as district officers did not in any influence him to practice the autocratic style of management.

The correlation coefficient between autocratic style of management and district officers age and performance rating resulted to a computed  $r$  of  $-.05$  and  $-.77$  respectively denoting moderate and high correlation respectively. The value of being negative meant that the relationship between them was inversely proportional. Using the Fisher's  $t$  to test its significance, the computed  $t$  value of  $2.24$  and  $4.67$  proved numerically greater than the critical value of  $1.75$  at  $.05$  level of significance with  $15$  df. Hence, the hypothesis that there is no significant relationship between the autocratic style of management and district officers' age and performance rating were rejected. This finding implied that this style of management was influenced by district officers age and performance rating. It revealed that the older the district officer, the more he becomes autocratic in his management style. Perhaps this is due to the fact that as district officers grow in age, they acquire more knowledge in their work experience and

believe that they are better and more conversant than their subordinates and hence, the tendency to be autocratic in his dealing them.

**Compromiser Style.** Relating this management with the district officers age, civil status, educational attainment, number of employees supervise, in-service training's attended, monthly income and performance rating, the correlation coefficient resulted to -0.31, -0.27, -0.10, -0.37, -0.36, -0.20 and -0.24 respectively denoting slight relationship. When tested for its significance using the Fisher's t, the computed t value of 1.26, 1.09, .39, 1.54, 1.49, 0.79, and 0.96 respectively prove lesser than the tabular value of 1.75 at 0.05 level of significance with df equals 15. Thus the hypotheses which stated that there is no significant relationship between the district officers compromiser style of management and their age, civil status, educational attainment, number of employees supervise, in-service trainings attended, monthly income and performance rating were accepted. The computed r with a positive sign, it implied that the relationship existing between them was directly proportional. With a negative

sign, it implied that the relationship existing between them was inversely proportional.

The findings implied that the district officers use of this style was not influenced by his age, it indicated further, that as the district officers grew in age, he tend not to resort to this style of management. Relating this management style with his civil status, it implied that the district officers being compromiser on his management style was not influenced by his civil status. Anyone, whether he is married, single or widow/er could be compromiser at anytime as the situation required. Even with the high educational qualification of the district officer, it did not affect his employment of the compromiser style. To be compromiser did not necessarily mean that the district officer must have master's degree or whatever. In relation to the number of employees being supervised, it implied that the use of this style was not determined by the number of employees being supervised. In relation to the training attended, it implied that the use of compromiser style of management was somehow not influenced by the training's attended by them. In relation to the monthly salary of the district officer,



it meant that the salary does not in any-way affect his management style. A district officer may be affluent over the rest but he may not be skilled in managing the office, hence, his management style may not be good or better. Good district officer does not necessarily go with the salary, one is receiving.

Table 35

**Pearson r Correlation Between the Management  
Style of District Officers as Compromiser  
and Selected Variates**

Variates	Computed r	Computed t	Evaluation
Age	-0.31	1.26	NS
Sex	0.59	2.83	S
Civil Status	-0.27	1.09	NS
Educational Attainment	.10	.39	NS
No. of Employees Supervised	-0.37	1.54	NS
In-Service Training	-0.36	1.49	NS
No. of Years in Present Position	-0.51	2.30	S
Monthly Income	-0.20	.79	NS
Performance Rating	-0.24	.96	NS

Tabular t value for  $r = .05$  and  $df = 15 = 1.75$

Legend:

NS = Not Significant

S = Significant

**Executive Style.** Relating this management style with the district officers age and sex, the correlation coefficient resulted to .79 and .46 respectively indicating significant relationship. When tested for its significance using the Fisher's t, the computed t value of 4.99 and 2.01 respectively proved higher than the tabular value of 1.75 at .05 level of significance with df equals 15. Thus, the hypothesis which stated that there is no significant relationship between the district officer's executive style of management and their age, and sex were rejected. Thus, it could be implied that the said age and sex have something to do with the district officers adoption of Executive style of management. It will also construed that being highly qualified for the position will guarantee that a district officer could adopt an executive type of management, as he is knowledgeable and conversant in his work, due to his educational background.

In relation to civil status and educational attainment, the correlation coefficient posted at .22 and .29 indicated a slight significant relationship. However, in relation to no. of employees supervise, in-service

training, number of years in present position, length of service, monthly income and performance rating with correlation coefficient posted at  $-0.28$ ,  $-0.24$ ,  $-0.40$ ,  $-0.23$  and  $-0.25$  indicates a slight relationship. Being in negative values, it thus implied that the relationship between district officers' executive style of management and the foregoing variates were inversely proportioned. This simply means that the increase of one variate corresponds to the decrease on the executive style of management of the district officer or vice versa.

Testing its significance, the Fisher's  $t$  value of  $1.13$ ,  $.96$ ,  $1.69$ ,  $.93$  and  $1.00$  were numerically lesser than the tabular  $t$  value of  $1.75$  at  $.05$  level of significance with  $15$  df. Therefore the hypotheses that there is no significant relationship between the executive style of management and the district officers' number of employees supervise, in-service training, number of years in present position, length of service, monthly income and performance rating were accepted. It only indicates that the number of employees supervise have nothing to do with the district officers practice of the executive style of management. However, the district

officers cant become an executive in character because they had acquired enough a lot of experience and expertise due to training they had attended. The number of years as district officers did not in any way influence them to practice the executive style of management.

Developer style. To relate this management style with the district officers age, sex, civil status, number of employees supervise, in-service training, no. of year in present position and performance rating the correlation coefficient resulted to 0.22, 0.21, 0.21, 0.40, 0.20, 0.16 and 0.12 respectively, indicating significant relationship.

When tested for its significance using the Fisher's t, the computed value of 0.87, 0.83, 0.83, 1.69, 0.79, 0.63 and 0.47 were lesser than the tabular value of 1.75 at .05 level of significance with df equals 15. Thus, the hypothesis which stated that there is no significant relationship between the developer style of management and the district officers' variates was accepted.

Table 36

**Pearson  $r$  Correlation Between the Management  
Style of District Officers as Executive  
and Selected Variates**

Variates	Computed $r$	Computed $t$	Evaluation
Age	.79	4.99	S
Sex	.46	2.01	S
Civil Status	.22	.87	NS
Educational Attainment	.29	1.17	NS
No. of Employees Supervised	-0.28	1.13	NS
In-Service Training	-0.24	.96	NS
No. of Years in Present Position	-0.40	1.69	NS
Monthly Income	-0.23	.92	NS
Performance Rating	-0.25	1.00	NS

Tabular  $t$  value for  $\alpha = .05$  and  $df = 15 = 1.75$

**Legend:**

NS = Not Significant

S = Significant

Hence, it could be asserted that the above foregoing variates do not have something to do with the district officers practice of the Developer style of management. It could be further understood that being highly qualified for the position will be guarantee that a district officer could adopt a Developer style of management, as he knowledgeable and conversant in his endeavor, due to his high educational attainment.

In relation to educational attainment and monthly income with correlation coefficient posted at  $-0.15$  and  $-0.14$  respectively only indicates a slight relationship. However, being in negative values, the same only implies that the relationship between the district officers developer style of management were inversely proportioned. It only proved that the increase of one variate corresponds to the decrease on the developer style of management of the district officer or vice versa.

Testing its significance, the Fisher's  $r$  value of  $0.59$  and  $0.55$  respectively were numerically lesser than the tabular  $t$  value of  $1.75$  at  $.05$  level of significance

with 15 df. Therefore, the hypothesis that there is no significant relationship between the Developer style of management and the district officers educational attainment and monthly income were accepted. It further indicate that the educational attainment and monthly income have nothing to do with the district officers adoption of developer style of management.

Although these two variates have negative values, they do not affect in anyway to the district officers adoption of the developer style of management in the office.

**Bureaucratic style.** Relating this management style to the district officers sex, the correlation coefficient resulted to .71 which indicates a significant relationship. When tested for is significance using the Fisher's t, the computed value of 3.90 proved higher than the tabular value of 1.75 at .05 level of significance with df equals to 15. Thus, the hypothesis which stated that there is no significant relationship between the district officers bureaucratic style of management and their sex, was rejected.

Table 37

**Pearson r Correlation Between the Management  
Style of District Officers as Developer  
and Selected Variates**

Variates	Computed r	Computed t	Evaluation
Age	.22	.87	NS
Sex	.21	.83	NS
Civil Status	.21	.83	NS
Educational Attainment	-.15	.59	NS
No. of Employees Supervised	.40	1.69	NS
In-Service Training	.20	.79	NS
No. of Years in Present Position	.16	.63	NS
Monthly Income	-.14	.55	NS
Performance Rating	.12	.47	NS

*Tabular t value for  $\alpha = .05$  and  $df = 15 = 1.75$*

Legend:

NS = Not Significant

S = Significant

Hence, it could be stated that the sex has something to do with the district officers adoption of bureaucratic style of management. It can also implied that being highly qualified for the position will guarantee that a district officer could adopt a bureaucratic style of



management, as he is well verse and conversant in his work due to his high educational attainment.

In relation to age, educational attainment and number of employees supervise, the correlation coefficient posted .02,, .05 and .05 respectively indicated a slight significant relationship. However, number of years in present position, monthly income and performance rating with correlation coefficient posted at -.01, -.12, .34, -.22 and -.18 indicated a slight relationship only. Being in negative values, it thus implied that the relationship between the district officers bureaucratic style of management and the foregoing variates were inversely proportioned. Meaning that the increase of one variate corresponds to the decrease on the bureaucratic style of management of the district officer or vice versa.

Testing its significance, the Fisher's t value of .04, .08, 1.40,, .86 and .71 were numerically lesser than the tabular value of 1.75 at .05 level of significance with 15 df. Therefore the hypothesis that there is no significant relationship between the bureaucratic style of management and the district officers civil status, in-

service training, no. of years in present position, monthly income and performance rating were accepted. Hence, it can be proven that the civil status has nothing to do with the district officers practice of the bureaucratic style of management.

It can be noted likewise that out of nine variates under the bureaucratic style, only one variate which is sex has significant relationship between the district officers adoption of bureaucratic style of management, while all the rest were not significant.

**Table 33**

**Pearson r Correlation Between the Management Style of District Officers as Bureaucratic & Selected Variates**

Variates	Computed r	Computed t	Evaluation
Age	.02	.08	NS
Sex	.71	3.90	S
Civil Status	.01	.04	NS
Educational Attainment	.05	.19	NS
No. of Employees Supervised	.05	.19	NS
In-Service Training	.02	.08	NS
No. of Years in Present Position	-.34	1.40	NS
Monthly Income	-.22	.86	NS
Performance Rating	-.18	.71	NS

Tabular t value for  $r = .05$  and  $df = 15 = 1.75$

Legend: NS = Not Significant      S = Significant

## **Chapter 5**

### **SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

This chapter contains the summary of findings, conclusions and recommendations of the study.

#### **Summary of Findings**

The findings of the study are herein presented vis-à-vis the specific questions and null hypotheses already stated.

Based on the data gathered, the following results were obtained:

1. The average age of the LTO district officers in Eastern Visayas was 50 years with a standard deviation of 11.2 years. Majority of the district officers were male comprising 82.35 percent and the remaining 17.65 percent were females. Of the 17 district officers, 88.23 percent were married, while only 5.88 percent were either widower or single. As regards educational qualification, majority of them were holder of bachelor's degrees compromising 76.47 percent. The average number of trainings a district officer has was

12 trainings while the average number of years of work experience of the officer in his present position was 7 years with a standard deviation of 7.6 years. The monthly income of the officer was P17,000 with a SD of P2,496. In terms of performance rating, the district officers obtained very satisfactory rating.

2. The clientele and rank and file employees assessed the management competency of the district officers on their operational functions namely motor vehicle registration, as "moderate competent" as evidenced by the grand means of 3.46 for the clientele rating and "highly competent" as evidenced by the grand mean of 3.53 for the rank and file employees rating.
3. Both groups of respondents assessed the management competency of the district officers on their operational functions namely issuance of drivers and conductors licenses, law enforcement, and adjudication of apprehension case as " highly competent" as evidenced by their grand means representing the clientele and rank and file employees ratings; viz: 3.54 and 3.74 for issuance of licenses; 3.78 and 3.78

for law enforcement and 3.56 and 3.88 for adjudication of apprehension cases.

4. In comparing the perceptions of the clientele and rank and file employees relative to the management competency by district officers, the computed t value was 1.56 which was lesser than the critical t value of 2.45 at .05 level of significance with  $df=6$ . Thus, the hypotheses comparing these two variates was accepted.
5. The relationship between management competency of district officers and each of the selected variates are described below:
  - 5.1 The study showed a direct law relationship between sex, training attended, years in present position, performance rating and the district officers operational function on motor vehicle registration. There is a negative non-significant correlation between age, civil status, number of employees supervise, monthly income and the some operational function. There is a significant relationship between educational qualification and the district officers operational function on

motor vehicle registration as manifested by a correlation coefficient of 0.48 and at value of 2.12.

5.2 There is no significant relationship between age, sex, civil status, number of employee supervise, trainings attended, years in the present position, monthly income, performance rating and the district officers operational function on issuance of drivers and conductors licenses. However, there is a significant relationship between educational qualification and the district officers competency on issuance of licenses as reflected by a correlation coefficient of 0.53 and s' computed t value of 2.42.

5.3 The study showed no significant relationship between sex, civil status, number of employee supervise, training attended, monthly income and the district officers competency on law enforcement. But, there is a significant relationship between age, educational attainment,

number of years in present position and performance rating and the district officers competency on law enforcement.

- 5.4 The study showed no significant relationship between age, sex, civil status, number of employee supervise, trainings attended, number of years in present position, monthly income, performance rating and the district officers competency on adjudication of apprehension of cases. However, there exist a significant relationship between educational attainment and district officers competency on adjudication of apprehension of cases as manifested by a correlation coefficient of 0.46 with a computed t value of 2.01 at .05 level of significance with 15 df.

6. The relationship between the management styles and some district officers' related variates are described as follows:

- 6.1 There is a negative non-significant, low to moderate relationship between the district

officers autocratic style of management and sex, civil status, educational attainment, number of employees supervise, training attended, years in present position and monthly income. However, there is negative significant relationship between the district officers autocratic style of management and their age and performance rating.

- 6.2 There is a moderate relationship between the district officers compromiser style of management and their sex and number of years in present position. The correlation coefficient of 0.59 and -0.51 respectively are significant at 0.05 level. However, there is no significant relationship between the district officers compromiser style of management and their age, civil status, educational attainment, number of employees supervise, training attended, monthly income and performance rating.

- 6.3 There is a direct and moderate relationship between the district officers executive style of management and their age and sex as reflected by



a correlation coefficient of 0.79 and 0.46 and a computed t value of 4.99 and 2.01 respectively. There is no significant relationship between the district officers executive style of management and their civil status, educational attainment, number of employees supervise, training attended, years in present position, monthly income and performance rating.

- 6.4 The study showed no significant relationship between the district officers developer style of management and their age, 6.5 There is a direct and high relationship between the district officers bureaucratic style of management and sex with a correlation coefficient of 0.71 and a computed t value of 3.90 at 0.05 level of significance. There is no significant relationship between the district officers bureaucratic style of management and their age, sex, civil status, educational attainment, number of employees supervise, training attended, number

of years in present position, monthly income and performance rating.

- 6.5 Corollary to this study, the researcher was able to develop management development program for five days which could be of help to the district officers for better delivery services to the public. The management program is an offshoot of the assessment of the management competency and management style of the district officers. Since the results of the present study were moderately and highly competent, the training program could help them strengthen their operational functions and management style.

### **Conclusions**

The following conclusions were drawn on the bases of the findings of this study:

1. A typical LTO district officer in Eastern Visayas during the fiscal year 2000-2001 is 50 years old, married, a bachelor's degree holder, 12 in-service training attended, 7 years in present position, with monthly income of P17,000 and has a very satisfactory rating.

2. The district officers are "moderately competent" in motor vehicle registration and possessed "high competence" on the issuance of drivers and conductors licenses, law enforcement and adjudication of apprehension cases as perceived by the clientele and rank and file employees.

3. There are no significant differences on the perceptions of the clientele and rank and file employees relative to the management competency of the district officers along the four operational functions such as motor vehicle registration, issuance of licenses, law enforcement and adjudication of apprehension cases.

4. Among the district officers' related characteristics that influenced management competency were educational qualification on four operational functional, age and number of years in present position in terms of law enforcement.

5. All the identified variates that did not correlate with management competency of the district officers are sex, sex, civil status, educational attainment, number of employees supervise, training attended, number of years in present position, monthly income and performance rating.

Further, the degree of need for these competencies is not necessarily influenced by the foregoing district officers' related variates.

6. Among the district officers related variates that correlated significantly with their management style are: age and performance rating for autocratic; sex and number of years in present position for compromiser; age and sex and present position for executive; and sex for bureaucratic.

7. The district officers need to undergo a training program on management competencies and styles to enhance their management and leadership effectiveness skill and help improve district performance. A similar program should also be made available to qualified employees and may be adopted as basis for recruiting prospective district officers.

### **Recommendations**

In the light of the findings and conclusions of the study, the researcher recommends the following:

1. To improve the district officers competencies from moderate and high competent to extremely competent, LTO

Region 08 should provide a Managerial In-service Training Programs with emphasis on the enhancement of district officers competencies in their operational functions and management style. Likewise, qualified personnel should be given a similar program to prepare them for promotion to district officer.

2. In as much that educational qualification correlates significantly with competency, district officers and future district officers should be encouraged through incentive to grow professionally by pursuing graduate studies.

3. Another study of this kind may be conducted to correlate the management competency/ leadership skills and personality traits in order to know other factors that would make successful and effective managers in which the respondents are not only limited to LTO officials but also those coming from other agencies of the government.

4. A follow-up study may be undertaken to analyze the effect of the Management Competency Training Program among the district officers.

## Chapter 6

### A TRAINING PROGRAM DESIGN FOR LTO DISTRICT OFFICERS

#### Rationale

The training program is designed to reorient LTO district officers on the different operational functions and management styles that they can adopt in managing the operations of their respective district offices. This is of great importance since LTO district officers have certain requirements and expectations from his subordinates. The style of managing or leading his staff and personnel will affect ultimately the kind of effort or output each personnel puts forth.

Everyone is in a continuous process of growing and developing even outstanding managers do. The data elicited by the two instruments - Management competency on operational functions and Management styles apparently project highly and moderately competent indices about the district officers involved in this study. The areas where the respondent scored the lowest were used as bases for designing an enhancement program

for district officers. Such areas lay in motor vehicle registration. However, based on the researcher's interview and observations, there is really a need of the district officers and future district officers to enhanced in their competencies on operational functions such as motor vehicle registration, issuance of licenses, law enforcement and adjudication of apprehension of cases as well as their management styles.

Considering that the district officers were generally rated moderately and highly competent by their clientele and rank and file employees, one cannot agree with a general observation that performance evaluation may not be reliable because self-evaluation instruments yield higher ratings than actual performance. In this case it was found out by the researcher that a general enhancement on these competencies can be made to the district officers although they were rated high in four operational functions and management styles. It is because everyone is in continues process of growing and developing even outstanding managers do.

### Objectives

At the end of the five-day training, the LTO district officers are expected:

1. To improve skill competency along their four operational functions and management styles.

2. To acquire skills in conducting action research particularly along the following topics:

- 2.1 Need for action research as a tool to solving management problems

- 2.2 Meaning, nature, characteristics of action research

- 2.3 identifying potential action research on leadership style problems

- 2.4 Research designs / process and procedures

- 2.5 Instrumentation

- 2.6 Validating research instrument

- 2.7 Writing the action research proposal

- 2.8 Writing the action research report

- 2.9 Research development



### Training Program Content

Based on the objectives of the training program, the different operational functions and management styles are outlined. These are presented in a matrix in order to include the specific objectives, strategies used, and the time allocation for the different activities. Table I shows a training program design for LTO district officers in Eastern Visayas.

### Resources

#### **A. Human Resources**

Personnel:	Role / Function
Training team: facilitate experiences	To write / develop and The topics/ Learning
LTO Central / Regional Office : absorption by during training	To help in the easy the participants program exercise
Targeted LTO district officers facilitate like:	: To provide

In Eastern Visayas  
decent venue

- Comfortable /  
- Equipment / tools

### B. Instructional Material

Item	:	Quantity
Pentel pen		20 pieces
Chalk		2 boxes
Writing board		2 pieces
Cartolina		40 pieces
Bond paper		2 reams
Hand outs		
* Leadership style,		
Administrative Kits		36 pieces
* Supervisory style,		
Supervisory Kits		36 copies

### C. Fiscal Management

Proposed budget for a four-day training program for  
LTO district officers in Eastern Visayas:

#### a. Board and Lodging

Three (3) members of the  
training team at P300.00

pesos per head per day

P 3,600.00

## b. Transportation Allowance

Three (3) members of the  
training team at P20,000  
pesos per head

24,000.00

## c. Materials

Pentel pen (12 pcs.)	P20.00
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Chalk ( 2 boxes)	80.00
------------------	-------

Cartolina (24 pcs.)	200.00
---------------------	--------

Bond Paper (3 reams)	390.00
----------------------	--------

Hand outs (36 copies)	800.00
-----------------------	--------

Certificate (36 copies)	700.00
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## d. Miscellaneous expenses

Honoraria of Resource Speakers	3,000.00
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**Strategy of Implementation**

## A. Pre-Implementation Activities

1. Conference with the LTO Regional Director in  
Easter Visayas should be arranged to make him realize  
the need for such a training and funding program.

2. Seek official permission and funding from the LTO Central office for the conduct of this training program. A memorandum will be submitted to be disseminated to the field regarding the following:

a. Schedule for the conduct of training program.

b. participants who will attend the training program

c. Venue for the training program

3. Conference with the members of the training team to appraise them of the training objectives.

4. Preparation/construction of needed instructional materials.

#### B. Delivery Mechanism

This will be in five-day training program to be conducted at the Regional Office for its delivery mechanism, groups dynamic and other methodologies will encourage and stimulate the participants to see the relationship and effects on them.

The district officer will be given one week before the seminar-workshop. The suggested time table for the

training program could be made flexible such that longer periods of training could be adopted, when needed.

In the type of group related activities, invitation of a resource person or professional who has expertise and experience on the subject matter can be made to enrich the session. As culminating and enrichment activities, field trips to the outstanding district officers can be arranged and organized to reinforce and supplement one (1) learning.

The seventeen (17) LTO district and extension offices in Eastern Visayas are as follows.

Composition of LTO District and Extension offices

1. Baybay Extension Office
2. Borongan District Office
3. Calbayog, City District Office
4. Carigara District Office
5. Catbalogan District Office
6. Catarman District Office
7. Guiuan Extension Office
8. Laoang Extension Office
9. Maasin City District Office

10. Naval District Office
11. Ormoc City District Office
12. Palompon District Office
13. San Juan District Office
14. Tabango Extension Office
15. Tacloban City District Office
16. Tacloban City Extension Office

#### **Evaluation**

The evaluation instrument will be developed cooperatively of the training team. The evaluation will focus on:

- a. Training program design
- b. Instructional effectiveness
- c. Extent of participant's learning

**Reading No. 1****MOTIVATION**

A manager or any head of an office can inspire, encourage and impel to make required action if he has the ability to understand the individual motives of his subordinates.

Thus, motivation to the employees is an important factor that may be employed by any leader of an organization so as to aroused the interests of his subordinates in order to carry out an over all participations of the whole members of the group for the purpose of achieving the goals and objectives of the organization.

Motivating the employees on the concept of money value, salaries or wages in relation to their positions will have a positive reactions on their parts as it will be cleared in their mind that a higher salary reflects to a higher position and precisely with a bigger privileges in the group among members of the organization.

To the management, as well as to the workers, therefore the point of reference or departure is the rate or salary of job. The wage level of an office or company in the private industry compared to the same offices of the same nature or level of other companies in industry provides a point factor for society. Thus, wage differentials performs a social function as they help in determining social status within the work group.

This point coincides with Chamberlain's opinion: Although often there are characteristics of the jobs themselves, which makes certain jobs more prestigious than others, the wage rates attaching to them in part symbolize and in part create the social distinctions in the group.

The workers interests in wage rates is based not only on what they stand for; Where they rank him relative to others in the social scale.

What is more important therefore, "It is not the absolute level of the wage, but its level relative to the wage rates of others with whom the worker thinks he should be compared. "For strong social relations are



built up around existing wage differentials. Thus, one job may be regarded as better than another simply because it is paid more. The question, however, whether it is worth more or not may be more important to the job analyst than to the workers. Thus, the prestige, of a promotion secured after many years of waiting can be destroyed by re-evaluation of jobs.

## Reading 2

**VALUE FOCUS: RECOGNITION****Introduction**

Man needs recognition. A manager or head of an office as a human being always wanted to be recognized and respected. He wants that for every action he should be admired by his peers. He should always be noticed for every undertaking he does with favorable acceptance from the member of the group.

Objective: At the end of the activity, you are expected to acquaint yourself with the four LTO Operational functions, viz:

1. Motor vehicle registration
2. Issuance of Licenses
3. Law Enforcement
4. Adjudication of apprehension cases

Period: 5 hours and 25 minutes

Materials: Manila paper, Chalk and Chalkboard,  
Whiteboard,

Board marker, Projector and

Handouts on Motor Vehicle Registration process.

**PROCEDURE**

Activity: 1. Display the Manila paper on the chalkboard indicating the motor

vehicle registration requirements.

1.1 Explain to the participants the importance of said requirements in the Motor Vehicle Registration process.

1.2 Write the disadvantages if the motor vehicle will not be registered on time.

2. Write 4 alternatives your co-employees say about your

accomplishment less or great.

3. Allow time for sharing with one another within the group.

**Analysis:**

1. How did you feel when somebody did not recognize your work, less or great?

2. Can you work without recognition? Why? And How?

3. What implications to your work did the activity gave?

4. Did you learn? What are those?

Abstraction:

1. Lecturrete: "A systematic, serious and continual effort to place people right, "Dhucher said, "is a pre-requisites to his motivation."

2. Reading: "Morale in both in index of a sound employment situation and a positive means of building an efficient organization."

**Reading No. 3****VALUE OF RECOGNITION**

Recognition: this is an act intended by anybody or any agency to any individual who excel on the performance of his prescribed tasks and functions relative to this job in a form of rewards in terms of what ever distinction that may be awarded to him in the future.

This is the usual practice of our LTO Regional Office No. 8 at Tacloban City where the Regional Director have to choose the peak performer o the year among the employees in Region 8 we celebrated the Christmas Party participated by the employees as a token to his rare achievement in his career. The award which may be in terms of cash is a form of recognition to the employee of his peak performance by the top management in helping him built up his image in the recognition where he belongs.

And in turn, this citation or award given to an employee will serve as a tool to his promotion, which only indicates that the recognition given to him by the

management had been greatly valued in terms of his timely promotion in the organization.

#### Rewards:

Classical theories of motivation contend that the behavior of individuals is motivated by the desire to gain rewards and to avoid punishments. More so, these types of motivation enables the individual to control and discipline himself in adjusting the call of circumstances surrounding the atmosphere of the group where he belongs.

In the field of business, rewards for efficient and peak performance and increased in productivity may come in a number of forms, one of which is promotion in rank and salary. Another is just an act of appreciation, citing for the achievement of an individual. However, seniority and across-the-board promotions work as a disincentive to many deserving employees, especially when promotions are made other than on the basis of merit.

**Reading NO. 4****A WIINER'S BLUEPRINT FOR ACHIEVEMENT**

Believe while others are doubting.  
Plan, while other playing.  
Study, while others are sleeping.  
Decide while others are delaying.  
Prepare, while others are dreaming.  
Begin, while others are wishing.  
Save, while others are wasting.  
Listen, while others are talking.  
Smile, while others are pouting.  
Commend, while others are criticizing.  
Persist, while others are quitting.

William Arthur Ward

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**APPENDICES**

## Appendix A

Republic of the Philippines  
SAMAR STATE POLYTECHNIC COLLEGE  
Catbalogan, Samar

July 11, 1998

**DR. EUSEBIO T. PACOLOR**  
Dean of Graduate Studies  
Samar State Polytechnic College  
Catbalogan, Samar

Sir:

In my desire to start writing my thesis proposal, I have the honor to submit for approval one of the following research problem, preferably number 1:

1. "THE MANAGEMENT OF LAND TRANSPORTATION DISTRICT OFFICES IN REGION 8: ITS IMPLICATION TO POLICY RE-DIRECTION"
2. "EFFECT OF REGIONAL LEVEL PRODUCTION OF LAMINATED DRIVERS AND CONDUCTOR LICENSES CARD IN THE LAND TRANSPORTATION OFFICE"
3. "CONVERSION OF LTO SAN ISIDRO EXTENSION OFFICE INTO AN LTO REGULAR AGENCY"

Anticipating your most favorable approval on this behalf.

Respectfully yours,

(SGD) **JAIME B. NABONG**  
(*Researcher*)

APPROVED:

(SGD) **EUSEBIO T. PACOLOR, Ph. D.**  
*Dean, Graduate & Post-Graduate Studies*



## Appendix B

Republic of the Philippines  
SAMAR STATE POLYTECHNIC COLLEGE  
Catbalogan, Samar

SCHOOL OF GRADUATE STUDIES

APPLICATION FOR ASSIGNMENT OF ADVISER

NAME: NABONG JAIME BACUETES  
(Surname) (First Name) (Middle Name)

CANDIDATE FOR DEGREE: Ph. D.

AREA OF SPECIALIZATION: EDUCATIONAL MANAGEMENT

TITLE OF PROPOSED THESIS/DISSERTATION: "MANAGEMENT OF  
LAND TRANSPORTATION DISTRICT OFFICES IN REGION 8: ITS  
IMPLICATION TO POLICY RE-DIRECTION"

(SGD.) **JAIME NABONG**  
*Applicant*

(SGD.) **EUSEBIO T. PACOLOR, Ph. D.**  
*Name of Designated Adviser*

APPROVED:

(SGD.) **EUSEBIO T. PACOLOR**  
Dean, Graduate Studies

*In 3 copies: 1<sup>st</sup> copy - for the Den  
2<sup>nd</sup> copy - for the Adviser  
3<sup>rd</sup> copy - for the Applicant*

## Appendix C

Distribution of Respondents  
Per LTO District Offices

LTO District Offices	Rank-and File	Clientele	Total	Percentage
1. Borongan District Office	7	17	24	6.17%
2. Babay Extension Office	3	15	18	4.63%
3. Calbayog, District Office	9	23	32	8.23%
4. Carigara, District Office	6	17	23	5.91%
5. Catbalogan District Office	6	17	23	5.91%
6. Catarman District offices	8	17	25	6.43%
7. Guiuan Extension Office	3	10	13	3.34%
8. Laoang Extension Office	3	10	13	3.34%
9. Maasin City District Office	9	25	34	8.74%
10. Naval District office	5	17	22	5.66%
11. Ormoc City District Office	13	27	40	10.28%
12. Palompon District Office	5	15	20	5.14%
13. San Isidro Extension Office	2	10	12	3.08%
14. San Juan District Office	4	15	19	4.88%
15. Tacloban City District Office	12	27	39	10.03%
16. Tabango Extension Office	2	10	12	3.08%
17. Tacloban City Extension Office	3	17	20	5.14%
TOTAL	100	289	389	100%

**A TRAINING PROGRAM DESIGN FOR LTO DISTRICT OFFICERS  
IN EASTERN VISAYAS**

DAY TIME FRAME	ACTION/TOPIC	SPECIFIC OBJECTIVES	OUTPUT	METHODOLOGY	RESOURCES NEEDED
DAY 1 AM 8:00 -9:00	REGISTRATION		LIST OF PARTICIPANTS		Registration forms, ID Cards, Pentel pen
9:00-9:30	ORIENTATION	To orient participants with the rationale and objectives of the training	Participants oriented with the rationale add the training objectives	Lecture/Discussion	Chalk and chalkboard, White Board, Board Marker, Projector
9:00-9:45	B R E A K				
9:45-12:00	Motor-Vehicle Registration	To know the steps in the motor vehicle registration process	District Officers gain skills in the registration process of motor vehicle	Lecture/Discussion	Handouts copies on motor vehicle registration process
12:00-1:00	N O N B R E A K				
1:00-2:30	Motor Vehicle Registration	To know the steps in the motor vehicle registration process	District Officers gain skills in the registration process of motor vehicle	Lecture/Discussion	Handouts copies on motor vehicle registration process
2:30-3:00	B R E A K				
3:00-4:00	Motor Vehicle Registration	To evaluate the documents presented by the registrations	District Officers gain skills in the registration process of motor vehicle	Exact date of the authenticity of the documents presented	Sample copies of registration requirements
4:00-5:00	Approval of Motor Vehicle registration application	How to approve the motor vehicle registration application	District Officers gain skills in the registration process of motor vehicle	Lecture/Discussion	Sample copies of support documents in the motor vehicle registration

# Appendix E

## A TRAINING PROGRAM DESIGN FOR LTO DISTRICT OFFICERS IN EASTERN VISAYAS

DAY TIME FRAME	ACTION/TOPIC	SPECIFIC OBJECTIVES	OUTPUT	METHODOLOGY	RESOURCES NEEDED
DAY 2 AM 8:00 - 8:30			Roll Call		
8:30-9:00	Issuance of Drivers and Conductors Licenses & Student Permits	To know the steps in the Issuance of Driver's and Conductors Licenses & Student Permits	District Officers appraised on the Issuance of Drivers and Conductors Licenses & Student Permits	Lecture/Discussion	White Board, Board Marker, Projector
9:00-10:00	Issuance of Drivers and Conductors Licenses & Student Permits	To know the requirements of Driver's and Conductors Licenses & Student Permits	District Officers fully appraised of the requirements of Drivers and Conductors Licenses & Student Permits application	Lecture/Discussion	Samples copies of the requirements, White Board, Board Marker, Projector
10:00-10:30	B R E A K				
10:30-12:00	Issuance of Drivers and Conductors Licenses & Student Permits	To evaluate documents presented in the Issuance of Driver's and Conductors Licenses & Student Permits	District Officers gain skills in the evaluation of documents in support for the Drivers and Conductors Licenses & Student Permits application	Lecture/Discussion	Sample copies documents required in the Issuance of Drivers and Conductors Licenses & Student Permits
12:00-1:00	N O N B R E A K				
1:00 - 3:00	Issuance of Drivers and Conductors Licenses & Student Permits	To examine the authenticity and validity of the documents presented	District Officers gain skills on the examination of authentic documents	Examination appraisal of the sample documents	Copies of sample documents
3:00 - 3:30	B R E A K				
3:30 - 5:00	Approval of Drivers and Conductors Licensed & Student Permits	To determine the authenticity and validity of the documents presented	District officers approved the application of Drivers and Conductors	Affixing the District Officers signature and the approved application papers	Application papers of Drivers and Conductors Licenses & Student Permits

			Licenses & Student Permits	
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# Appendix F

## A TRAINING PROGRAM DESIGN FOR LTO DISTRICT OFFICERS IN EASTERN VISAYAS

DAY TIME FRAME	ACTION/TOPIC	SPECIFIC OBJECTIVES	OUTPUT	METHODOLOGY	RESOURCES NEEDED
DAY 3 AM 8:00 - 8:15	OPENING PROGRAM	To set the mood of participants for the day	Ready for the day		
8:15-10:15	Actual research as a tool to solving management problem	To determine action research as a tool in solving management problem	Applicants of action research	Lecture/Discussion	White Board, Board Marker, Projector
10:15 - 10:30	B R E A K				
10:30 - 12:00	Heading, nature, characteristics of action research	To identify potential action research problem to demonstrate research design Process and procedures	Guidelines in Preparing action research		
12:00-1:00	N O O N B R E A K				
1:00-2:30	Potential action research problem / Research design process and procedures	Identify potential action research problem / To demonstrate research design / Process and Procedures	Application of potential action research skills needed in research design Process	Creative presentation / Lecture discussion	Visual aide, White Board Board marker, Projector
2:30 - 3:30	Instrumentation Valid action research instruments	To apply skills in process and procedures, observing and critiquing to determine the validity of the research instrument	Acquired skills in research instrumentation process, observing and critiquing Skills in validating research instrument	Practicum Critiquing Group discussion	Coupon bond, White board Board marker Projector
3:30 - 5:00	Writing the action research proposal / Writing the action research	To enhance skills in process and procedures, observing and critiquing To determine the validity of the research instrument	Enhance in writing the action research proposal / action research reports	Lecture Discussion / Practicum	White board Board Marker Projector

# Appendix G

## A TRAINING PROGRAM DESIGN FOR LTO DISTRICT OFFICERS IN EASTERN VISAYAS

DAY TIME FRAME	ACTION/TOPIC	SPECIFIC OBJECTIVES	OUTPUT	METHODOLOGY	RESOURCES NEEDED
DAY 4 AM 8:00 - 9:00	Registration		List of Participants		Projector
9:00 - 9:30	Orientation	To orient participants with the rationale and objectives of the training	Participants oriented with the rationale and the training objectives	Lecture/Discussion	Registration forms, ID Cards, Pentel pen, White board, board marker
9:30 - 9:45	B R E A K				
9:45- 12:00	LTO District Officers as consultative leaders	Acts without consulting persons under him	District officer gain skills in consultative of leadership	Lecture/Discussion	Mimeographed copies of Leadership style of LTO district officers
12:00-1:00	N O O N B R E A K				
1:30-3:00	LTO District Officers as compromiser leaders	Recognized the advantaged of being oriented to both task and relationship	District officers gain skills in consultative of leadership	Group discussion	White Board Board marker, Projector
3:30 - 5:00	LTO District Officers as Executive leaders	Sets high performance and arouses participation and obtain commitments	Problem Issues doubts answered	Open forum	White board Board marker Projector

## Appendix H

### A TRAINING PROGRAM DESIGN FOR LTO DISTRICT OFFICERS IN EASTERN VISAYAS

DAY TIME FRAME	ACTION/TOPIC	SPECIFIC OBJECTIVES	OUTPUT	METHODOLOGY	RESOURCES NEEDED
DAY 5 AM 8:00 - 8:15	Opening Program	To set the mood of participants for the day	Ready for the day	Assigned to learning topic for the day	Projector
8:15 - 10:15	Research Development	To encourage and supports LTO district officers to conduct action research to solve their management problem	Applicant of acquire skills in research development	Lecture/Discussion	Coupon bond
<b>B R E A K</b>					
10:15 - 10:30					
10:30 - 12:00	Wrap-up	To clear the problems Issued/ concerned / Doubts on objectives of the training	Application of acquired skills in research development	Open forum	White Board Board marker, Projector
<b>N O O N B R E A K</b>					
12:00-1:00					
1:00-3:00	Evaluating of Training	To determine how cost effective and successful of the training	Evaluation of Questionnaire	Answering of questionnaire	Questionnaire - checklist
3:00 - 5:00	Closing Program				Certificate of appearance participation

**Appendix I**  
**A TRAINING PROGRAM DESIGN FOR LTO DISTRICT OFFICERS**  
**IN EASTERN VISAYAS**

DAY TIME FRAME	ACTION/TOPIC	SPECIFIC OBJECTIVES	OUTPUT	METHODOLOGY	RESOURCES NEEDED
DAY 6 AM 8:00 - 8:15	Opening Program	To set the mood of participants for the day	Ready for the day	Assigned to learning topic for the day	Projector
8:15 - 10:15	Developer style of leadership	To develop the talents of others	Assessment of persons under an organization	Group discussion	White board Board marker
10:15 - 10:30	B R E A K				
10:30 - 12:00	Bureaucratic style of leadership	To follow organizations rules and order's policies exactly	LTO District Officer development plan	Lecture/Discussion	White Board Board marker,
12:00-1:00	N O O N B R E A K				
1:00-5:00	Practicum Return Demonstration	To apply skills in leadership style, observing and critiquing	Application of acquired skills in leadership style	Assigned Learning teams	



### ***CURRICULUM VITAE***

Name : **Jaime B. Nabong**  
 Address : Guindapunan, Catbalogan, Samar  
 Place of Birth : Calbiga, Samar  
 Date of Birth : October 10, 1943  
 Present Position: Supervising Transportation  
                             Regulation Officer  
 Station : LTO, Naval District Office  
                             Naval Biliran  
 Civil Status : Married

### **EDUCATIONAL BACKGROUND**

Primary           Calampong Barrio School  
                     Calampong Pinabacdao, Samar  
                     1954-1964  
  
 Elementary       Calbiga Central Elementary School  
                     Calbiga, Samar  
                     1958-1964  
  
 Secondary         Samar School of Arts And Trades  
                     Catbalogan, Samar  
                     1960-1964  
  
 College           Toledo Junior College  
                     Toledo City  
  
 AB Units          Araneta University Foundation  
                     Caloocan City, 1966  
  
 AB Units          Samar College  
                     Catbalogan City, 1972

AB Graduate      Sacred Heart College  
Catbalogan City, 1978

BSC Units      Leyte Colleges  
Tacloban City, 1978

LLB Graduate      Leyte Colleges  
Tacloban City  
1980 - 1985

#### POSITIONS HELD

Checker      Atlas Consolidated Mining and  
Development Company  
Toledo City, 1966

Tractor  
Operator      Atlas Consolidated Mining and  
Development Company  
Toledo City, 1966

Chief of  
Police      San Jose De Buan, Samar  
1969 - 1974

Accounting  
Clerk      Agricultural Credit Administration  
Catbalogan Agency  
Catbalogan City, 1979

Clerical Aide      Sangguniang Panlalawigan  
Catbalogan City, 1979

#### HONORS AND AWARD RECEIVED

Graduate  
with Honors      Primary and Elementary  
Education, 1958 and 1960

Furniture and  
Cabinet Maker  
of the Year      Samar School of Arts and Trades, 1964

Law Enforcer  
of the Year      LTO Region 8  
                    Tacloban City, 1990

Top Grosser  
of the Year      LTO San Isidro Extension office  
                    San Isidro, Northern Samar

Top Law Enforcer  
of the Year      LTO San Isidro Extension Office  
                    San Isidro, Northern Samar

#### **TRAINING / SEMINAR AND WORKSHOPS**

OJT on Apprehension and Reporting System

On The Law Enforcement And Adjudication of  
Apprehension Case held in LTO Central Office,  
East Avenue Quezon City, Nov. 15-31, 1991

Trainors Training Methodology Course held in DILG  
Function Room, Department of Interior and  
Local Government Office, Ormoc City, Nov. 24-26,  
1999

Seminar Workshop on How To Combat Crime  
In The Locality held at Camp Lucban Maulong,  
Catbalogan, Samar

The New Concept of Motor Vehicle Registration held at  
Las Arenas, Tacloban City

How To Inspect The Delivery of Materials held at COA  
Training Center Candahug, Tacloban City

Driver's Examination Seminar Workshop held at LTO  
Tacloban City

Driver's Preventive Seminar Workshop held at Camp  
Maulong, Catbalogan, Samar

Director's Conference Workshop held in Iba Zambales  
Regional Conference Workshop on Personnel  
Administration held at GSIS Conference Room,  
Tacloban City June 23, 1992

Orientation Seminar On Traffic Rules & Regulations  
(MC-89-105) held at LTO Region 8, Tacloban City, May  
10, 1991

Administrative Discipline And Investigation Techniques  
Seminar held at LTO Central Office, May 25-27

#### CO-CURRICULAR ACTIVITIES

Vice President For Visayas	Administrative Discipline And Investigative Techniques Seminar 1993 Officer
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Vice President	Graduate And Post Graduate
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