

The Income Generation Performance of MOSCAT Business Affairs Unit

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ABSTRACT

The study focused on the income generation performance of MOSCAT Business Affairs Unit. It specifically aimed to study the income generation of the unit's on-farm and off-farm enterprises. The descriptive research design was used. The study showed that the administrators were perceived as to great extent performers in terms of their leadership capabilities. The respondents moderately agreed that they were committed to their present jobs and perceived that to a great extent the human, financial and physical resources were available for the unit's use. As to average annual income, the enterprises that were producing and offering more than one product, and have produced in bulk were expected to earn greater annual income. Almost all of the off-farm enterprises earn a positive return on investment from 2005 to 2009, while on-farm enterprises had both negative and positive ROI. The system factors identified had nothing to do with the ability of the unit to earn profit, which means that there are other factors that influenced profitability. The administrators considered Leadership as the best predictor of profitability, while the staff identified organizational commitment as its significant predictors.

Keywords - Leadership, organizational commitment, resource management, income generation performance, profitability, on-farm enterprises and off-farm enterprises.

INTRODUCTION

The Misamis Oriental State College of Agriculture and Technology (MOSCAT), formerly Claveria National Rural High School (CNRHS) in Poblacion, Claveria Misamis Oriental became a state college by virtue of Batas Pambansa Blg. 402, signed into the law by the late Philippines President Ferdinand E. Marcos on June 10, 1983. Since then, the college had been the catalyst of learning, producing graduates of high professional and vocational instruction and trainings in the field of Agriculture and other allied fields like the art and sciences.

At present, the College is composed of five (5) institutes and two (2) units under the Vice President for Academic Affairs and another four (4) units under the Vice President for Administration and Finance. It offers a total of 18 undergraduate courses and two graduate courses. It has also widened its scope in offering quality education as seen in the organization of two extensions classes in Bal-ason and Malibud, Gingoog City.

MOSCAT traditionally has tri-logic functions, namely; Instruction, Research, and Extension. Production was added as the fourth function due to the national policy of inducing state universities and colleges (SUC's) to be partially dependent from internally generated income; hence, the MOSCAT Business Affairs Unit (MOSCAT BAU) was established.

The MOSCAT BAU started as MOSCAT Income Generating Project (IGP) in, 1993, with a project coordinator as the head and different project in-charge/ members of the seven (7) different projects, such as corn project, coffee project, rice, nursery, vegetable project, poultry and piggery project. This coordinator's function was more on the monitoring even while teaching in the college and the project in-charge was responsible for the supervision, records and record keeping of respective project. It was also the responsibility of the project in-charge to make plans and requisitions, and at the same time do the marketing and cashiering for the project. Then the project were prepared by the accounting office.

At present, the College has nine (9) enterprises, five (5) on-farm enterprises, Diversified Crop Enterprises (DCE), Nursery, Rice, Model farm, and Poultry, and four (4) off-farm enterprises – Business Center, Cafeteria, Water Refilling Station, Mechanical Dryer.

Income Generating Projects (IGP's) are carried out as interdependent and integral part of instruction, research, production and extension programs in the SUC's. These projects or enterprises are created because these were considered as the most effective and efficient systems of utilizing the human and material

resources of the College to maximize economic and social productivity. It is a strategy implemented in order for the SUC's to increase their income, support their needs, improve their operations, and expand their services. Eventually, this endeavor would become very important and relevant solution to the problems of the College.

This research aimed to study the income generation performance of on-farm and off-farm enterprises of the MOSCAT Business Affairs Unit and get a broader prospective of their profitability level. As an offshoot of the study, a program for the enhancement of the unit's management system shall be formulated and recommended to MOSCAT Management and coordinate with the concerned unit for its possible implementation.

FRAMEWORK

According to John P. Kotler, a prominent leadership theorist, managers must know how to lead as well, as manage. Without being led as well as managed, organizations face the threat of extinction. Barthelmy, in his book "The Sky is Not the Limit-Breakthrough Leadership", emphasized that leaders who demonstrate persistence, tenacity, determination, and synergistic communications skills will bring out the same qualities in their groups. Good leaders use their own inner mentors to energize their team and organizations and lead a team to achieve success.

The flexible leadership theory developed by Gary Yukl (2012), a professor of management at the University of Albany, provides insight as to when leaders contribute to organizational performance. One proposition of the theory is that organizational performance is stronger when the influence of middle and lower level leaders on important decisions is commensurate with their unique relevant knowledge. The implication is that involving leaders throughout the organization in making decisions improves company performance – if these leaders are knowledgeable about the problem to be resolved. An assumption underlying the study of leadership is that leaders affect organizational performance (Dubrin, 2012). Board of directors – the highest-level executives of an organization - makes the assumption.

Bianca (2012) added that level of commitment is based on the employee's performance. Employee's commitment is related to the important factors of job satisfaction. If he/she has a low-level commitment, he/she is likely not performing at her best and could become an example of employee turnover. When good employees leave, the organization loses out; there are high costs to replace

employees and temporary impacts on production. To avoid these, organization should look for causes of employee dissatisfaction and find ways to reduce or eliminate them.

Efficiency in the workplace is the time it takes to do something. Efficient employees and managers complete tasks in the least amount of time possible with the least amount of resources possible by utilizing certain timesaving strategies, while in-efficient managers and employees take the long road. Efficiency and effectiveness are mutually exclusive. A manager or employee who is efficient is not always effective and vice-versa. Efficiency increases productivity and saves both time and money (Miksen, 2012).

Effective Resource Management not only impacts profitability by optimizing utilization and minimizing bench time, but also when done well, can generate goodwill and loyalty that translate to competitive advantage in recruiting and retaining the best talent. It can also give one the ability to move beyond tactical project management to strategic portfolio planning (Fu, 2013).

OBJECTIVES OF THE STUDY

This study aimed to identify the income generation performance of the MOSCAT Business Affairs Unit in Claveria Misamis Oriental. Specifically, it attempts to establish answer the following: (1) The extent of manifestation of the following selected system factors: Leadership, Organizational Commitment and Resources Management, (2) the profile of the on-farm and off-farm enterprises of MOSCAT Business Affairs Unit (BAU) in terms of: Years of Operation, Annual Profit or Financial Performance, and Number of Labor Force, (3) the level of profitability and the return on investment of the on-farm and off-farm enterprises of MOSCAT Business Affairs Unit, (4) the relationship of the system factors on the performance of the on-farm and off-farm enterprises of MOSCAT, and (5) the system factors that significantly determine the level of profitability of the on-farm and off-farm enterprises of MOSCAT BAU.

METHODOLOGY

This study was conducted in Misamis Oriental State College of Agriculture and Technology (MOSCAT), Claveria Misamis Oriental, specifically in the unit's on-farm and off-farm enterprises under the Business Affairs Unit. MOSCAT is situated in the upland farming community of Claveria, one of the

24 towns composing the province of Misamis Oriental, overlooking Macajalar and Gingoog bays. It is 45 kilometers northeast of Cagayan de Oro City, and 60 kilometers away from Lumbia Airport. Claveria is accessible from the coast through Villanueva town by jeepneys within an hour's ride from the city. Known as the "vegetable bowl" of the province, Claveria is also called the "tomato country" of the region. With an elevation of 400 to 1000 meters above sea level, it has cool climate that makes it the "summer resort" of Misamis Oriental. The descriptive method of research was used to gather the necessary data regarding the leadership strength, organizational commitment and management resources of the MOSCAT Business Affairs Unit, CY 2005 – 2009. The same method and design was used to gather information about the level of income of the on-farm and off-farm enterprises' considering the different system factors. As described by de Vaus (2002) in his book *Research Design in Social Research*, descriptive research answers the question "What is going on". It collects a wide range of indicators and economic information about the subject. The personnel of the MOSCAT Business Affairs Unit were respondents of the study. They were categorized into administrators and staff. The administrators include the unit director, the farm foreman and a project in-charge or project manager, while the thirty-one (31) staff consisted of the field men, utility men, sales clerk and the office clerk of the MOSCAT Business Affairs Unit.

The research questionnaires were used to determine Leadership, Organizational Commitment and Resources Management of the respondents. The questionnaire asked the respondent's assessment towards leadership, organizational commitment and management of resources as perceived by the unit's personnel. Moreover, focus group discussion was conducted to validate the personnel's self-perceived extent of Leadership, Organizational Commitment and Resources Management toward profitability.

After the approval of the proposal, and after seeking approval from the College President through the unit director of MOSCAT Business Affairs Unit to proceed with the study, the researcher administered the questionnaires to respondents. The distribution of the questionnaires was done personally by the researcher. The statements of operations of the different projects from fiscal year 2005 to 2009 were gathered by the researcher from the accounting office with the assistance of the unit clerk.

The following statistical tools were employed by the researcher in the study: the frequency and percentage distribution were used to present the responses of the respondents on the extent of the selected system factors; the weighted mean

of each item of the variable in the study was determined; Pearson's are was used to determine the relationship between the system factors and the income generation performance of the on-farm and off-farm enterprises of MOSCAT BAU; Multiple Regression was used to determine the best predictor of profitability for on-farm and off-farm enterprises of MOSCAT BAU.

RESULTS AND DISCUSSIONS

Objective 1. The extent of manifestations of the following selected system factors: Leadership, Organizational Commitment and Resources Management.

Table 1. Extent of Leadership of the MOSCAT Business Affairs Unit Administrators

Leadership	Administrator		Staff		Over-All	
	Mean	VD	Mean	VD	Mean	VD
1. Provide/s a vision for the organization that subordinates/ employees buy into and will lead to excel	4	To a great Extent	3.45	To a great Extent	3.725	To a great Extent
2. Lead/s employee by example	3.67	To a great Extent	3.45	To a great Extent	3.56	To a great Extent
3. Lead employee to excel	3.33	To a great Extent	3.26	To a great Extent	3.295	To a great Extent
4. Model/s the organizations performance and managerial philosophy	3.33	To a great Extent	3.13	To a great Extent	3.23	To a great Extent
5. Motivate/s employee through the organizations vision recognition	3.33	To a great Extent	3.48	To a great Extent	3.405	To a great Extent
6. Anticipate/s needed changes in the organization.	3.67	To a great Extent	3.32	To a great Extent	3.495	To a great Extent
7. Encourage/s initiative, involvement and innovation from my co-workers.	4	To a great Extent	3.39	To a great Extent	3.695	To a great Extent
8. Communicate/s the need to change and support employees on the organization changes.	4	To a great Extent	3.26	To a great Extent	3.63	To a great Extent

9. Recognize/s optimal performance and express appreciation in a timely manner.	3	To a great Extent	3.03	To a great Extent	3.015	To a great Extent
10. Evaluate/s the performance of employees systematically.	3.33	To a great Extent	3.45	To a great Extent	3.39	To a great Extent
11. Resolve/s conflict as it occurs and consider the best interest of all concerned	4	To a great Extent	3.32	To a great Extent	3.66	To a great Extent
12. Observe/s on-the-job activity and available for question and feedback.	3	To a great Extent	3.26	To a great Extent	3.13	To a great Extent
13. Listen/s carefully to his people and encourage them to ask questions and express their opinions.	3.33	To a great Extent	3.29	To a great Extent	3.31	To a great Extent
14. Delegate/s responsibility, accountability and authority effectively.	3.67	To a great Extent	3.39	To a great Extent	3.53	To a great Extent
15. Acts as the catalyst that transforms potential to reality.	4	To a great Extent	3.06	To a great Extent	3.53	To a great Extent
Overall	3.58	To a great Extent	3.30	To a great Extent	3.44	To a great Extent

Table 1 shows the perceptions of the administrators and staff regarding leadership. The leadership capabilities of the administrators were perceived by both respondents as performed to a great extent as shown in the over-all mean of 3.44. The responses revealed that the MOSCAT Business Affairs Unit administrators were perceived to have great leadership ability. The initiative, involvement, innovations, leading by example, leading to excel, motivation, flexibility, communication, performance evaluation, resolving conflict, delegation and being the catalyst of transformation can be accounted to a great extent of leadership among administrators of the unit. The highest rated item 3.72 is focused on providing vision for the organization that subordinates buy into and will lead to excel. The finding indicates the MOSCAT BAU has a vision created by leaders and which inspired the subordinates/employees to stretch their capabilities to achieve this vision. The indication is verbally described as Great Extent. This was based on the administrators mean of 3.58 (Great Extent) and 3.44 (Great Extent) from the staff.

The mean of 3.66 (to a great extent) is given “to resolving conflict as it occurs and consider the best interest of all concerned”. This is attested by the

administrator's mean of 4.00 (to a great extent) and 3.32 mean (to a great extent) from the staff. Conflict if not handled properly and timely will have an adverse effect in meeting the organizational goals (Lantion, 2001). Managers should understand the source of conflict to be able to handle them correctly. Leading employees by example is to a great extent as perceived both by the administrators and staff. The respondent's perceptions to this item yielded a 3.67 and 3.45 mean. A developed concept about management as it relates to leadership suggests that a manager must know how to lead as well as manage since without leading there is no managing (Kotler, 1999).

Another item rated to a great extent by the respondents is the statement "motivate/s employee through the organization's vision recognition". This can be traced back from 3.33 mean from administrators and 3.48 mean from staff. The ability of managers to motivate corresponds to their talent, skill and charm to impel or induce employees to accomplish work willingly and satisfactorily. Not much can be accomplished if employees are not properly motivated (Lantion, 2001). The important challenge to managers is for them to arouse and maintain employees' interest to perform the assigned job willingly and satisfactorily. The finding indicates that MOSCAT BAU administrators were really familiar with and able to apply the factors, which generally motivate employees. Priority needs, as explained by Maslow in his widely accepted theory on the hierarchy of needs, was given much consideration in the unit in motivating people to accomplish the organizational goals, coupled with good leadership and genuine concern. Administrators make use of positive approach in motivating their people to get results. This includes giving of rewards, praise, recognition and opportunity for self-development.

The indicator "delegate/s responsibility, accountability and authority effectively" was rated 3.67 by administrators and 3.39 by the staff. There was a great extent of delegating responsibility, accountability and authority effectively in the unit. In reality, delegation of responsibility becomes necessary either as a solution when managers are absent, or as a means of developing subordinates (Fajardo, 2007).

In the case of the MOSCAT BAU, responsibilities were delegated because in the first place, some of the administrators are not fulltime in the unit, but fulltime instructors in the college. This is just an additional assignment given to them by the college head. Another point is, when an organization grows beyond phase, some of the task will have to be delegated to responsible personnel. This is so because making decisions cannot all be undertaken by a single person (Medina,

1999), but all the time the unit sees to it that delegation of responsibility is effective as possible.

Moreover, the MOSCAT BAU administrator listens carefully to their people and encourages subordinates to ask questions and express their opinions during meetings and personal consultations. That is why the perception of the respondents on this item is to a great extent, which is from 3.33 mean of the administrators and 3.29 mean of the staff. The statement evaluates performance of employees systematically is likewise rated as to a great extent. This can be tracked back to 3.33 mean (to a great extent) from the administrator and 3.45 mean (to a great extent) from the staff. This is an indication that the MOSCAT BAU administrators were making objective evaluation.

MOSCAT BAU administrators also act as entrepreneurs. This was proven by their own perception to a great extent (4.00). According to Hisrich (1999), "Entrepreneurship is more than a word, it is a mission. We must perceive opportunities inherent in change, we must create a desire for pursuing the opportunities that arise, and we must create an environment in which success is possible." Entrepreneur, one of the roles being played by leaders, refer to the person who takes the risk and invest resources to make something new or better (Fajardo, 1998). They are the ones who create something new or something different and make things happen. Their very activity is to make innovations.

The item "model/s the organizations performance and managerial philosophy" being one of the most important roles played by the leader in the organization was assessed to a great extent (3.33) by the administrators and to a moderate extent by the staff (3.13). The effective leader who catalyzes commitment to a compelling vision and stimulates the group to high performance standards are matters of great importance in organization (Freiberg and Freiberg, 1996). Subordinates need leaders, who are role models and are worthy to be followed.

Table 2. Extent of Organizational Commitment of the MOSCAT Business Affairs Unit Personnel

Organizational Commitment	Administrators		Staff		Over-All	
	Mean	VD	Mean	VD	Mean	VD
1. At this point, I will stay on this job because I have to and I want to	3.67	Strongly Agree	3.32	Strongly Agree	3.495	Strongly Agree
2. Leaving a job would entail a great deal of my personal sacrifice	3.33	Strongly Agree	3.16	Mod-erately Agree	3.245	Mod-erately Agree
3. I do not have any other choice but to stay in the present job	3.0	Mod-erately Agree	3.16	Mod-erately Agree	3.08	Mod-erately Agree
4. My life would be greatly disrupted if I leave this present job	2.67	Mod-erately Agree	3.10	Mod-erately Agree	2.885	Mod-erately Agree
5. If I leave this work, I will lose what I have already started for myself	3.0	Mod-erately Agree	3.06	Mod-erately Agree	3.03	Mod-erately Agree
6. I strongly feel I belong to this present job	3.67	Strongly Agree	3.10	Mod-erately Agree	3.385	Strongly Agree
7. I feel I am strongly connected to the organization for which I work	3.67	Strongly Agree	3.23	Mod-erately Agree	3.45	Strongly Agree
8. I feel like I am part of this organization like my family	3.67	Strongly Agree	3.42	Strongly Agree	3.545	Strongly Agree
9. I would be pleased to spend the rest of my working life in this organization	3.0	Mod-erately Agree	3.06	Mod-erately Agree	3.03	Mod-erately Agree
10. I am happy to stay in this organization because I believe in its goals and values	3.67	Strongly Agree	3.29	Strongly Agree	3.48	Strongly Agree

11. I am reluctant to leave the organization once I had started working	3.33	Strongly Agree	2.90	Moderately Agree	3.115	Moderately Agree
12. The employer would be very disappointed if I will leave this job	2.67	Moderately Agree	2.97	Moderately Agree	2.82	Moderately Agree
13. I feel a strong obligation to stay in this job	4.0	Strongly Agree	3.13	Moderately Agree	3.565	Strongly Agree
14. I will stay on this job because people would think poorly of me for leaving	2.67	Moderately Agree	3.10	Moderately Agree	2.885	Moderately Agree
15. I have to stay in this job because my colleagues would feel bad if i will leave	2.0	Agree	2.74	Moderately Agree	2.37	Moderately Agree
TOTAL	3.20	Moderately Agree	3.11	Moderately Agree	3.155	Moderately Agree

Table 2 presents the responses of the MOSCAT BAU administrators and staff on organizational commitment. The over-all mean of the respondent's perceptions is 3.16, 3.20 mean from the administrators and 3.11 from the staff, all are within the scale moderately agree. The indicators "staying on the job I they have to and want to", "they feel like they are part of the organization", and "they are happy to stay in the organization because they believe in its goals and values" got the same verbal description of strongly agree from the respondents, and moderately agree to the following indicators: "they don't have any other choice but to stay", "their life would be greatly disrupted if they leave the job", "they will lose what they have started if they leave the job", "they would be quite pleased to spend the rest of their lives in the organization", "the employer would be very dis-appointed if they will leave the job", and "they will stay on the job because people would think poorly of them for leaving".

The statement "I will stay on this job because I have to and want to" was rated strongly agree by both the administrators (3.67) and staff (3.32). For the respondents, they have to and want to because they were very much comfortable with the job, considering that it is in line with their specialization. It is where

they can express their ideas with regards to the job and assignments. It is where their expertise is being useful. They have this positive emotional attachment to the organization as described in the affective and continuance commitment of Meyer and Allens (1991).

For this question however, unlike the difference in responses of role partners, both administrators and staff had the same responses. Just like the staff, administrators also rated 3.0 or a verbal description of moderately agree even if most of them are plantilla employees. Being given security of tenure would be very awkward for them to leave their present job. Their work status is already permanent. If anyone of them, being permanent, leaves the present job, he/she might lose everything that he/she already started. However if brighter opportunity comes, it is possible that one or permanent basis would still opt to leave a post for a better one. This response is in connection with the indicator (if I leave this work, I'll lose what I have started for myself" which was rated by administrators as moderately agree (3.0) also and 3.06 from the staff (moderately agree)).

The statement "My life will be greatly disrupted if I leave this present job" was both rated moderately agree by the respondents. This can be traced back from the 2.67 mean of the administrator was both rated moderately agree by the respondents. This can be traced back from the 2.67 mean of the administrators and 3.10 mean of the staff. The findings indicate that although not all of the respondents are on a plantilla position in the unit, each of them however; feel they were given what is due to them. This being the case, they feel they have placed their lives in a positive direction.

The perceptions show that administrators who are mostly regular already have this positive attachment to the organization considering that they will be serving the organization up to their last day of their service. Since they were attached and part of the whole organization, they try to be more useful and productive in their respective job and in the unit where they belong. For the staff, considering that all of them are program of work-based, they were trying to do their respective jobs as required. They were very much aware that their presence in the organization is occasional only that's why they did not strongly agree on the statement.

The item "I feel I strongly connected to the organization for which I work" were rated again by the administrators as strongly agree (3.67 mean) and moderately agree (3.23 mean). Again it has something to do with the subordinate's temporary status of employment in the organization at the same time their expertise.

The findings indicate that there is a harmonious relationship between the administrators and the staff in the unit. Respect and understanding for

one another was observed although the impact maybe slight. They keep on interacting with their environment resulting in the awareness of each member on the nature of their surroundings, and their impact on other members and in the organization as a whole. Each of the respondents is considered an integral part of the organization (Whyte, 2002). It is more than being a part of the family. The above justifications might then be the reason the respondents rated the item ("I would be quite pleased to spend the rest of my working life in this organization") moderately agree (3.0 mean from the administrators and 3.06 mean from the staff), if given the chance. The respondent's perception with regards to the latter item indicated that they are very much willing to be a part of the organization, and working in the organization for their whole working life.

The item "I am happy to stay in this organization because I believe in its goals and values" was rated strongly agree by both the administrators (3.67 mean) and the staff (3.29 mean). The responses revealed that the degree of the respondent's commitment towards the unit is very strong since they positively believed in the organizational goals and values. As cited by Adog and Kuzuhara (2002), organizational commitment reflects the degree to which people show 1) a strong desire to remain in the organization, 2) a willingness to exert a high level of effort on behalf of the organization; and 3) a belief in, acceptance of the values and goals of the organization. The finding indicates that the MOSCAT BAU has to achieve organizational goals and values. Personnel were inspired and guided in performing their day-to-day responsibilities and functions. Respondents became committed to the organization especially if the goals set are clear and complete, and that values are observed.

The statement "I am reluctant to leave the organization once I had started working" and "I feel a stay in this job" were both rated strongly agree by administrators (3.33 and 4.0) and moderately agree by the staff (2.90 and 3.13). The perception shows that for the administrators, staying in the unit is an obligation considering the fact that they are permanent employees; it would therefore be awkward if not unreasonable for them to leave the organization with that status.

It is likely that MOSCAT may have already invested resources in training them and the administrators felt a moral obligation to put effort on the job and stay with the organization, to "repay the debt". In the words of Meyer and Allen (1991) this is called normative commitment. The individual commits to and remains with an organization because of feelings of obligation. For the staff who rated moderately agree, they mean that since all of them do not have an eternal

bond with the organization, they are not hesitant to leaving the organization and at the same time they are not really obliged to stay longer than necessary. With their status, they all have the freedom to choose, whether to stay or leave the organization. They were not reluctant because their obligation is based on the program of work which lasts on a timeline.

The indicators “The employer would be very disappointed if I will leave this job” and “ill stay on this job because people would think poorly of me for leaving” were rated moderately agree both by the administrators (2.67 to both indicators) and staff (2.97 and 3.10). the findings revealed that both the administrators and staff perceived their employer as well as other people will not be too affected if they decide to leave the organization.

The administrators of the MOSCAT BAU moderately disagree with the item “I have to stay on this job because my colleagues would feel bad if I’ll leave”, with 2.0 mean while the staff moderately agree on the item (2.74). This item got the lowest rating from the administrators do not really give much importance to the relationship or that they do not really care whatever would be the reaction/s of their colleagues if they will leave. The staff, on the other hand, value relationship that they have with their colleagues; hence they were concerned with the feeling of their colleagues.

Table 3. Extent of Resources Management of the MOSCAT Business Affairs Unit Administrators

Resource Management	Administrators		Staff		Over-all	
	Mean	SD	Mean	SD	Mean	SD
1. Use/s performance goals to enhance performance of the organization	4.0	To a great Extent	3.32	To a great Extent	3.66	To a great Extent
2. Balance/s quality and cost effectiveness in making decision and in using the organizations financial, physical and human resources	3.33	To a great Extent	3.26	To a great Extent	3.295	To a great Extent
3. Treat/s employee as the organizations most important resource	4.0	To a great Extent	3.39	To a great Extent	3.695	To a great Extent

4. Invest/s personal time in developing people	3.33	To a great Extent	3.06	To a moderate Extent	3.195	To a great Extent
5. Develop/s new procedure to increase proficiency	3.67	To a great Extent	3.19	To a moderate Extent	3.43	To a great Extent
6. Provide/s resources pertinent to accomplishing tasks in the organizations	4.0	To a great Extent	3.1	To a moderate Extent	3.55	To a great Extent
7. Allocate/s equitable resources to ones constituents	3.67	To a great Extent	3.1	To a moderate Extent	3.385	To a great Extent
Over-All	3.71	To a great Extent	3.2	To a moderate Extent	3.455	To a great Extent

Table 3 presents the data gathered on resources management. The over-all mean is 3.46, with the verbal description of to a great extent. The human, financial and physical resources in the MOSCAT BAU are available to a great extent. The item on “treats employees as the organizations most important resources” was assessed to a great extent (4.0 mean) by the administrators and similarly to a great extent (3.39 mean) by the staff. An employee/worker is an integral part of the organization system. Without him, the organization cannot do anything. The individual is the starting point with which an organization operates. “We need to look internally, to set one another as critical resources in this voyage of discovery”, are according to Wheatley, (2010). Both the administrators and staff of the MOSCAT BAU felt such importance in the unit and even in the whole college.

Performance goals to enhance competence were achieved in the organization to a great extent as rated by the respondents. The respondent’s perceptions to this item yielded a 4.0 mean from the administrators (to a great extent) and 3.32 mean from the staff (to a great extent). The goals set that served as the guide in the policy implementation in the MOSCAT BAU operations were

attained at a maximum level. Realistic and attainable goals include consensus from the different in-charge of every project in the unit to ensure a high level accomplishment.

Essentially, new methods/ technique to increase efficiency are considered in the policy, implementation, operations and procedures in the MOSCAT BAU, as this is important in the organization. The administrators pointed out that this indicator of resource management to a great extent (3.67 mean) and moderate extent by the staff (3.19). Since MOSCAT BAU is concerned, methods, procedures. Implementing guidelines is changed and modified as the need arises to fit to the current needs of the time. New and better methods of development were crafted that guided the management in the implementation of the formulated policy and guidelines in the unit.

The indicator “Balances quality and cost effectiveness in making a decision and in using the organizations financial, physical and human resources” is to a great extent as perceived by both the administrators (3.33) and the staff (3.26). The findings indicated that the MOSCAT BAU policy puts in force the condition of making a good scenario between quality and costs and in using resources in the unit. Quality has something to do with the costs and in using resources in the unit. Quality has something to do with cost, or vice versa. But still efficiency is achieved. As explained by Gutierrez, et al.. (1994) in their business organization and management book, management is said to be successful when it makes industry efficient, and this efficiency is measured concretely in terms of quality and quantity of the products with the minimum efforts at the least possible cost. Quality products and customer service are influenced by quality and costly facilities and inputs vice versa. Moreover, the MOSCAT BAU placed an equal and even weight in financial, physical and human resources considering that each one is important in the BAU operations.

MOSCAT BAU has a positive perception with regards to this issue, giving a rating of 4.0 and 3.67 mean (to a great extent) from the administrators for the indicators “Providing resources pertinent to accomplishing the task in the organization” and “Allocating equitable resources to ones own constituents” and moderately extent (3.1) from the staff. BAU always sees to it that resources needed in the production of a certain product or service is provided in order to attain predetermined objectives, and this was seen and observed by the staff on moderate extent. Each project in the unit was given enough resources to use and attain its goals. It was observed that resources needed were enough and provided even before the project requires it. That is why the usual problem/s in the

production has been avoided because the solution was already at hand even before the problem comes. This is just a proof that with the presence of plans, possible problems may be avoided as cited by Mallo (2000) in his entrepreneurship book, developing a systematic plan will allow the organization to attain its goals because possible alternatives are considered and evaluated.

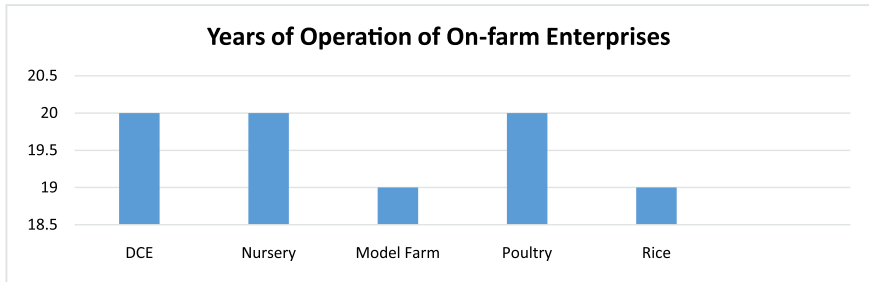


Figure 2. Number of Years of Operation

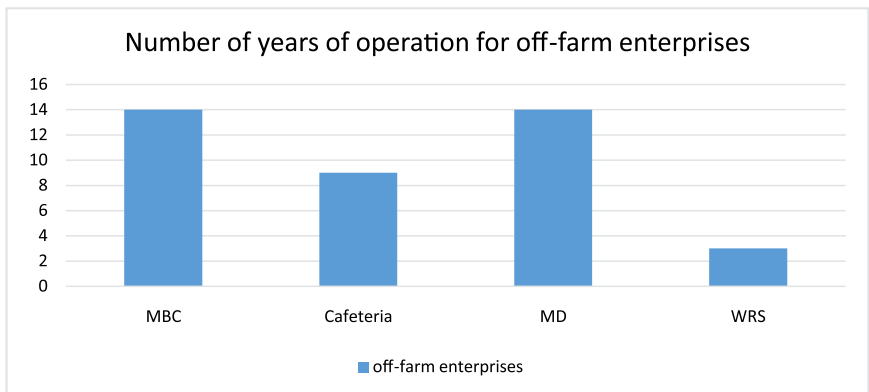


Figure 3. Years of Operation

Figures 2 and 3 show the number of years of operation for the on-farm and off-farm enterprises of MOSCAT. For on-farm enterprises, 60% (3 out of 5) of the total number of enterprises operating already for 20 years and up, and this are the projects created during the early years of the college. Before year 2000, these enterprises supported the Instruction function of the College.

On the other hand, the Water Refilling Station (WRS) under the off-farm enterprises is still on its recovery stage, and the youngest of all enterprises for it was created in the late 2,000, while the others (MOSCAT Business Center, Cafeteria and Mechanical Dryer) continue operating not only for the purpose of earning for the college but also as show window for its stakeholders.

For On-farm enterprises, Diversified Crop Enterprise (DCE) has the highest number of labor force as compared to others and this was due to the diversified (corn, vegetables, fruits) operation performed by the only enterprise of MOSCAT that has production outside the college premises. While Nursery, Model farm, poultry, rice were managed only by 1 overseer each, and who reports directly to the farm foreman. The above enterprises can be managed by one because aside from having only a small area for production, and manageable stocks, in the case of Poultry, production for Rice only needs more laborers during planting and harvesting. What the unit was doing for several years was to use laborers from other projects as in the case of the rice project while in its planting and harvesting stage, otherwise the project would resort to hiring “on-call laborers”.

For off-farm enterprise, it is only the College Cafeteria that has a labor force more than five (5) because of the number of the number of service (catering services, function, daily services) offered by the project which cannot be handled by a few. Mechanical Dryer (MD), Water Refilling Station (WRS) and MOSCAT Business Center (MBC) were manned by the respective project in-charge using some utility. This is obviously due to the limited services offered by the projects.

The on-farm enterprises, DCE, poultry and rice projects were the highest earning projects, with an average annual net income of P50, 000.00 and above. DCE justified its output considering that it is has a diversified operation as well as products. Poultry, on the other hand was earning higher on the years being studied because there was only one overseer managing an average flock size of 600 heads per cycle and receiving income from the sales egg and culled chicken. Rice was also earning since production is in volume. Model farm and nursery have an average annual net income of P30, 000 to P39, 000.00 because the volume of production is not as much as the other project. Furthermore, these projects were often used by instruction as an instructional unit (laboratory activities).

For off-farm enterprises, as expected, WRS has a very low net income considering that the projects were still on recovery stage (WRS started its operation in 2008 and its expected payback period is in 2013). Compared to the other projects they were not as stable and performing well as to income.

Objective 3. The level of profitability and the return on investment of the on-farm and off-farm enterprises of MOSCAT Business Affairs Unit

The table revealed that two of the on-farm enterprises (Poultry and Nursery), have a positive return on investment from CY 2005 to 2009, while the other three projects experienced a negative ROI for the years 2006 (for Rice), 2009 (for Model Farm) and 2005 (for DCE). Return of the rice project for the year 2005 was 29.38 percent and decrease to – 19.67 percent in the next year. In 2007, return on investment increased to 41.82 percent, rose to 174, 20 percent the next year and decreases to 39.23 percent in 2009. The trend shows that the project experienced an erratic stage in 2006 but eventually was recovered on the succeeding years. The project was found efficient and effective as shown in table 5. Poultry enterprise, on the other hand, maintain a positive ROI even though there were years where ROI decreases, but the project still managed to increase it the next operating year.

Table 4. Percentage Distribution of the Return on Investments (ROI)
Off-farm Enterprises

Enterprise	2005	2006	2007	2008	2009
1. Cafeteria	29.38	(19.67)	41.82	174.20	39.23
2. Business Center	20.98	8.01	10.12	30.60	9.45
3. Refilling Station	5,909.64	135.02	182.71	61.48	(8.20)
4. Mechanical Dryer	191.71	193.52	443.05	67.79	29.83

Table 4 presents the summary of the return on investment for the off-farm enterprises of MOSCAT Business Affairs from CY 2005 to 2009. The table reveals that most of the off-farm enterprise had a positive return on investment (Cafeteria and Business Center). The water refilling station experienced a negative ROI during its maiden operation since the project was still adjusting and investing to operate. The mechanical dryer project performed similar to the refilling station. It should be observed, that the projects were operating effectively and efficiently, considering that their respective ROI becomes positive in the next years. The data show that the off-farm enterprises of MOSCAT would have a better and brighter and brighter future ahead, if the project and its resources are managed properly by competent and committed personnel.

The table above reveals that off-farm enterprises attained an over-all profitability level of “moderate profitability” from CY 2005 to 2009, while on-farm enterprises attained “very high profitability”. Only the Mechanical Dryer (MD) attained a very high profitability for the off-farm, while three (3) out of five (5) on-farm enterprises attained VH.

Table 5. The Percentage Distribution of the Profitability Level Of the On-farm and Off-farm Enterprises

Off-farm	2005		2006		2007		2008		2009		Over-all	
	ROI	SV	ROI	SV	ROI	SV	ROI	SV	ROI	SV	ROI	SV
Cafeteria	7.0	2	5.94	2	11.81	3	16.99	3	31.46	5	14.64	3
MBC	2.06	2	0.27	2	1.23	2	1.94	2	1.47	2	1.39	2
WRS	X		X		X		(39.6)	1	4.17	2	(17.71)	0
MD	(14.4)	1	38.52	5	104	5	47.1	5	61.24	5	47.29	5
Over-all	(1.78)	0	14.91	3	39.01	5	6.6	2	32.78	5	18.30	3
On-Farm												
Rice	29.38	4	(19.67)	1	41.82	5	174	5	39.23	5	52.95	5
Poultry	20.98	3	8.01	2	10.12	2	30.6	4	9.45	2	15.83	3
MF	299	5	135	5	182	5	61.48	5	(8.2)	1	133.8	5
Nursery	191	5	193	5	443	5	67.79	5	29.83	4	184.9	5
DCE	(7.37)	1	51	5	73.03	5	37.55	5	00.6	2	30.96	4
Over-all	106.6	5	73.47	5	149.99	5	74.28	5	14.18	3	83.71	5
OVER-ALL	52.41	5	44.19	5	94.5	5	40.44	5	23.48	4	51.00	5

Table 7 below summarizes the profitability Level of the On-farm and Off-farm Enterprises of MOSCAT business affairs unit from CY 2005 to 2009.

Table 5 also shows that on-farm enterprises attained an over-all profitability level of “Very High Profitability” from CY 2006 to 2008, while off-farm enterprises, only the CY 2007 and 2009 attained a profitability level of “VHP”. CY 2005 for off-farm enterprises was not food due to a negative level of profitability, which was influenced by a negative profitability of the mechanical dryer (MD).

However, the over-all profitability level of the MOSCAT BAU attained of “Very High Profitability” from CY 2005 to 2009, which explains that generally the unit performed well during the years under study.

Objective 4. The relationship of the system factors on the performance of the on-farm and off-farm enterprises of MOSCAT

Table 6. Correlation between the Extent of Leadership of Administrators and Staff and Profitability of On-Farm and Off-Farm Enterprises of MOSCAT

	On-farm		Interpretation	Decision	Off-farm		interpretation	Decision
	r	p-value			r	P-value		
Leadership of Administrators	-0.069 Negligible	0.912	Not significant	Accept Ho	-0.053 Negligible	0.947	Not Significant	Accept Ho
Leadership of Staff	-0.581 Moderate	0.303	Not significant	Accept Ho	-0.483 Moderate	0.517	Not significant	Accept Ho

Table 6 presents the correlation between the extent of leadership and the profitability of the on-farm and off-farm enterprises of MOSCAT Business Affairs Unit (BAU) as perceived by the administrators and staff. Based on the data gathered in the years under study, the extent of leadership of the administrators were not significantly related to profitability of the on-farm and off-farm enterprises of the MOSCAT BAU since the obtained p-values were greater than alpha (0.05). This implies that leadership of the administrators was immaterial to the unit's profitability. This means that the data gathered does not point out leadership as a factor of profitability for the unit. The literature (Dubrin, 2011) gives a comment on leadership that leadership is not necessarily a factor of profitability, while leadership may produces change in an organization and that without it an organization will face the threat of extinction. There are other factors that need to be considered and understood may influence profitability of the unit.

During the years under study, the personnel of the unit did not consider much leadership of the director and the project in-charge as factor of profitability because it was known to them that these administrators were assigned in the unit to partially oversee the operation. Administrators were also assigned to other assignments in other functions of the college, such as instruction, extension, and research.

Therefore, the null hypothesis was accepted. The data revealed that there is no association between the leadership of administrators to profitability as professed by both the administrators and staff of the unit on the years under study. In

other words, the data gathered support that leadership is not the only factor of profitability of the unit. The finding implies that for the unit to attain a positive or higher profit, other factors such as, marketing strategies, production strategies and the like should also be given importance. As cited by Dawes (2000), in his study “Market Orientation and Company Profitability”, the strongest distinguishing feature of high profit firms is that they are much attuned to the activities and characteristic of competitors. Consumer expectations, quality and price affect customer satisfaction, which in turn, affects profitability of the business (Andres, et al.. 1994).

Table 7. Correlation between the Organizational Commitment of Administrators and Staff and Profitability of On-Farm and Off-Farm Enterprises of MOSCAT

	On-farm		Inter-pretation	Deci-sion	Off-farm		inter-pretation	Deci-sion
	r	p-value			r	p-value		
Organizational commitment of administrator	-0.190 Moderate	0.760	Not significant	Accept Ho	-0.373 Moderate	0.627	Not Significant	Accept Ho
Organizational Commitment of Staff	-0.282 Moderate	0.645	Not significant	Accept Ho	-0.197 Moderate	0.803	Not significant	Accept Ho

Table 7 shows the correlation between organizational commitment of the administrators and staff and the profitability of the on-farm and off-farm enterprises of MOSCAT BAU. It shows that the organizational commitment of both the administrator and staff were not significantly related to the profitability on-farm and off-farm enterprises of MOSCAT BAU since the obtained p-values were greater than alpha (0.05). This means that the capacity of the unit to earn profit had nothing to do with the organizational commitment in the years under study. This means that whether or not the personnel of the unit were committed does not have any bearing to the unit’s profitability. Indeed, the data gathered want to show that there were other factors that greatly affect the business profitability aside from organizational commitment.

Though, organizational commitment plays an important role in the success of the business (Azad & Sadegi, 2012), for the MOSCAT business affairs unit, organizational commitment is not the only factor for profitability. Relative

to organizational commitment, Danesfard and Ekvaniyan cited Meyer and Allens (1991) three-component model of commitment or the three “mind sets” which can characterize employees commitment to the organization: affective commitment which refers the emotional attachment to the organization; continuance commitment and the normative commitment which refers to the individual committing to and remaining with an organization because of feeling of obligation. Most of the personnel of the MOSCAT BAUs have normative commitment to the unit. The organization may have invested resources to the personnel such as training and therefore feel an obligation to put more effort on the job and stay with the organization to repay debt.

Therefore, the null hypothesis is accepted. The data reveal that there was no association between the organizational commitment and the unit’s profitability. The finding implies that there were other factors that influence the profitability of the unit such as production and marketing strategies.

Table 8. Correlation between the Resources Management of Administrator and Staff and Profitability of On-Farm and Off-Farm Enterprises of MOSCAT

	On-farm		Interpretation	Decision	Off-farm		interpretation	Decision
	r	P-value			r	p-value		
Resources Management of administrated	-0.557 Moderate	0.329	Not significant	Accept Ho	-0.507 Moderate	0.493	Not Significant	Accept Ho
Resources Management of Staff	-0.049 Negligible	0.938	Not significant	Accept Ho	-0.910 Moderate	0.089	Not significant	Accept Ho

Table 8 presents the correlation between the resources management and profitability of the unit as perceived by the administrators and staff. It shows the resources management of the administrator and staff, both for on-farm and off-farm enterprises, were not significantly related to the profitability of the unit since the obtained p-values were greater than alpha (0.05). Resources management for the staff was found out not related to. profitability considering that they were not the ones managing the resources of the unit.

On the other hand for the administrator, resources management which was one of the many functions played was not given much consideration in relation

to profitability. Though resources management is necessary in the maintenance of the work force (Robbins, 2004), the data gathered point out that resources management was not considered as a factor to measure profitability. As explained by Pissano and Hitt (2012), appropriate resources are necessary but insufficient to achieve a competitive advantage. Resources must also be managed effectively. This means that there were still other factors for profitability in the business.

Therefore, null hypotheses are accepted. The data reveal that there is no relationship between the resources management of personnel and profitability of the unit in the years under study. In other words, the capacity of the unit to earn profit is due to proper management of the resources of the unit by its personnel.

Objective 5. The system factors that significantly determine the level of profitability of the on-farm and off-farm enterprises of MOSCAT BAU

Table 9. System Factors that Significantly Determine the level of Profitability of the On-Farm Enterprises

	Standardized Coefficient		
	Beta	t	Sig.
A - Admin	2.084	105.141	.006
Leadership	-2.642	-124.407	.005
Organizational Commitment			
Resources Management	1.152	145.620	.004
B – Staff	-.728	-1.001	.500
Leadership	.432	.527	.691
Organizational Commitment			
Resources Management	.080	.094	.940

Table 11 shows that as far as the administrators are concerned, the best predictor of profitability for on-farm enterprises is leadership. The data reveal that out of three system factors identified, leadership has the highest beta coefficient which signifies its being a predictor of profitability. The administrator of the on-farm enterprises believes that the leadership is a very important factor in the success in every organization. As cited by AJ Dubrin (2012) in his book “Leadership: Research findings, practice and skills”, an assumption underlying the study of leadership is that leaders affect organizational performance. The idea that leaders actually influence organizational performance and morale seems plausible. The

center on leadership and ethics at Duke University (2012) conducted a survey about leadership on different executives from public and private companies about the issue and they concluded that they can indeed, but only if the leaders are perceived to be responsible and inspirational. He also explained that without effective leadership at different levels in organization, it is difficult to sustain profitability, productivity and good customer service.

On the other hand, Staff of the MOSCAT BAU under the on-farm believed, that the best predictor of profitability in the unit is organizational commitment has the highest beta coefficient among the three system factors considered. As cited by Azad and Sadegi (2012), organizational commitment plays an important role in the success of the business. Organizational commitment predicts work variable such as turn-over, organizational citizenship behavior, and job performance. Some of the factors such as role stress, empowerment, job insecurity and employability, and distribution of leadership have been shown to be connected to a workers sense of organizational commitment.

Dependent Variable: Profitability

For off-farm enterprises, as with the on farm-enterprises, administrators considered leadership as the best predictor for the unit's profitability (table 12). The table reveals that for the administrators, leadership has the highest beta coefficient among the three system factors considered. Administrators always believed that their capacity to lead, organize, to manage, to plan and to direct play an important role in attaining profitability. Leadership aims not just to create positive emotions, in people – to help people feel happy – but to dramatically affect organizational performance for better (Cameron, 2012).

On the other hand, the staff of the unit considers organizational commitment as the best predictor of profitability. The table below reveals that organizational commitment got the highest coefficient among the system factors. Ali, Imran, et al., their Corporate Social Responsibility (CSR) studies confirmed positive effects of employee commitment to organizational performance. Committed employees are considered as critical success factor for any organization. Their study found highly significant positive relationship between organizational commitment and organizational performance. It depicts that organization can enhance their employee organizational commitment through involving themselves in social activities for instance, identifying needs of the community and fulfilling them, working for better environment, involving in employee welfare, producing quality products for customers and complying with government rules and regulation and

working within legal ambiance. All these activities significantly and positively influence employee commitment with organizations and improve organizational performance.

On the basis of findings, the researcher shall propose an enhancement program in the form of “Lakbay Aral” and a case study to be participated by the personnel of MOSCAT BAU. Two successful enterprises will be chosen as case study material: one (1) successful on-farm enterprise and one (1) successful off-farm enterprise, both are similar operations in the MOSCAT BAU. The activities are for the personnel of the unit to have an actual observation of the total operation of the chosen enterprises and for them to learn how the chosen enterprises are managed/operated. Interviews and lectures from the chosen enterprises can also be requested in order for the personnel to get appropriate information, the results of the observations, interview and lecture will then be processed as another day will be scheduled for the case study session wherein each personnel will be given a chance to share his/her observation or learnings.

The chosen enterprises (successful) will be from any government or private institutions within the province or region that have similar operations to MOSCAT BAU.

CONCLUSIONS

The administrators of the MOSCAT Business Affairs Unit possess exceptional leadership abilities, which consider not only the vision, mission, goals and objectives of the unit performing their tasks, but also maintaining its harmonious relationship with its co-workers/ personnel. These abilities contributed much in the performance of the unit as a whole. The administrator and staff of the MOSCAT BAU were moderately committed to the organization not because they do not like it, but because of other assignments and concerns. As to resources management, the administrators of MOSCAT BAU effectively and efficiently managed resources of the whole unit. They also treated human resource as the most important resources in the organization. The staff on the other hand, managed not only resources they directly used. Enterprise of the MOSCAT BAU that operated for more than 20 years and generated greater annual income and positive ROI. This was also true to enterprises that offered diversified operation and services. These require a greater number of labor forces but at the same time earn much greater income. The ability of the MOSCAT BAU to earn profit was not influenced by the administrator’s leadership and the

respondents (administrators and staff) organizational commitment and resources management, which means that there are other factors influencing the unit's profitability. Administrators and staff identified different system factors that best predict the enterprise (on-farm and off-farm) profitability: Leadership for the administrator, while organizational Commitment for the Staff.

RECOMMENDATIONS

1. It is recommended that all administrators of the MOSCAT BAU should always take due notice of the important leadership characteristics and abilities so that they can always perform effectively and efficiently. All activities in the unit should always in accordance with the organizations vision, mission, goal and objectives that should be properly explained to its personnel as an important factor in achieving such.
2. It is also recommended that administrators should explain to their personnel their importance to the unit regardless of their position, so that strong commitment from personnel will be achieved. Further, it is recommended that administrator of the unit should not be given other assignments, so that projects can be given more attention.
3. With reference to on-farm enterprises that were used as an instructional unit, this should be separated from the unit (MOSCAT BAU) for it was not really operating as business.
4. For the water refilling station enterprise to recover immediately from its investments, effective marketing strategies such as: expanding its distribution to other municipalities/institutions/agencies and establishing a bottling station should be planned and implemented.
5. It is also recommended that this study be continued, to properly monitor the performance of the different MOSCAT BAU enterprises and at the same time discover the real factors that affect profitability of the units.

6. Lastly, it is recommended that a “Lakbay Aral” and a case study will be scheduled for the personnel of the MOSCAT BAU (administrator and staff) for them to have an actual observation on how the chosen enterprises are managed / operated.

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