

ABSTRACT

KALLOS, RAFAEL C., THE ORGANIZATIONAL COMPETENCY AND PERFORMANCE OF TABACO CITY (Unpublished Dissertation, Bicol Legaspi City, April 2010).

This study was aimed at analyzing the organizational competency and performance of Tabaco City. It looked into the relationship and association of organizational competency and performance of Tabaco along the areas of governance, administration, social services, economic development and environmental management distributed along fourteen service areas of local legislation, development planning; financial accountability; revenue generation; resource allocation and utilization; human resource management and development; health and nutrition; education; housing and basic utilities; peace, security and disaster preparedness; enterprise, business and industry promotion, agriculture and fisheries development; natural resource management; and waste management and pollution control.

The findings of the study are summarized as follows:

1. The City of Tabaco has high organizational competency in governance with a combined weighted mean numerical rating of 4.21 followed by social services along service areas of health and nutrition, housing and basic utilities and peace, security and disaster preparedness with a rating of 4.18; in economic development along service areas of agriculture and fisheries development and enterprise, business and industry promotion with 4.07 numerical rating. It has also high organizational competency in environmental management on service areas of natural resource management and waste management and pollution control with 3.92 weighted mean numerical rating and in administration in the areas of financial accountability, development planning, human resource management and development, revenue generation and resource allocation and utilization with a combined weighted mean numerical rating of 3.85;
2. The organizational competency along the fourteen service areas were tested as to the level of significant differences and all the fourteen (14) service areas were found to be significant.
3. The City of Tabaco has high performance in governance service area of local legislation with a weighted mean numerical rating of 4.44 followed by social services and economic development both with a mean numerical rating of 4.18. The city has also

high performance in administration and environmental management with 3.98 and 3.89 weighted mean respectively.

4. The performance of Tabaco City along the service areas was tested as to the level of significant difference and all fourteen (14) service areas were found to be significant.
5. The association between organizational competency and level of performance of Tabaco City showed a very high positive correlation in local legislation, development planning, education, housing and basic utilities, agriculture and fisheries development, natural resource management and waste management and pollution control. There was a high positive correlation in resource allocation and utilization, human resource management and development, and peace, security and disaster preparedness. A moderately small positive correlation was expressed in health and nutrition, and in entrepreneurship, business and industry promotion while a very small positive correlation in revenue and in financial accountability.
6. To address the gaps found in the study, respondents recommended that consultation and participatory governance are needed in local legislation. Genuine public consultation with different stakeholders must be conducted in order to focus on the real and felt needs of the public. Legislative measures and enactments must be disseminated to all concerned using the tri media approach. Internal respondents proposed that the city government of Tabaco must create people economic development council that is multi-disciplinary, maximize the use of computers to enhance efficiency of service and follow bottom up policy to improve the competency and performance of the city in the area of development planning. There is an urgent need to apply information and communication technology as a tool to generate more revenues for the city. Legislative support must be extended in the area of resource allocation and utilization and implementation of the city ordinance be effected. Respondents recommended that there should be people's participation in planning areas of priority, build partnership with non-governmental organizations and there must be transparency and accountability in governance. They further suggested that the city must be open to development and change. In the service area of peace, security and disaster preparedness, there must be more police visibility in the city. Internal respondents suggested that there must be massive education on values formation,

agriculture and fisheries technology, strong political will and transparency of projects to be implemented. Employment must be intensified. The external respondents suggested that more programs in this area must be implemented to benefit the Tabaqueños. Respondents offered that the city must update the city land use plan, focus on area development, implement programs that will transform workers and laborers to more productive entrepreneurs, adopt principles of good governance, empowerment and people's participation in all phases of development. The city can replicate best practices of local government units in the area of enterprise, business and industry promotion. In environmental management, respondents suggested the needs to modify existing ordinances relative to natural resource management to include contemporary and current issues, intensify information and educational campaign regarding environmental conservation, instill discipline among the people and ensure active participation of the community.

In the light of the foregoing findings, the following conclusions are forwarded:

1. The City of Tabaco has high organizational competency in governance, social services, economic development, environmental management and administration.
2. Constituents of Tabaco City are in congruent of the high competency of the city in all fourteen service areas.
3. The City of Tabaco has high performance in governance, social services, economic development, environmental management and administration.
4. People of Tabaco collectively view the high performance of Tabaco City in all fourteen service areas.
5. There is a very high relationship between organizational competency and performance of Tabaco City in the service areas education, housing and basic utilities, natural resource management, local legislation, development planning, waste management and pollution control and agriculture and fisheries development; high relationship in the service areas peace, security and disaster preparedness, human resource management and development and resource allocation and utilization; moderately small relationship in the service areas of

health and nutrition and entrepreneurship, business and industry promotion and very small relationship in financial accountability and revenue generation.

6. There are recommendations that can be proposed to address the gaps. Although the city was able to engage the citizens and civil societies in local governance, the imperatives of quality have to be looked into. This might mean looking into legislative staff competence and the greater use of legislative tools such as agenda development, legislative tracking among others. In Administration, the City must involve all sectors in planning and updated Revenue Generation plan. There is a need to apply information technology in administration of mandated functions in revenue generation, resource allocation and utilizations as well as in development planning and in human resource management and development. The high but not excellent organizational competence and performance of Tabaco City in development planning need to underscore the consultation process and management of planning of database. These are instrumental in development planning. Existing measures in support of revenue generation potentials. In resource allocation and utilization, management and coordination process need to be revisited and improved. They are guarantees to an effective allocation and utilization of financial resources. The human resource management and development must be geared towards a desirable state to respond to the challenges of organizational development and performance. There must be a strong partnership between the non government organizations in delivering basic social services in Tabaco City. Police visibility is also important; there is a need to strengthen people participation in this area. The over-all quality of the local health system deserves a second look. This is so because in certain aspects, this area has a lot more to improve for excellent performance and competency particularly on the quality of primary health care or basic curative services. Factors that have the ability to improve peace, security and disaster preparedness have to be considered like strengthening the city peace and order council for the protection of children. There are lots of creative ways to achieve such status. For a start the city can ensure the provision of annual financial support to peace and order and public safety initiatives. The respondents recommended that there must be a strong political will and transparency of projects in economic development. A massive education campaign on values formation must be done. Employment must be intensified. Greater inventions are necessary by improving market development services

like fairs, exhibits, missions and congresses and improve the credit facilitation services to the fisher folks. There are more things to be done to institutionalize a business friendly environment. Factors that need to be looked into are: improve the quality of licensing, ensure the ease of doing business, and strategize the issuance of business permits in a more expedient manner. Support services may come in the form of tax incentives, product labeling, product packaging, training, job fairs and trade fairs. There is a need to modify existing ordinance along environmental management to include contemporary and current issues. Pollution and proper solid waste management are essential in preserving the integrity of the environment. Tabaco City needs to do more in the service area mentioned. Tabaco City must strengthen the Solid Waste Management Board; improve the quality of the Solid Waste Management Plan, ensure that every barangay has a material recovery facility; improve solid waste collection practices and moreover more from open dumpsite facility to controlled dump site facility to a sanitary landfill as the final disposal facility. It makes sense. At the very least, inaction has legal implications. But more telling are the health and environmental imperatives.

The following recommendations are offered in the light of the foregoing findings and conclusions. Although the City of Tabaco has high organizational competency, social services, economic development, environmental management highlighting the need for transparency and citizen participation in the said areas. Investments in partnerships will be useful. The City of Tabaco, its non-government organizations and people's organizations can work together effectively. It is not easy. It does not happen overnight. But as long as avenues are open for engagement, interaction and cooperation, a sustainable partnership can emerge. Mobilizing social support, building city and civil society partnership and awareness building are crucial toward generating board support for development. Citizen participation is an avenue for exchange of views on development cooperation. The city government of Tabaco can draw meaningful insights on the potential contribution of the stake holders in development. The process of consultation, communication and education are some means for generating active citizen's participation and of making them feel that they have executive control over the factors which contribute to the successful implementation of any development initiative. The organizational capacity of Tabaco City in local legislation, financial accountability, development planning, human resource

management and development, revenue generation, resource allocation and utilization, health and nutrition, education, housing and basic utilities, enterprise, business and industry promotion, natural resource management and pollution control must be transcended and be felt by people outside the organization. Capacity building programs must be initiated to people within and outside the organizational structure of the city. With the high level of performance of Tabaco City, a lot of improvement can still be done particularly in Natural Resource Management. A more responsive Solid Waste Management Program must be implemented to solve the waste garbage problem of the city. Direct and continuing education including reassessment of values in the city government be supported and encouraged and similar studies that would look into other aspects of organizational competency and organization be conducted considering other research setting and respondents.