

Original Article

Managerial Capability of the Heads of Offices in Selected Offices of the Municipality of Catarman, Northern Samar

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Abstract - This study aimed to determine the managerial capability of the heads of offices in the Municipal Government of Catarman, Northern Samar. It sought to answer the problems under consideration in terms of the profile of the respondents, the extent of the respondents' managerial functions, the managerial capability of the respondents in terms of personal, interpersonal, and intellectual abilities. Data were treated statically using frequency and mean distribution. A greater percentage of the respondents were age range 4-29 years, the oldest group of the respondent was age ranged 50 years, and above, the majority are a male and married group of respondents in this study. Most are college graduates or BS degree holders. A majority of the respondents rendered 22-26 years. Six items were identified in this study, namely: planning, organizing, staffing, directing, coordinating, and budgeting. Almost all of these managerial functions were rated that they often used by the respondents. However, one item in staffing was rated sometimes used in terms of promoting regularly, rewards personnel or organize personnel satisfactorily, prescribing pertinent reports required from the different units of organization, and seeks the assistance of a financial expert is the organization to plan the budget. Services were "often" manage and functioning except on which were rated "sometimes." In terms of personal abilities, two items were rated "average" while the other eight (8) items were rated "high." Interpersonal abilities of the managerial capability all of the five item-indicators were rated "high" same with intellectual ability; others were "average." Five items in this area were considered in the evaluation all of these items were "high," indicating that at first, there must be a willingness to listen to different points of view before coming to a decision, being able to develop and use a network of colleagues to help solve key workplace problems and being motivated on great things. Nine items were considered basis in this evaluation, and out of this items, five (5) were rated high as manifested with the mean score, while the rest were rated on the

"average" and this item includes the ability to use previous experience to figure out what is going on when a current situation takes an unexpected. Out of the nine-item indicators, five (5) were rated high as compared to four (4) items which were rated on average. There were six identified areas of concerns problems they have encountered, namely: political pressure, compare system, bypassing, lack of funds, keeping with skills and technological problems, and administration relation with labor. All these identified problems were rated serious as perceived by the respondents. Continuing education and a proper attitude are necessary for a government position. For an effective manager or head of the office, they have to plan their work. Planning is a means for setting performance expectations and goals for groups and individuals to channel their efforts towards achieving organizational objectives. It is expected that bosses must understand to the subordinates, strict in terms of work, cleanliness, and orderliness. Everyone must be honest and dedicated to work and not to any political person's application. Clear and precise communications must be the focus of the job. It is true that a leader should always set a leader by a good example. More training must be provided by the management, responsive to the basic need to employees' job and with standard salary. Adopt a new system of management, mutual respect between the office head and the employees, with the manifestation of professionalism at all times. Priorities in any development agenda must be given the highest latitude of discretion and decision-making. A visionary individual is one of great opportunity and success in his life as a public service employee. All these indicators were rated "often" and commonly applied in management practice. The data also reflect the managerial capabilities in terms of personal, interpersonal, and intellectual abilities of the respondents, in which case two has been rated "high." However, in terms of intellectual abilities, it was rated "average," which means that with all the undertakings used in this study, they were in the



median condition or within the premises of an average performance.

Keywords - managerial capabilities, Functions, Interpersonal abilities, Heads of office, Performance

I. INTRODUCTION

Even though most people enter the workplace as technical experts and specialists, sooner or later, they advance to positions of initial responsibility and for sure exercising managerial functions inherent in his office which he/she is dependent on his managerial capability.

Usually, managerial functions management techniques such as the principles of planning, organizing, staffing, directing, coordinating, and budgeting or with the acronym (POSDCORB). The first job in management typically involves serving as a team leader or supervisor – someone in charge of a small workgroup composed of workers, staff, and the top management themselves. A first-line manager should be adept in dealing with his people in the work environment, his managerial capability anchored on personal, interpersonal, and intellectual abilities, which vary in application to meet the desired designations department head, group leader, and unit manager, or as in the head of an academic department in a state university.

In every organization, the need for a skilled and capable administrator or executive is inevitable because not only will he manage his subordinates, but he will also serve the entire where he is urged to play his duties and responsibilities. The outcomes of the problems the administrator encountered will depend on the ability to make decisions and the styles or strategies he applied to come up with such objectives. If they would be discrepancies in his job, probably, all the blame is thrown at him.

When we say capability, if it is the ability of the managers to create a strong workplace and culture that facilitates the employee to grow and engage and at the same time business goals and objectives are achieved. It includes leadership qualities, collaborative decision-making, and nurturing creativity and innovation.

On the other hand, as ahead of an office, it should be expert in a sense that he will know on planning, organizing, staffing, directing, coordinating, recording and budgeting, head of the office are charge of responsibilities of taking actions that he will make it possible for individuals to make their best contributions to group activities. Ahead of office is one who exercises authority and leadership over the personnel. More important is the head of the

office's capacity to settle disputes among his subordinates.

With his awareness in mind, the researcher, who is a public administration student, focused her paper on providing the knowledge about their managerial capabilities; hence, they could be able to strengthen and enhance their one way of administering and the way he rendered service not only the people alone but also in an organization.

II. OBJECTIVES OF THE STUDY

The main purpose of the study is to determine the managerial capability of the heads of office in the municipal government of Catarman, Northern Samar, as perceived by the respondents in this study.

Specifically, it aimed to:

1. determine the socio-demographic profile of the heads of office in the Municipal Government of Catarman Northern Samar. In terms of:
 - 1.1 age
 - 1.2 Sex
 - 1.3 Civil Status
 - 1.4 Educational Attainment
 - 1.5 Length of Service
 - 1.6 pieces of training and seminars attended
2. to distinguish the extent of the managerial functions of the respondents in terms of:
 - 2.1 Planning
 - 2.2 Organizing
 - 2.3 Staffing
 - 2.4 Directing
 - 2.5 Coordinating
 - 2.6 Budgeting
3. to determine the managerial capability of the head of the office of the municipal government of Catarman, Northern Samar. In terms of:
 - 3.1 Personal abilities
 - 3.2 Interpersonal abilities
 - 3.3 Intellectual abilities
4. to identify those problems encountered by the head of the office in the municipal government of Catarman, Northern Samar.
5. to know the recommendation for an effective managerial capability of the head of the office in the municipal government of Catarman, Northern Samar.

III. METHODOLOGY

This study was conducted in Catarman, Northern Samar. Catarman is a first-class municipality and the largest town in terms of land area and population in the province. According to the 2010 census. It has a

population of 84,833, making it the most populous municipality in Eastern Visayas. It is the commercial, educational, financial, and political, and government center of the province. It lies on the northern part of Samar Island and southeast of the Philippine capital, Manila. It is bounded to the east by Mondragon, to the west by Bobon, to the south by Lope de Vega and Calbayog city, and to the north by San Bernardino Street. At present, there are fifty-five (55) barangays, twenty-two (22) of them in the population. It is the process of renewing its image as a poor and underdeveloped town in the 1980s.

The respondents of this study were the heads of offices in the Municipal Government of Catarman, Northern Samar.

To meet the objectives of this study, a survey and descriptive research design were used in this study. It tried to analyze the managerial capability of the heads of offices in the Municipal government in Catarman, Northern Samar. It describes the profile of the heads of office in the Municipal Government of Catarman Northern Samar, their managerial functions, and the managerial capability of the head of the office in the Municipal Government of Catarman Northern Samar.

However, the survey will be used to identify those problems encountered by the head of the office in the Municipal Government of Catarman Northern Samar.

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This study utilized a survey questionnaire, which itself serves as a primary source of information from the identified respondents. The questionnaire consists of three parts. Part one of the questionnaire consist of three; personal ability, interpersonal ability, and intellectual ability. The last part is the level of performance of the heads of offices.

The data of this study were gathered through the survey questionnaire, which was personally administered and retrieved by the researcher.

There are two variables in this study the independent and dependent variables. The independent variables were the socio-demographic profile of the respondents, such as Age, Sex, Civil Status, Educational Attainment, Length of Service, Seminar/training attended.

Age. This refers to the time when the respondents were born up to the present.

Sex. This refers to the categorical description of the respondents as male or female.

Civil Status. This refers to the state of being of the respondents whether he/she is single, married, widow/widower, and separated.

Length of Service. This refers to the number of years the respondents have served in the office.

Educational Attainment. This refers to the degree/course the respondents have earned.

Seminars/Training Attended. This includes the number of seminars/training attended by the respondents. The leadership ability of the respondents is one of the independent variables and will be useful in determining the level of local government financial administrators.

The dependent variable is the profile of the heads of offices in the municipal government of Catarman N. Samar.

To measure the independent and dependent variables, the following scoring system will be used:

The profile of the heads of offices in the Municipal Government of Catarman Northern Samar in terms of age, sex, civil status, length of service, educational attainment, and seminar/training attended will be quantified through frequency counts and percentages.

Age. The respondent's ages were grouped in two age brackets and corresponding interpretations:

- 39- 48- young
- 48 – above – old

Sex. The sex of the respondents was classified as:

- Male
- Female

Civil Status. The civil status of the respondents was classified with its corresponding given points:

- Single – 3
- Married – 2
- Widow/Separated – 1

Educational Attainment. This referred to the highest educational attainment, the respondents with the given points:

- Doctoral Degree – 3
- Master's Degree – 2
- College Graduate – 1

Length of Service. This referred to the number of years the respondents had been in municipal government.

Training/Seminars Attended. This referred to the number of training/seminars attended by the respondents with the following points.

- 20 – above – Most Training Attend

- 15 – 19 – More Training Attend
- 10 – 14 – Enough Training Attend
- 5 – 9 – Less Training Attend
- 0 – 4 – Least Training Attend

To distinguish the extent of the managerial function of the respondents in terms of planning, organizing, staffing, directing, coordinating, and budgeting.

Scale	Range	Description
5	4.2-5.00	Always
4	3.4-4.19	Often
3	2.6-3.39	Sometimes
2	1.8-2.59	Seldom
1	1.0-1.79	Never

To determine the managerial capability of the head of the office of the municipal government of Catarman Northern Samar in terms of personal abilities, interpersonal abilities, and intellectual abilities.

Scale	Range	Description
5	4.2-5.00	Very High
4	3.4-4.19	High
3	2.6-3.39	Average
2	1.8-2.59	Low
1	1.0-1.79	Very Low

FINDINGS

This chapter presents the statistical data with analysis and interpretation of the findings. These data were discussed according to the statement of the problem under consideration in this study.

The profile of the respondents' was presented in table 1a in terms of age, educational attainment, length of service.

Age

The data in Table 1 shows the distribution of the respondents according to age category. The age categories young and old were constructed based on the mean age of the respondents, those whose age fell below the mean were classified as young, and those above were classified as old. The data revealed that 6 or 43% of the respondents were young, and 8 or 57% were old. This implies that respondents were mostly at their old age of life during the conduct of this study. The psychologist had mentioned that man's intellectual power is likewise associated with age, and this is also compensated by experience.

Sex

Table 1 shows in terms of sex, 8 or 57 percent male and only 6 or 43 percent female respondents. This implies that male-dominated in this study. The psychologist had indicated that sex is one of the best indicators of the core value truth, love, and

efficiency, and all these values are possessed by male and female individuals.

Civil Status

The data shows that the majority, 11 or 79 percent of the respondents, were married, 2 or 14 percent single, and the last 1 or 7 percent widower. This implies that married respondents were responsible enough in terms of workload and assignment. However, some authorities manifested that single individuals are likely to have a continuous work-life than married individuals. It can be inferred that married employees may less attend their tasks due to the varied activities they have in life, but they are responsible enough for assignments.

educational attainment

Table 1 shows that there were 10 or 71.43 percent college graduates or BS degree holders, 3 or 21.43 percent had obtained a master degree program in their field of specialization. The rest 1 or 7.14 percent were attained a doctoral degree.

The data showed that a greater number 2 or 14.29 percent of the respondents had been working only for 38-42 years, 2 or 14.29 percent had worked for 32-37 years 3 or 21.4 percent work for 27-31 years, 1 or 7.143 percent had worked for 22-26 years, 2 or 14.29 percent had worked for 17-21 years while 2 or 14.29 percent work for 12-16 years and 1 or 7 percent had work 7-11 years, the least 1 or 7.143 percent had been working for 1 year below. This implies that respondents have been invariably working for different periods and times in their respective employment and practice of professional.

Seminar/Training Attended

The data showed that rank 1 attended the Republic 9184 (Gov't procurement), rank 2 for Executive Legislative agenda and Cap. Development, rank 3 for Infrastructure audit, rank 4 for Construction quality management, rank 5.5 for the Materials quality control technology, and rank 5.5 for Seminar, workshop on current and new policies affecting TCAA.

Table 1. Frequency Distribution of the Socio-Demographic Profile of the Respondents

Profile of the Respondents	Frequency	Percent
Age:		
Old (49-63 years)	8	57%
Young (39-48 years)	6	43
Total	14	100

Sex:		
Male	8	57
Female	6	43
Total	14	100
Civil Status:		
Single	2	14
Married	11	79
Widower	1	7
Total	14	100
Educational Attainment:		
College Graduate	10	71.43
Mastered Degree	3	21.43
Doctoral Degree	1	7.14
Total	14	100
Length of Service:		
38-42 years	2	14.29
32-37 years	2	14.29
27-31 years	3	21.4
22-26 years	1	7.143
17-21 years	2	14.19
12-16 years	2	14.29
7-11 years	1	7
1 year below	1	7.143
Total	14	100
Service Training Attended:	Frequency	Rank
Republic 9104 (Gov't procurement)	14	1
Executive Legislative agenda and Cap. Development	13	2
Infrastructure	12	3
Construction quality management	2	4
Materials quality control technology	1	5.5
Seminar, workshop on current and new policies affecting TCAA	1	5.5

Table 2 presents the managerial functions of the respondents. Data revealed that there were six items identified in this study, namely: planning, organizing, staffing, directing, coordinating, and budgeting. Almost all of these managerial functions were rated that they often used by the respondents. However, one item in staffing was rated sometimes used in terms of promoting regularly, rewards personnel or organize personnel satisfactorily, prescribing pertinent reports required from the different units of organization, and seeks the assistance of a financial expert is the organization to plan the budget.

Data revealed in terms of directing all and rated "often" manage and functioning well except on the area of rewards personnel or organize personnel satisfactory which were rated "sometimes" manage in accordance with the intent and purposes of the organization.

Likewise, in coordinating functions, out of five areas, concerns were rated "often" manage well, and only one was rated sometimes. This implies that the

managerial functions need more effort to improve management activities. In terms of budgeting, four items were rated "often" and only rated sometimes, with a slight decrease of the mean score as compared with other items.

Table 3.1 shows the mean distribution of the managerial capability of the respondents. Three items were used in this study, namely: personal abilities, interpersonal abilities, and intellectual abilities.

Data revealed that the managerial capabilities of the respondents were related high, as shown by the mean value. There are only a few rated average on personal abilities, such as having the ability to differ judgment, a willingness to preserve when ratings are not working out as anticipated. Hence, the ability to use previous experience to figure out what is going on when a current situation takes an unexpected term.

In terms of personal abilities, two items were rated "average" while the other eight (8) items were rated "high". This implies that managerial capability on personal abilities was generally high as manifested with the grand mean of 3.54.

On the other hand, on the interpersonal abilities of the managerial capability, all of the five-item indicators were rated "high" as reflected on the grand mean of 3.61.

In terms of intellectual ability, there were nine-item indicators, five of which were rated "high" as compared to the "Average" three items managerial capability. Indicating that knowing that there are never a fixed set of steps for solving workplace problems or implementing a program. Also, in the matter of the ability to use previous experience to figure out what is going on when a current situation takes an unexpected term. To be able to readjust a plan of action in the light of what happens as it is implemented. And being able to see apparently unconnected activities are linked make up an overall picture. This implies that in spite of the managerial capability to perform high on many of the areas of concern in management, still there areas that need to be enhanced and improve considering that the grand mean of 3.43 shows general ratings of average performance in these particular items and issue in the management processes.

Table 3.2 revealed the mean of the respondent's managerial capabilities on the interpersonal abilities. Regarding interpersonal abilities, a majority of the respondents indicated "High" on the ability to emphasize work productivity with people from a wide background; a willingness to listen to different points of view before coming to a decision; being able to develop and use a network of colleagues to help solve key workplace problems; being able to give feedback to work colleagues & other without

engaging personal blame; being able to motivate others to achieve great things.

Five items in this area were considered in the evaluation all of these items were "high", indicating that at first, there must be a willingness to listen to different points of view before coming to a decision, being able to develop and use a network of colleagues to help solve key workplace problems and being motivated on great things.

The data shown in table 3.3 revealed the managerial capabilities on the intellectual abilities concerns of managers. Nine items were considered basis in this evaluation, and out of these items, five (5) were rated high as manifested with the mean score, while the rest were rated on the "average," and this item includes the ability to use previous experience to figure out what is going on when a current situation takes an unexpected.

Being able how to see apparently unconnected activities are linked make up an overall picture, and being able to readjust a plan of action in the light of what happens as it is implemented. The least so far as knowing that there are never fixed set of steps for solving workplace problems or implementing a program.

Out of the nine-item indicators, five (5) were rated high as compared to four (4) items which were rated on average. This implies that in spite of the managerial capability on the intellectual abilities, ratings can be high or on the average depending upon effort exerted in the different areas of management program of activities as revealed in this study.

Table 4 presents the mean distribution of the problems encountered by the respondents. There were six identified areas of concerns problems they have encountered, namely: political pressure, compare system, bypassing, lack of funds, keeping with skills and technological problems, and administration relation with labor. All these identified problems were rate serious as perceived by the respondents. This implies that respondents had sufficient experience with regard to the main problem they have encountered in this study. It can also be inferred that respondents have more time to adjust so as not to experience serious problems as they go along with their work.

As shown in table 4a is the list of respondent's recommendations for an effective managerial capability of the heads of offices. Respondents did not indicate as to the extent of the enumerated recommendations; hence, just take the items listed hereunder, namely: the managers should understand the needs of the employees; try to learn and understand the needs of the employer, communicate

openly with the staff; public voters education; close supervision of LGU officials by the national government; low profile and stay humble.

In like manner, they should know his function and responsibility fully, he should be able to emphasize the situations of his subordinates, know their weaknesses and should be able to recognize potential employees who could be developed and trusted and should be able to uplift the conditions of his subordinates in terms of salary, and promotion, and many others.

Continuing education and a proper attitude are necessary for a government position. For an effective manager or heads of office, they have to plan their work. Planning is a means for setting performance expectations and goals for groups and individuals to channel their efforts toward achieving organizational objectives.

It is expected that bosses must understand to the subordinates; strict in terms of work; cleanliness, and orderliness. Everyone must be honest and dedicated to work and not to any political person's application. Clear and precise communications must be the focus of the job. It is true that a leader should always set a leader by a good example.

More training must be provided by the management, responsive to the basic need to employee's job and with standard salary. Adopt a new system of management, mutual respect between the office head and the employees, with the manifestation of professionalism at all times.

Henceforth, managers should have their goals and objectives in the organization. Priorities in any development agenda must be given the highest latitude of discretion and decision-making. It is also nice to learn from others, share and apply the kinds of skills learned in the organization, and must result-oriented leader; incentives is one of the significant strategies for an effective manager's capability and ability to be a leader in the organization.

A visionary individual is one of the kinds of person that have greater opportunity and success in his life as public service and as an employee.

Data in table 4b shows the summary result of the mean distribution of the respondent's managerial functions with regards to planning, organizing, staffing, directing, coordinating, and budgeting. All these indicators were rated "often" and commonly applied in management practice. The data also reflect the managerial capabilities in terms of personal, interpersonal, and intellectual abilities of the respondents, in which case two has been rated high. However, in terms of intellectual abilities, it was

rated "average," which means that with all the undertakings used in this study, they were in the median condition or within the premises of an average performance.

Table 4b. Summary Result of the Mean Distribution of the Respondents

II. MANAGERIAL FUNCTIONS	Mean	Interpretation
Planning	4.03	Often
Organizing	3.96	Often
Staffing	3.70	Often
Directing	3.75	Often
Coordinating	3.66	Often
Budgeting	3.63	Often
Grand Mean	3.79	Often
III. MANAGERIAL CAPABILITY		
On Personal Abilities	3.54	High
On Interpersonal Abilities	3.61	High
On Intellectual Abilities	3.43	Average
Grand Mean	3.53	High

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