



PERFORMANCE MANAGEMENT OF LOCAL CHIEF EXECUTIVES IN THE CITIES AND 1st CLASS MUNICIPALITIES OF CAGAYAN VALLEY REGION

Dr. MA. VICTORIA C. GANNABAN*

Abstract: *The study revolves around the local chief executives socio economic profile and their perception on their performance management prevailing in their respective office. The perception of other elected officials, heads of offices and constituents in terms of the local chief executive's performance management was also taken for analysis. A further analysis on the local chief executive's perception on their performance management in their offices and the perception of the other elected officials, heads of offices and constituents on the performance management of local chief executives were assessed to establish whether significant difference maybe found among them. Furthermore, a correlation between the local chief executive's performance management and their personal profile variables were assessed to ascertain whether significant relationships exist among them. From the results of the study it is hoped that a better or improved performance management in the cities and 1st class municipalities of region 2 will be achieved.*

Key Words: Local Chief Executives, Other Elected Officials, Heads of Offices, Constituents, Socio Economic Profile, Performance Management

*Faculty Member, College of Business, Entrepreneurship and Accountancy, Cagayan State University



INTRODUCTION

Man by nature is unique in his own right. Due to individual differences, political leaders should provide services which are accountable and responsive to the needs and demands of the people. If they could not do it, their best critique will be the public and it may affect their performance and also their dreams to last in the service if ever the feedback is negative.

The subject about performance management necessarily brings to mind the topic on organization. In this context, the government agency should be viewed as an organization of men and women of different ranks and of various involvement in activities geared towards national development is likely to dwell on the subject from the management point of view. After all organization and management go hand and hand there they are inseparable.

The researcher was motivated to conduct this study in order to discern employee and public dissatisfactions in relation to the performance management of the local chief executives. Political leaders should prioritize the needs of the public, for they are the reason why they are placed in the position. Since it is the attitude and feelings that employees have about their organization, their superior, their peers and their jobs that makes the organization keep on going and the satisfaction of the public to retain the position of local chief executives. Hence, this study.

STATEMENT OF THE PROBLEM

This study attempted to ascertain the performance management of the local chief executives prevailing in the cities and 1st class municipalities of Cagayan Valley Region.

Specifically, it answered the following questions:

1. What is the personal profile of the local chief executives in the cities and first class municipalities of Cagayan Valley Region relative to:
 - 1.1 age
 - 1.2 sex
 - 1.3 civil status
 - 1.4 highest educational attainment
 - 1.5 length of service
 - 1.6 in-service trainings attended
2. What is the perception of the local chief executives, other elected officials, heads of offices and constituents on the performance management of local chief executives



by city, municipality and as a whole relative to the following dimensions of performance management prevailing to:

- 2.1 decision making process
 - 2.2 communication system
 - 2.3 human relation
 - 2.4 employee motivation
 - 2.5 control
 - 2.6 evaluation system
3. Is there a significant difference among the perception of the local chief executives, other elected officials, heads of offices and constituents to the different dimensions of management performance by city, municipality and as a whole relative to:
- 3.1 decision-making process
 - 3.2 communication system
 - 3.3 human relation
 - 3.4 employee motivation
 - 3.5 control
 - 3.6 evaluation system
4. Is there a significant relationship in the perception of local chief executives in their performance management prevailing in the office when grouped according to their personal profile?

HYPOTHESES

The study was guided by the following hypotheses:

- 1. There is no significant difference among the perception of the local chief executives, other elected officials, heads of offices and constituents as regards to the different dimensions of performance management prevailing in the office.
- 2. There is no significant relationship in the perception of local chief executives on performance management prevailing in the office when grouped according to their personal profile.

RESEARCH DESIGN

In this study, the descriptive-correlational research method was used. According to **Sevilla**, descriptive study involves collection of data in order to test hypotheses or to answer questions concerning the current status or subject of the study. It also determines and



reports the way things are and correlational studies are designed to help the researchers determine the extent to which different variables are related to each other in the population of interest.

SUMMARY OF FINDINGS

The researchers summarized the findings as follows:

Table 1 Summary of Frequency and Percentage Distribution of the Local Chief Executive's Personal Profile

Profile	Cities		1 st Class Municipalities		As a Whole	
	F	P	F	P	F	P
Age						
47-57	2	66.67	5	71.43	7	70.00
36-46	1	33.33	2	28.57	3	30.00
25-35	0	00.00	0	00.00	0	00.00
Total	3	100.00	7	100.00	10	100.00
Mean Age	32.67		48.86		48.7	
Sex						
Male	2	66.67	7	100.00	9	90.00
Female	1	33.33	0	00.00	1	10.00
Total	3	100.00	7	100.00	10	100.00
Civil Status						
Single	0	00.00	0	00.00	0	00.00
Married	3	100.00	7	100.00	10	100.00
Total	3	100.00	7	100.00	10	100.00
Highest Educational Attainment						
Post Graduate	0	00.00	3	42.86	3	30.00
College Graduate	2	66.67	3	42.86	5	50.00
College Undergraduate	1	33.33	0	0.00	1	10.00
High School Graduate	0	00.00	1	14.28	1	10.00
Total	3	100.00	7	100.00	10	100.00
Length of Service						
7-9	1	33.33	2	28.57	3	30.00
4-6	1	33.33	4	57.14	5	50.00
1-3	1	33.33	1	14.29	2	20.00
Total	3	100.00	7	100.00	10	100.00
Mean Length of Service	5		5.29		5.3	
In Service Trainings Attended						
International	2	66.67	1	14.29	3	30.00
National	1	33.33	4	57.14	5	50.00
Regional	0	00.00	2	28.57	2	20.00
Total	3	100.00	7	100.00	10	100.00



The table above presents the summary of frequency and percentage distribution of local chief executive's personal profile. As reflected above 7 or 70% are within the age bracket of 47-57 years, 3 or 30% fall within the age bracket of 36-46 and 0 or 0% within the age bracket of 25-35 years. A mean of 48.70 was computed which implies the local chief executives of both cities and first class municipalities of Cagayan Valley Region are in their late 40s or most of the respondents age is often describe as the "tree of fulfilment." It is in this age that they are really experienced and energetic enough to be responsive and capable public servants.

As to sex, 9 or 90% are males, while 1 or 10% is female. The data imply that male local chief executives outnumbered female local chief executives. This is maybe due to the fact that the people's choice made is being affected by the values and beliefs installed to us by our colonizers. They usually believe that males are more capable of managing people that needs a lot of courage and firm decision.

For civil status, 10 or 100% are married. This implies that people still believe too much on what a married man can do for the development of his community, since Filipinos deem that a married person is more capable and responsible of being a leader.

As to highest educational attainment, 5 or 5% are college graduates, 3 or 30% are post graduates while 1 or 10% is a college graduate and high school graduate respectively. This indicates that people prefer a college graduate for they believe that professional readiness in one's profession is important in order for him to give the best. On the other hand, other constituents are not very particular with the degree earned by the mayor but are more particular with the mayor's ability to meet the expectations of the people.

As for the length of service, 5 or 50% have been mayors for the past 6 years, 3 or 30% have been in the service for more than 6 years and 2 or 20% are newly elected mayors. This explains that almost all of them are in the position for a number of years now because people love and support them for discharging their functions well.

In terms of in-service training, 3 or 30% attended international training, 5 or 50% attended national training and 2 or 20% attended a regional training. These trainings can broaden the knowledge of local chief executives; these can give them more insights which can help them improve their performance management. Furthermore, trainings are not only valuable for



those who are not equipped mentally but also to those whom we know are perfect to lead a municipality or city.

Table 2 Summary of the Item Mean Perception of Local Chief Executives on their Performance Management Relative to the Six (6) Dimensions

Items	Cities		1 st Class Municipalities		As a Whole	
	Category Mean	Descriptive Scale	Category Mean	Descriptive Scale	Category Mean	Descriptive Scale
Decision Making Process	4.10	Much	3.85	Much	3.97	Much
Communication System	4.10	Much	4.26	Very Much	4.18	Much
Human Relations	4.15	Much	4.21	Very Much	4.18	Much
Employee Motivation	4.09	Much	4.09	Much	4.09	Much
Control	4.35	Very Much	3.99	Much	4.17	Much
Evaluation System	4.52	Very Much	4.17	Much	4.34	Very Much
Overall Mean	4.22	Very Much	4.10	Much	4.16	Much

The above data reflects the summary of the item mean perception of the local chief executives on their performance management in the Cagayan Valley Region relative to the six (6) dimensions.

As reflected above the item on decision making process in the cities has a category mean of 4.10 or much which means that local chief executives believe that they are responsible and dedicated in decision making. Hence, they do their share in helping the people the people achieve their aspirations and expectations to improve their quality of life. While in the first class municipalities decision making has a category mean of 3.85 or much which means that their local chief executives are good leaders. They perform their functions well by carefully analyzing every decision to be acted upon and by accomplishing each programs and projects on time. A category means of 3.97 or much as a whole, disclosed that the stability of the organization depends on the LCE's decision. In fact, decisions will not only affect the professional reputation and stand within the organization of local chief executives but also the resources under his command.

Performance management along communication system in the cities has a category mean of 4.10 or much which explains that respondents consider communication as a major function in the coordination of various tasks in the different departments of the organization. Moreover, respondents are used to inform their employees on different issues affecting



them and encourage interchange of thoughts or information. While in the first class municipalities, communication has a category mean of 4.26 or very much which means that local chief executives in the municipalities manifest potentials for effective communication. It is something they are to be commended for. Communication system on the other hand, with a category mean of 4.18 as a whole plays a vital role considering the nature of the respondent's functions. They should endeavour to be credible, sincere honest and open in communication if they want the public to believe in them.

On the other hand, the third dimension of performance management which is human relations has a category mean of 4.15 or much in the cities. This explains that local chief executives in the cities work with people with good values who are easy to get along with. While in the first class municipalities human relations has a category mean of 4.21 or very much which means that local chief executives build up essential skill in human relations. In like manner, human relations with a category mean of 4.18 as a whole is also vital, as revealed by the respondents without a supportive, friendly and accommodating co-workers their efforts will be in vain. The feeling of belongingness, friendly atmosphere and concern for everyone add ambiance to the profession.

Employee motivation in the cities garnered a category mean of 4.09 or much which means that the respondents feel contentment on their job and that when they reflect at the end of the day they feel very much satisfied especially when their accomplishments are worthwhile. Hence, this gives them the drive to do better. While, employee motivation in the municipalities garnered a category mean of 4.09 or much which means that they are well motivated to be of service to the people. Also, employee motivation as a whole has a category mean of 4.09 or much which reveals that local chief executives in the cities and first class municipalities of Cagayan Valley Region prefer jobs which give them a feeling of worthwhile accomplishments and work assignments which are challenging enough to motivate them and the opportunity for independent thought, action and maturity in public service.

Considered important also to improve the performance management of local chief executives is control. Control under cities has a category mean of 4.35 or very much which explains that control for the respondents is considered an administrative device that helps to remind people on their work. Hence, the respondents deeply involve themselves in this



dimension. Whereas, control in the first class municipalities receives a category mean of 3.99 or much which entails that government office in the municipalities, although affected by financial barrier still executes its function to control at its best for public interest. Moreover, control as a whole with a category mean of 4.17 or much implies that local chief executives prioritize good accomplishments to meet their set standards. This must be considered to detect potential or actual deviations for correct action to meet the predetermined standards.

The last dimension considered very essential is the evaluation process system. Evaluation system in the cities has a category mean of 4.52 or very much. This only proves that local chief executives check on the output and productivity of the staffs. Through this, the local chief executives will know exactly the human resources of the organization. Thus, providing them with data needed in identifying the strengths and weakness of each employee. Whereas, evaluation system in the first class municipalities has a category mean of 4.17 or much, this explains that this dimension is an effective tool in knowing the performance of the office if it caters to the needs and demands of the public. Evaluation system as a whole with a category mean of 4.34 implies that this dimension is as essential of the other dimensions to determine how local chief executives are.

An overall mean of 4.22 or very much in the cities and 4.10 or much in the first class municipalities and as a whole, the overall mean is 4.16 or much explains that local chief executives deem that the different performance management dimensions can enhance their potentials to be of good service to the people.

Table 3 Summary of the Item Mean Perception of Other Elected Officials on the Performance Management of the Local Chief Executives in the Cagayan Valley Region Relative to the Six (6) Dimensions

Items	Cities		1 st Class Municipalities		As a Whole	
	Category Mean	Descriptive Scale	Category Mean	Descriptive Scale	Category Mean	Descriptive Scale
Decision Making Process	4.20	Very Much	4.11	Much	4.15	Much
Communication System	4.33	Very Much	3.98	Much	4.15	Much
Human Relations	4.18	Much	4.15	Much	4.16	Much
Employee Motivation	4.17	Much	4.07	Much	4.12	Much
Control	4.06	Much	4.01	Much	4.03	Much
Evaluation System	4.17	Much	4.33	Very Much	4.25	Very Much
Overall Mean	4.19	Much	4.11	Much	4.14	Much



The above data reflects the summary of the item mean perception of other elected officials on the performance management of local chief executives in the Cagayan Valley Region relative to the six (6) dimensions.

As reflected above, the item on decision making process in the cities has a category mean of 4.20 or very much which means that the respondents consider decision making vital and important in the organization for they deal with the public. While in the first class municipalities decision making has a category mean of 4.11 or much which implies that decision making process guides the local chief executives to have a sound decision on matters which they think is right for the organization. For both cities and first class municipalities a category mean of 4.15 or much along decision making process disclosed that decision is a commitment. It is therefore the role of the LCE's to persuade his peers and subordinates to support and carry out his decisions for the betterment of the organization. Performance management along communication system in the cities has a category mean of 4.33 or very much which explains that communication is an integral part of the management process. While in the first class municipalities, communication has a category mean of 3.98 or much implies that other elected officials in the first class municipalities of Cagayan Valley Region believe that no matter how busy LCE's are, they should find time in informing their subordinates and other affected groups or individuals on whatever information they need to know for this can distress the performance of other people in the discharge of their functions. Communication system on the other hand has a category mean of 4.15 or much is an important tool in effectively and efficiently achieving organization's goals.

Moreover, the third dimension of performance management which is human relations has a category mean of 4.18 or much in the cities, this means that the respondents also prefer to have a working climate where they can work well with other people. It further implies that it's important for employees to be in a place where there is mutual understanding. While in the first class municipalities, human relations has a category mean of 4.15 or much manifest that these elected officials still believe that it's the LCE's responsibility to provide a good working relationship with the cooperation of everybody in the organization. Despite individual differences, they should find ways in improving human relations. In like manner, human relations for both cities and first class municipalities with a category mean of 4.16 or



much is vital as revealed by the respondents, they prefer an organization where there is a harmonious relationship, for this will not only benefit management but the entire organization as well.

Employee motivation on the other hand in the cities garnered a category mean of 4.17 or much reveals that local chief executives should know what motivates people to do better. Extrinsic factors like pay and other benefits and intrinsic factors like achieve and recognition must be taken into account to make employees feel their worth, thus improve their performance and increase productivity. While, employee motivation in the municipalities garnered a category mean of 4.07 or much reveals that local chief executives should understand that people have various needs and these needs if not satisfied will create problems. It also explains that the most important resource in the organization is man; therefore, man should be taken cared of hence, administrators must motivate the employees to exert their fullest for their own job satisfaction and for the good of the organization. Also, for employee motivation with a category mean of 4.12 or much explains that other elected officials believe that LCE's should evaluate the different factors which are responsible in stimulating proper responses from workers toward the accomplishments of established goals.

Also considered important in improving the performance management of local chief executives is control. Control under the cities has a category mean of 4.06 or much which explains that control for the respondents is important to ensure that the set standards are being adhered to. The application of productive resources requires a system of control. Without control, several negative possibilities are most likely to happen in the system. Whereas, control in the first class municipalities has a category mean of 4.01 or much which entails that control system really plays a vital role in directing the organization towards efficiency. Hence, as a whole control system has a category mean of 4.03 or much implies that controlling would be impossible without recognizing acceptable standards set by the organization and these standards will not only correct actual performance of employees but that of the local chief executives as well.

The last dimension considered very essential is the evaluation system. Evaluation system in the cities has a category mean of 4.17 or much. This only proves that evaluation system is of great importance since it is used to rate the accomplishments of the local chief executives,



this also can improve their capability in doing their functions. Whereas, evaluation system in the first class municipalities has a category mean of 4.33 or very much, this explains the LCE's adopt an evaluation system that will rate and assess their management performance and accomplishments. Therefore, evaluation system has a category mean of 4.25 or much which is used to rate, assess and improve employees especially the local chief executive's performance and accomplishments.

An overall mean of 4.19 or much in the cities, 4.11 or much in the first class municipalities and 4.14 or much as a whole indicate that the six dimensions of performance management are essential for the other elected officials. These for them will bring success in the organization and benefits for the people.

Table 4 Summary of the Item Mean Perception of Heads of Offices on the Performance Management of the Local Chief Executives in the Cagayan Valley Region Relative to the Six (6) Dimensions

Items	Cities		1 st Class Municipalities		As a Whole	
	Category Mean	Descriptive Scale	Category Mean	Descriptive Scale	Category Mean	Descriptive Scale
Decision Making Process	4.20	Very Much	4.12	Much	4.16	Much
Communication System	4.27	Very Much	4.00	Much	4.14	Much
Human Relations	4.29	Very Much	4.13	Much	4.21	Very Much
Employee Motivation	4.15	Much	4.08	Much	4.11	Much
Control	3.93	Much	3.94	Much	3.93	Much
Evaluation System	4.18	Much	4.22	Very Much	4.20	Very Much
Overall Mean	4.17	Much	4.08	Much	4.12	Much

The above data reflects the summary of the item mean perception of heads of offices on the performance management of local chief executives in the Cagayan Valley Region relative to the six (6) dimensions.

As reflected above the item on decision making process in the cities has a category mean of 4.20 or very much. This proves that the respondents' value having local chief executives who is capable of solving complaints and grievances the soonest possible time to avoid another problem from cropping out. It also explains that that as LCEs they need to perform decision making. Therefore, he should adopt a sound decision making to effectively and efficiently achieve the set objectives. While in the first class municipalities, decision making



has a category mean of 4.12 or much implies that the different head of offices support the need of educating LCEs about decision making. It also implies that for someone in a position like the local chief executives, decision making is very vital, since this can affect not only the organization but the public as well. Along decision making the respondents as a whole with a category mean of 4.16 disclosed that decision making is a very important tool in assessing the performance management of local chief executives because it is in decision making that they can become good leaders.

Performance management along communication system in the cities has a category mean of 4.27 or very much which explains that communication system has always been a tool used by the administration to solve any problem besetting them. While in the first class municipalities communication has a category mean of 4.00 or much which means that communication is an important dimension which can help them discharge their functions well and at the same time consider it as a way of improving the performance of local chief executives. Communication system as a whole has a category mean of 4.14 or much implies that the success of the local chief executives in dealing with different kinds of people depend on their ability to communicate.

Moreover, the third dimension of performance management which is human relations has a category mean of 4.29 or very much in the cities, this only means that human relation is unquestionably important especially that local chief executives constantly meet different kinds of people and it is a must for them to learn how to treat them well. While in the first class municipalities, human relations has a category mean of 4.13 or much manifests that human relations is really vital to the success of the organization. Through this, the respondents believe that the local chief executives will be able to understand the different perceptions, attitudes and values of the people and how to deal with them properly. In like manner, human relations with a category mean of 4.21 or very much implies that it is essential to the success of the organization. Through it the local chief executive understands the condition of their employees and their constituents. Human relations can help management appreciate human nature in order to motivate its employees towards peak performance.

Employee motivation on the other hand in the cities garnered a category mean of 4.15 or much reveals that employee motivation plays a vital role towards the attainment of the



organization's goals. Motives should be studied to help employees improve their work and at the same time for the organization to come up with measures that can lessen the burdens and sentiments carried out by the employees. While, employee motivation in the municipalities garnered a category mean of 4.08 or much explains that employee motivation is as important as communication because without it, it will be impossible for the administration to understand the behaviour of their subordinates. They should educate themselves about good management to make the workforce more productive. Hence, employee motivation has a category mean of 4.11 or much is deemed necessary for both respondents. This will inform administration on the factors that may contribute to the improvement of the performance of the employees. This further explains that employee motivation is a tool used to educate everybody in identifying the different motives which will induce them to work or excel. This is also needed by the local chief executives to identify whether "force" or reward is needed by the employees to be more productive.

On the other hand, control is also considered important to improve the performance management of local chief executives. In the cities, control has a category mean of 3.93 or much which implies that the organization is largely concerned with the different areas along control. Whereas control in the first class municipalities receives a category mean of 3.94 or much which entails that control is as important as the other dimensions such as decision making process and employee motivation. Adequate control is needed to ensure that the plans are being carried out. Moreover, control with a category mean of 3.93 or much implies that it is necessary to ensure that plans are being carried out, duties and responsibilities are properly assigned.

The last dimension considered very essential is the evaluation system. Evaluation system in the cities has a category mean of 4.18 or much. This only proves that evaluation system is also important, since this is responsible in assessing whether plans and policies are adhered to or not. Furthermore, evaluation system is also used to check how far the local chief executives have gone considering their development plans and a way to know whether changes are adopted or not. Whereas, evaluation system in the first class municipalities has a category mean of 4.22 or very much, this explains that evaluation system is being valued by local chief executives as witnessed by heads of offices. This further implies that without it, there will be no means for local chief executives to discover their loopholes. Evaluation



system with a category mean of 4.20 or very much as a whole shows that the local chief executives of both cities and first class municipalities of Cagayan Valley Region fully accepted evaluation system as a way of monitoring how far have they gone in their target for a specific period. This is also used to determine how good the local executives are in handling criticism and conflict in maintaining a good relationship among them.

An overall mean of 4.17 or much in the cities and 4.08 or much in the first class municipalities and 4.12 or much imply that the 6 dimensions actually affect the performance management of the local chief executives.

Table 5 Summary of the Item Mean Perception of Constituents on the Performance Management of the Local Chief Executives in the Cagayan Valley Region Relative to the Six (6) Dimensions

Items	Cities		1 st Class Municipalities		As a Whole	
	Category Mean	Descriptive Scale	Category Mean	Descriptive Scale	Category Mean	Descriptive Scale
Decision Making Process	4.14	Much	4.10	Much	4.12	Much
Communication System	4.20	Very Much	4.08	Much	4.14	Much
Human Relations	4.26	Very Much	4.04	Much	4.15	Much
Employee Motivation	4.28	Very Much	4.16	Much	4.22	Very Much
Control	4.17	Much	4.07	Much	4.12	Much
Evaluation System	4.44	Very Much	4.32	Very Much	4.38	Very Much
Overall Mean	4.25	Very Much	4.13	Much	4.19	Much

The above data reflects the summary of the item mean perception of the constituents on the performance management of local chief executives in the Cagayan Valley Region relative to the six (6) dimensions.

As reflected above the item on decision making process in the cities has a category mean of 4.14 or much. This shows that respondents believed that local chief executives are adopting decision analysis in solving problems. While in the first class municipalities, decision making has a category mean of 4.10 or much just like the constituents in the cities; the respondents believe that local chief executives are logical in the conduct of decision making to assure that they will have the most ideal decision for the good of the people. A category mean of



4.12 or much explains that constituents value decision making process and accept that it is a factor that contributes to the success of the organization that will pave to good public service.

Communication system in the cities with a category mean of 4.20 or very much implies that communication is essential to inform and to educate at the same everyone about the information that they need to know. On the other hand, communication system in the first class municipalities has a category mean of 4.08 or much. This implies that the constituents consider this very important and they want to make sure that every communication is studied and reviewed thoroughly. A category mean of 4.14 or much indicates that communication system is as important as decision making process. For a leader to be a good decision maker and a leader, he must adopt and value in the office effective communication system.

Along human relations, a category mean of 4.26 or very much in the cities explains that the constituents witnessed the kind of relationship employees have in the organization. They assume that the organization is successful because of good human relations prevailing in the office. A category means of 4.04 or much in the first class municipalities means that there's an attitude of warmth and concern in the relationship between management and workers." This means that the employees and management treat each other as members of their family as observed by the constituents. A category mean of 4.15 or much for the constituents in the cities and first class municipalities states that human relations plays a vital role in the success of the organization. This leads to a warm and trusting climate and this may develop loyalty, goodwill and understanding. Therefore, management must provide a working place where everybody can work efficiently and effectively.

Employee motivation in the cities has a category mean of 4.28 or very much. This implies that employees if highly motivated can truly contribute directly to the realization of the office goals which tend to lead to the satisfaction of their needs. This further implies that employees are valuable in the organization that's why local chief executives must see to it that they feel their importance. However in the first class municipalities, employee motivation has a category mean of 4.16 or much which also proves that; driving the employees to become more effective and efficient, as perceived by the respondents will allow them to stay happy and satisfied with their jobs since the management value and



supports them. A category mean of 4.22 or very much states that employee motivation really plays a vital role in the success of the organization and in the satisfaction of the needs of the employees. Therefore, local chief executives should be aware of the things that would really motivate the employees to work.

Control is one of the dimensions that can also affect the performance management of the local chief executives. This dimension for the respondents in the cities has a category mean of 4.17 or much which implies that they expect the local chief executives to represent the organization in all business transactions and to assure that all resources are well taken care of. However, their power and authority must not be used negatively to take advantage. On the other hand, control for the constituents in the first class municipalities has a category mean of 4.07 or much which means that along this dimension, their local chief executives do initiate and progress legislative measures and ensure that all officials perform their duties and functions and examine the books, records and other documents of all offices. A category mean of 4.12 or much indicates that control will truly affect the organization. Thru a system of control, management will be able to determine the specific impact of changes in the organization. This also proves that the function of control is to keep work moving on schedule as planned towards the established objectives.

Evaluation system with an item mean of 4.44 or very much in the cities proves that evaluation is one of the best ways to assess the kind of public service the local chief executive brings to the people especially the constituents. In like manner constituents from the first class municipalities believe that local chief executives must be open to feedbacks for this can improve their performance. Moreover, they want the local chief executives to be sensitive to what the constituents feel from within. Hence, a category mean of 4.32 or very much. A category mean of 4.38 or very much implies that constituents consider evaluation system as a tool to correct the performance of everybody especially the local chief executives and to establish corrective actions to any problem. This system is also used to analyze and evaluate the kind of relationship there is in the organization. On the other hand, local chief executives must not consider criticisms as something that will ruin their position, instead they must look at it as something that will "make" and build them to become the "best."



An overall mean of 4.25 or very much in the cities and 4.13 or much in the first class municipalities and 4.19 or much as a whole indicate that the six dimensions of performance management are considered essential for the constituents.

Table 6 Test of Significant Difference on the Perception of Local Chief Executives on their Performance Management and the Perception of Other Elected Officials, Heads of Offices and Constituents on the Performance Management of the Local Chief Executives in Terms of the Six Dimensions

DIMENSIONS	F-value	P-value	Level of Significance	Decision
Decision Making Process	2.735	0.0598	0.05	Accept Ho
Communication System	0.020	0.9961	0.05	Accept Ho
Human Relations	0.085	0.9677	0.05	Accept Ho
Employee Motivation	1.158	0.3431	0.05	Accept Ho
Control	0.898	0.4529	0.05	Accept Ho
Evaluation System	0.402	0.7543	0.05	Accept Ho

The above table shows the test of significant difference on the perception of Local Chief Executives on their performance management and the perception of other elected officials, heads of offices and constituents on the performance management of the Local Chief Executives in terms of the following dimensions.

Along decision making process, the F-test yielded with a computed value of 2.735 with a probability of 0.0598 at alpha of 0.05. Since the probability is greater than the alpha then the null hypothesis earlier stated is accepted, hence there is no significant difference among the perceptions of local chief executives, other elected officials, head of offices and constituents as a whole along with decision making process. This implies that all the respondents maintain the same perception on the performance management with respect to decision making process.

Communication system on the other hand, has the F-test yielded with a computed value of 0.020 with a probability of 0.9961 at alpha of 0.05. Since the probability is greater than the alpha then the null hypothesis earlier stated is accepted, hence there is no significant difference among the perceptions of local chief executives, other elected officials, head of offices and constituents as a whole along with communication system. It further implies that



along with communication system the respondents have the same perception on the performance management of local chief executives.

In like manner, human relations, has the F-test yielded with a computed value of 0.085 with a probability of 0.9677 at alpha of 0.05. Since the probability is greater than the alpha then the null hypothesis earlier stated is accepted, hence there is no significant difference among the perceptions of local chief executives, other elected officials, head of offices and constituents as a whole along with human relations. It further implies that along with human relations the four (4) groups of respondents have the same perception on the performance management of local chief executives.

Also for employee motivation, the F-test yielded with a computed value of 1.158 with a probability of 0.3431 at alpha of 0.05. Since the probability is greater than the alpha then the null hypothesis earlier stated is accepted, hence there is no significant difference among the perceptions of local chief executives, other elected officials, heads of offices and constituents as a whole along with employee motivation. It further implies that along with employee motivation the four (4) groups of respondents have the same perception on the performance management of local chief executives.

Moreover, along control, the F-test yielded with a computed value of 0.898 with a probability of 0.04529 at alpha of 0.05. Since the probability is greater than the alpha then the null hypothesis earlier stated is accepted, hence there is no significant difference among the perceptions of local chief executives, other elected officials, head of offices and constituents as a whole along with control. It further implies that along with control the four (4) groups of respondents have the same perception on the performance management of local chief executives.

Lastly, evaluation system has the F-test yielded with a computed value of 0.402 with a probability of 0.7543 at alpha of 0.05. Since the probability is greater than the alpha then the null hypothesis earlier stated is accepted, hence there is no significant difference among the perceptions of local chief executives, other elected officials, head of offices and constituents as a whole along with evaluation system.

The above data further implies that all the respondents have similar perception on the performance management of local chief executives in terms of the six dimensions.



Table 7 Test of Significant Relationship between the Perception of the Local Chief

Executives on their Performance Management and their Personal Profile:

Personal Profile	P-value	Level of Significance	Decision
Age	0.9667	0.05	Accept Ho
Sex	1.0000	0.05	Accept Ho
Civil Status	1.0000	0.05	Accept Ho
Highest Educational Attainment	0.7780	0.05	Accept Ho
Length of Service	0.8333	0.05	Accept Ho
In Service Trainings Attended	0.1667	0.05	Accept Ho

The above table shows the test of significant relationship between the perception of the Local Chief Executives on their performance management and their personal profile.

For age, the fisher exact test yielded with a probability value of 0.9667 at the alpha of 0.05. Since the probability is greater than alpha, then the null hypothesis earlier stated is accepted, hence there is no significant relationship between the perception of the local chief executives on their performance management and their age as a whole. This implies that age grouping does not influence the perception of the local chief executives pertaining to their performance management prevailing in the office.

Along sex, the fisher exact test yielded with a probability value of 1.000 at the alpha of 0.05. Since the probability is greater than alpha, then the null hypothesis earlier stated is accepted, hence there is no significant relationship between the perception of the local chief executives on their performance management and their sex as a whole. This implies that sex does not influence the perception of the local chief executives whey they are grouped as a whole pertaining to the performance management prevailing in the office.

In like manner, for civil Status, the fisher exact test yielded with a probability value of 1.000 at the alpha of 0.05. Since the probability is greater than alpha, then the null hypothesis earlier stated is accepted, hence, there is no significant relationship between the perception of the local chief executives on the performance management and their civil status as a whole.

This implies that the perception of the respondents pertaining to their performance management prevailing in the office is independent to civil status.

Moreover, for highest educational attainment, the fisher exact test yielded with a probability value of 0.7780 at the alpha of 0.05. Since the probability is greater than alpha,



then the null hypothesis earlier stated is accepted, hence there is no significant relationship between the perception of the local chief executives on their performance management and their highest educational attainment as a whole. This implies that highest educational attainment has no relationship to the perception of the respondents pertaining to their performance management prevailing in the office.

Also for length of service, the fisher exact test yielded with a probability value of 0.8333 at the alpha of 0.05. Since the probability is greater than alpha, then the null hypothesis stated earlier is accepted, hence there is no significant relationship between the perception of the local chief executives on their performance management and the length of service as local chief executives as a whole. This implies that length of service of local chief executives has no relationship in their performance management prevailing in the office.

Lastly, for in-service trainings attended, the fisher exact test yielded with a probability value of 0.1667 at the alpha of 0.05. Since the probability is greater than alpha, then the null hypothesis earlier stated is accepted, hence there is no significant relationship between the perception of the local chief executives on their performance management and their in-service trainings attended as a whole. This implies that in-service trainings attended have no relationship to the perception of the respondents pertaining to their performance management prevailing in the office.

The above data further implies that the respondents personal profile doesn't affect their perception on their performance management prevailing in the office.

CONCLUSIONS

On the basis of the foregoing findings, the conclusions are hereby derived:

The six dimensions of performance management to wit: decision making process, communication system, human relations, employee motivation, control and evaluation are deemed necessary to improve the performance management of the local chief executives in order to meet the expectations and for the attainment of the organizational goals and the satisfaction of the other groups such as the other elected officials, heads of offices and constituents.

The multifaceted job description of local chief executives takes a lot of effort, preparation and courage to succeed and to improve the performance management of local government units, the local chief executives must be capable, efficient and effective in their governance.



Their characteristics and preparation as they continue to respond and have general supervision and control over all programs and projects of the local government units is essential to really affect change.

The study also proves that there is no significant difference between the perception of the local chief executives, other elected officials and constituents in the five (5) performance management dimensions to wit: communication system, human relations, employee motivation, control and evaluation system while there is a significant difference in the perception of the said respondents relative to decision making process and control.

From the result of the study it was made known that the profile of the local chief executives doesn't have bearing on their performance management.

RECOMMENDATIONS

In view of the findings of the study, the following recommendations are hereby presented:

1. Local chief executives should pursue a higher education because this is important for professional readiness in order for them to give their best in the profession.
2. Local chief executives as public servants must enhance their knowledge and skills through seminars and conference related to their profession.
3. In order for programs and projects to be properly implemented; other elected officials, heads of offices and constituents must work together towards the realization of organizational goals.
4. Local chief executives must understand the system of the organization since this is an extremely powerful tool for designing policies, through this it is easier to act on decisions and it can also provide a sense of stability in times of great change.
5. Local chief executives must recognize the needs of their people for them to be more effective and efficient leaders.
6. Local chief executives must also encourage good human relations so that workers will be more productive, happy and satisfied in the organization.

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