Cebuano Realities in Philippine Public Administration towards an Emergent Theory

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Abstract—Using the descriptive-qualitative research design, the study elicited Cebuano realities in Philippine Public Administration from the various government entities towards an emergent theory. Prior to the actual interviews and the use of shadow data, the informants who qualified for the study were determined through a background investigation and triangulation for validation of the three experts: (1) a political practitioner for the non-career position; (2) a public administrator for the career-position; (3) and a public administration academician who holds both quasi-positions as career and non-career work functions. The study revealed that government (career) leaders have to deal with administrative realities, such as issues and challenges related to exploitation; endorsements for promotion and hiring and seniority in the government. Government (non-career) leaders are envisaged with realities such as the delay of government transactions, power-play and the disparity between employees who are regular/permanent against those who are contractual/non-permanent. Despite public policies, all leaders (career and non-career) and employees have to deal with political issues, a way to handle power-play in the organization. The **Theory on Issue Management in Governance** is an emergent theory that is derived from the study. It is a con-affirmation complementing the contingency approach to management as the best way in dealing with governance issues, thus, the maximum-minimum principle towards the end of the interest of the organization.
Keywords: Cebuano Realities, Philippine Public Administration, Emergent Theory

1. Introduction

Public administration in itself is governance guided by theories in the actual organizational affairs in public service, most often, empirical rather than theoretical but a balance of both ideal and real is always the best in management. There is no single formula in the actual management of state affairs whether international, national or local; large or small; complex or simple; micro or macro and the like. It is always dependent upon the administrator and the situation of the scenario and other factors that shape administrative decisions and undertakings to its fullest value.

Public administration in itself is both an art and a science. More than being an art, it has to be scientific since its value requires a system of decrees or dicta of statements, legislative enactments, guidelines, policies or generally laws, the bureaucracy, organized as it is, consequently for the interest of all people in a state in the delivery of services of all kinds or forms encompassing all instrumentalities and agencies of government. Hypothetically, all other things held constant, all governmental instrumentalities of public service following good principles, structure and ethical systems of management without human intervention, only if all are compliant to principles considering "no-diverse" or "no-dichotomous" only union of minds all overflowing in which the presumption is a "perfect system of utopian model", there will be no problems rest assured that the result or the end is also absolutely a perfect model in which the services are ideal for all. This, according to Leonard D. White as Leveriza (2008) cited, public administration "consists of all those operations having for their purpose the fulfilment or enforcement of public policy." The consequence is for the best of all constituencies in a state.

Lastly, public administration in itself is people in the hands of the few leaders either of career executive or non-executive classification of position under any civil service system. In connection to the preceding statements, any utopian model of management is apparently a falsity in all forms of public administration, human and non-human factors intertwine. There will always be problems, issues and challenges that confront it. This is referred to as the "realities in public administration".

Therefore, it is just imperative for practitioners and prospective administrators to analyze administrative realities given actual situations in governance. According to Dannug and Campanilla (2004), "To ensure governance, several issues need to be addressed…" As such, the aforementioned statements are the reasons of the impetus of this research study.

2. Statement of the Problem

This study elicited Cebuano realities in Philippine public administration from the various government entities towards an emergent theory. Specifically, this research intended to answer the following questions:

2.1. What are the different issues and challenges in public administration?

2.2. How are issues and challenges in public administration classified or clustered according to typology?

2.3. What emergent theory can be formulated or designed based on the findings of the study?

3. Theoretical Background of the Study

The centrepiece of this study is about the Cebuano realities in public administration in light of the current situation of governance. This is supported by the contingent theory in management encompassing the entirety of the management process which includes: Planning, Organizing, Staffing, Directing and Controlling following Harold Koontz and Cyril O'Donnell's classification of management functions, originally POSDCORB (Planning, Organizing, Staffing, Directing, Coordinating, Reporting and Budgeting) as mentioned in the book of Jose P. Leveriza, reprinted in 2008.

As Zulueta and de Lara (2002) mentioned, "Several researchers have identified the factors in each situation that influenced the effectiveness of a particular leadership style. The theories resulting from these researches constitute the CONTINGENCY APPROACH to leadership. These theories focused on the following main factors:

    a.   Organizational culture and policies

b. Employee characteristics, expectation and behavior
c. Task requirements
d. Peer expectations and behavior

The following theories on contingency approaches to leadership (Zulueta and de Lara (2002) were mentioned: a. Hershey and Blanchard's Situational Leadership Model; b. Fred Fiedler's Contingency Theory of Leadership and the Behavioral Approach to Leadership.

There are four general styles of *Pinoy* management. The first refers to the realist-manager who practices management-by-*kayod*. In English, *kayod* means to work hard like a dog. The manager of this type works day in and day out, fired by an inner zeal that does not make any difference between working days, Sundays, and holidays. His work is his pleasure, his life. *Kayod ng kayod*. That is the manager by *kayod* — the realist manager. The second type is the idealist-manager or management-by-*libro* (book). The idealist manager is a highly-trained professional who prefers American management styles with all their technical jargon and sophisticated tools of management; he works as if he were operating IBM or Standard Oil in the Philippine setting. Thirdly, there is the opportunist-manager or management by-*lusot*. In English, *lusot* refers to shortcuts, bribery, and rule-breaking. This type of manager often wants the least hardship and sweat, paying off problems and taking shortcuts. And finally, there is the reconcile-manager or *ugnayan* management. In English, *ugnayan* is a movement to inter-connect and to inter-relate with other elements to comprise a whole. It seeks synergy, optimizing the use of different components – money, people, materials, machine, information, energy, etc. – so that something more powerful, innovative, useful can emerge. It is the coordinator supreme of all the elements that make up business – goals, technical systems, structure, psycho-social culture, and people. That is *ugnayan*-management (Franco, 1986).

Lapa, P. (2004) wrote about leadership that "managers are expected to play the roles of being "politicians", "diplomats" and "symbols" who make difficult decisions." This may mean that leaders in discharging their duties take into practice political power.

McClelland and David H. Burnham reported that successful managers have need to influence others more for the benefit of people at the organization than self-aggrandizement. Managers who use their power with self-control will be more effective than those who wield power to satisfy a need to dominate others those who refuse to use their power out of a strong need to be liked (Stoner, Freeman and Girlbert, 1999).

Tampus, L. (2000) mentioned about the play of politics in leadership. He stressed that "the greater challenge is the myriad of the changes that confront us in the larger arena leadership and politics. Though there are a lot of training being conducted in every institution, there are still personal behaviors that dominated because of vested interests, lack of foresight and creativity. Some leadership behaviors are products of greed and grandstanding personality, which has imbibed the responsibilities because of nepotism, wealth, fortune and popularity."

Rama, F. (2002) in her research conclusion states that the "Organizational Culture and Work Values of the selected local government units are found to be interrelated. This is because the management principles adopted by the managers were actually intertwined with our Filipino Cultural Values, which when mixed and matched determined behavior and attitude of the work values of both government officials and employees."

Talisaynon and Ramirez (n.d.), in a paper entitled *Ang Ulirang Pamumuno sa mga Pilipino*, drew from the mainsprings and documents of the experience of the Philippine Revolution of 1896 and the EDSA People Power phenomenon of 1986. They also reviewed the outcome of international scientific surveys on human values, and analyzed about a hundred articles about Filipino values in their attempt to establish core values and identify qualities which Filipinos want to see in their

leaders. On this basis, they came up with three clusters of core Filipino values: (a) *pagkamakatao at pakikipagkapwa-tao* (relationship and social cluster), (b) mga katangian at pagpapahalaga na bumubuo sa isang *"loob complex"* (shared humanity cluster), and (c) *pagkamasayahin* (optimism cluster) (Talisaynon and Ramirez n.d.: 5). They also established in a local survey that at the barangay level, citizens expect their leaders to possess the following characteristics: (a) *makatao, mapagkalinga, kagandahang loob* (caring and humane), (b) m*atapat, matuwid, makaDiyos, may moralidad* (God-centered and with integrity), (c) *malakas ang loob* (courageous and strong willed), (d) *makatarungan, demokratiko, pantay-pantay and tingin sa lahat* (fair and just), and (e) *magaling, marunong* (intelligent and capable) (Alfiler and Nicolas, 1997) .

Trani, A. (2007) concluded in his study emerging leadership styles of two local chief executives in Talisay City, Cebu. It turned out that Local Chief Executive (LCE) A combined the autocratic and democratic styles while Local Chief Executive (LCE) B was laissez-faire or free-rein. Both leadership styles are described by Kurt Lewin. The perception of the constituents indicated both of the chief executives' leadership styles.

LCE "A's" leadership style was initially perceived as autocratic due to the projects initiated by him without the benefit of public consultations. At first there was resistance against the construction of the new city hall. There is still resistance against the ongoing construction of the new public market in Barangay Lagtang. But viewed from the provision of the code and the process by which the CLUP was drafted and approved there is a built-in democratic style of leadership in governance by the LCE's nationwide. The master development plan which is the CLUP has been deliberated upon by both the Sangguniang Panglungsod and the Sangguniang Panlalawigan before this was approved. It did not materialize from a single person only (Trani, 2007).

LCE "B's" leadership style is laissez-faire (free-rein). In the context of how this is described by Kurt Lewin. As a manager, the laissez-faire leader tends to avoid pressuring for tasks. This style of leadership could ultimately win acceptance from organizational members. His approach to leadership avoids some of the conflicts that arise from task decisions that disturb people from their comfort zone (Trani, 2007).

Definition of Terms

The following terms are defined operationally:

Cebuano Realities. This refers to the issues, problems and challenges in Philippine public administration from the Cebuano informants' viewpoint.

Government Entities. This refers to the aggregate of all public agencies and instrumentalities a state.

Career Service Positions (Busto, 2008). This refers to permanent-tenured, highly technical positions in the government service which upon entry require(s) competent examination(s) based on merit and fitness, otherwise, as may be specified by law.

Emergent Theory. This refers to the creation or generation of a theory after the analysis of the collected data of the research study.

Issues and Challenges. These are related terms which refer to the simple to complex problems, sometimes controversial, that are encountered by the administrators, both career and non-career, that affects organizational matters in its time-to-time operations.

Non-Career Service Positions (Busto, 2008). This refers to positions in the government service which may be classified as elected or appointive, seasonal or contractual arising only upon exigency of the term of office, duration of a project or limited to a period as may be specified by law.

Philippine Public Administration. This refers to the actual management of all government affairs of all instrumentalities in a Philippine unitary system of bureaucratic operations where local government units are under the control of the national authority while exercising autonomy as defined by the law.

Informants. This refers to the "career" and "non-career" respondents of the study.

SIPSIP. This refers (literal meaning) to a Cebuano colloquial term *"pahaba"* which is a characteristic of an employee who develops "Smooth-Interpersonal-Relations" (others fabricate and manufacture stories to earn sympathy) with administrative heads and other persons in authority of the organization in exchange of one's self-interest or gratification. It is branded with meaning as, "**S**ocially **I**nsecure **P**ersons **S**eeking for **I**mmediate **P**romotion".

4. Research Methodology

4.1. Method

This study used the descriptive-qualitative approach as a research design on the Cebuano realities involving issues and challenges in public administration from the various government entities towards an emergent theory.

4.2 Informants

There were six (6) research informants that constitute this research study who are practitioners and experts in the field of public administration. From among the six informants, three (3) were classified as those who hold 'career positions' and the remaining three (3) as those who occupy 'non-career positions' in the government service. The informants were selected on the basis of their experience as a minimum requirement for the selection that serves as an inclusion criterion.

Prior to the actual interviews and the use of shadow data, the informants who qualified for the study were determined through a background investigation and triangulation for validation of the three experts: (1) a political practitioner for the non-career position; (2) a public administrator for the career-position; (3) and a public administration academician who holds both quasi-positions as career and non-career work functions.

4.3 Environment

Cebu is a metropolitan in the Southern Region of the Philippine Islands known for its strategic location, commerce and trade and potential market. Philippine bureaucracy encompasses the whole country in which Cebu marks its distinct identity in governance and public administration addressing its local problems apart and in connection with the national government.

The place of study was concentrated in Cebu where the research informants reside or work. Although political mapping was used to locate the informants' affiliation to the different government entities, it was held undisclosed in order to protect their privacy, security and interest in which to elicit the researches' substance to prevent the informants' current or consequential fear, threat, pressure or coercion and the like from the heads and colleagues of their units and the agency in itself.

4.4. Instrument

This study made use of a researcher-constructed interview guide that was based on the main problem of the study. The research instrument comprised structured and unstructured questions that pertain to the representatives' viewpoint about Cebuano realities in public administration.

Prior to the final administration of the instrument of the study, a pre-administration testing of the instrument was conducted to some professors and undergraduate public administration students of Cebu Normal University to establish rigor of the questionnaire. In addition, in determining the validity and reliability of the instrument, the three (3) experts (please see informants above) evaluated all the items ready for implementation in the conduct of data gathering of actual research.

4.5. Data Gathering Procedure

The researcher asked permission from the informants through letters stating the date, time and venue. The questions of the instrument were asked to the six informants for them to respond. Responses were noted and tape-recorded, then, analyzed according to similarity of ideas and typology.

In times when needed, the researcher, being an expert himself assisted the whole proceeding of the interview through mainstreaming or selective discussion rest assured that the substance of informants' responses were not altered especially during at times when there were difficulties in answering the instrument for whatever technical and other extraneous reasons such for example: the format, the language that were used, the manner of expression allowing different gestures and the convenience of speaking the vernacular when inevitable in the interview.

5. Presentation, Analysis and Interpretation of Data
5.1. The Issues and Challenges in Public Administration: The "Career" Perspective

Cebuano leaders of the different positions revealed through their statements their administrative experiences.

Government (career) leaders have to deal with administrative realities, such as issues and challenges related to exploitation; endorsements for promotion and hiring and seniority in the government. This means that with the formalities and technicalities in governance such as corporatism through policies, administrators have but no choice are affected by both collective and non-collective human behaviors that are concomitant within the organization. The administrators have to be flexible at the same time rigid with rules to address governance. Thus, public administration is not purely formal but at same time informal.

Table 1. Informant A: The Human Resource Practitioner

CAREER POSITION	TYPOLOGY		MAJOR STATEMENT OF THE ISSUES/CHALLENGES
Informant A: The Human Resource Practitioner	Strong	less prone to exploitation	"once you are weak, you will be oppressed, but if you are strong, people will not react…"
	Weak	prone to exploitation	

Informant A mentioned that "once you are good in work, pinanggaon gyod ka sa administrator. If you are young, naa kay future, there is competition but once you are weak, ikaw gyod ang daug-daugon, pero kon strong ka, dili ra man pud sila mo react…" **Translation** ("once you are good in work, the administrator will like you. You have the future if you are young, there is competition but once you are weak, you will be oppressed, but if you are strong, people will not react…")

Informant A stressed out that "if you are in the public, there is clear ranking, you will have a good future, if you don't have backer, you cannot have the item but if na rank ka sa ubos kay kaila nimo si mayor or---, maka-item dayon ka- (pinaka-issue sa tanan issue gyod na)." **Translation** ("if you are in the public, there is clear ranking, you will have a good future, if you don't have the 'backer', you cannot have the item but if you are ranked from the bottom, it is because you know (connected) to the mayor or---, then you have your item- (that is one of the many issues".)

Informant A added that "if you cannot play with it, di ka ka survive." **Translation** ("if you cannot play with it, you won't survive.")

Conclusively, Informant A added that "if naay enough credentials, nindot kay para di kaayo uwaw sa backer..." **Translation** ("if you have the credentials, it's good so it's not so embarrassing on the backer…)

Table 2. Informant B: The Educator Administrator

CAREER POSITION	TYPOLOGY		MAJOR STATEMENT OF THE ISSUES/CHALLENGES
Informant B. The Educator Administrator	Connection	easy hiring/promotion	"…it is not the ranking that will matter, it's the people who back you up (the person whom one knows), the mayor and the superintendent."
	No-Connection	slow/no hiring/promotion	

Informant B mentioned that in the government "there is inconsistency of the policies especially in giving of the items for teachers. In the public school-if there is a national item-ginukod sa mga applicants." **Translation** ("there is inconsistency of the policies especially in giving of items for teachers. In the public school-if there is a national item-it is sought after by the applicants.")

Informant B added that "supposedly, we are to follow the ranking but it is not the ranking that will matter, it's the people who back you up (tawo nga nailhan), the mayor and the superintendent. **Translation** ("supposedly, we are to follow the ranking but it is not the ranking that will matter, it's the people who back you up (the person whom one knows), the mayor and the superintendent.")

Informant B said that "if ang ranking para imo nya gihatag sa lain, tagaan ka ug reason sa--- that you are not from the locality, di ka ka receive sa item, usa na sa mga issue diri sa Cebu, naay politics in the giving of items." **Translation** ("if the rank is yours then it is given to others, you are told---that you are not from the locality, you cannot receive the item- one of the issues here in Cebu, politics is involved in the giving of items.")

Table 3. Informant C: The Prison Administrator

CAREER POSITION	TYPOLOGY		MAJOR STATEMENT OF THE ISSUES/CHALLENGES
Informant C. The Prison Administrator	Juniors	obey/follow the seniors	"in the lower rank, whatever the authority tells you to do, you are bound to follow before you complain, common code, wait until you become…"
	Seniors	take the control over the juniors	

Informant C speaks of the reminder that for one to enter his agency, "naay law na dili na istrikto ang height requirement, for the girls 5'2'', boys 5'4''. **Translation** ("there is a law that is not strict on height requirement, for the girls 5'2'', boys 5'4".")

Informant C mentioned that in their agency there is clear ranking. He said, "by the book, uniform personnel will have higher rank every three years but in reality, eight years pa ka usa ma promote…" **Translation** ("by the book, uniform personnel will have higher rank every three years but in reality, it's eight years for one to be promoted…")

Informant C continued on the issue on seniority, "in the lower rank, kon unsa isugo sa higher, bound to follow ka before you complain, common code, wait until you become although we

have the right to refuse (naay command isugo, as long as dili maka harm sa uban or namo even if not according to the book, outside na siya, we still follow…" **Translation** ("in the lower rank, whatever the authority tells you to do, you are bound to follow before you complain, common code, wait until you become although we have the right to refuse (if there is command of action, for as long as it does not harm others/us even if it is not in accordance with the book, outside from it, we still follow…")

Informant C said that his agency is highly influenced by politics, "other personnel are not from Cebu—for them to be transferred to their place, they go to the politician, the bureau cannot refuse the request, we make an order to grant the request."

5.2 The Issues and Challenges in Public Administration: The "Non-Career" Perspective

Despite public policies, government (non-career) leaders are envisaged with realities such as the delay of government transactions, power-play and the disparity between employees who are regular/permanent against those who are contractual/non-permanent. One has to deal with politics for both public and private organizations. Moreover, despite leaders' efforts towards "efficiency" in government transactions, it turns out that the private is still more "productive" than the government. This may mean that private companies are more profit-and-service-oriented while the government, service-oriented as its scope of administration is broad and wide in the same manner that the latter depends solely on state taxes.

Table 4. Informant D: The Prominent Politician

NON-CAREER POSITION	TYPOLOGY		MAJOR STATEMENT OF THE ISSUES/CHALLENGES
Informant D. The Prominent Politician	Slow	transaction in the public	"it took them two hours to process the document or transaction, the time is wasted… unlike the private, it is fast."
	Fast	transaction in the private	

Informant D mentioned that "unlike in the private na daghan ug opportunities nga daghan mag-ilog then i-hone gyod ang imong skills, then fast ang turn-over, in the public medyo dili siya fast, most people are seniors-mga tiguwang…" **Translation** ("unlike in the private, there are many opportunities, many are after it (opportunities) then your skills are honed, then there is fast turn-over, in the public, it seems that it is not fast, most people are seniors—old people…")

Informant D mentioned that "it took them two hours to process the document or transaction, ma waste ang time… and if mangisog ka sa imo sugo, kapoy na and if you are that type of person na ganahan mo serve ma trigger ka kon makakita ka sa problem and then mo fish out ka sa problem, unlike sa private paspas." **Translation** ("it took them two hours to process the document or transaction, the time is wasted… and if you are high tempered on your order of command, it's tiring and if you are that type of person who wants to serve, you will be triggered seeing the problem and then you fish out on the problem, unlike the private, it is fast.")

Informant D stressed out that "you have to trust and trust the government, naa pay hope… importante gyod na." **Translation** ("you have to trust and trust the government, there is hope… that is so important.")

Table 5. Informant E: The Decisive Leader

NON-CAREER POSITION	TYPOLOGY		MAJOR STATEMENT OF THE ISSUES/CHALLENGES
Informant E. The Decisive Leader	Power-Play	public administration	"people want to gain especially for SIPSIP… (Socially Insecure Persons Seeking for Immediate Promotion), it is so difficult when you do not follow your boss; this is common in the private at the same time in the public…"
	Power-Play	private administration	

Informant E said that in politics "people want to gain especially for SIPSIP… (Socially Insecure Persons Seeking for Immediate Promotion), lisod kaayo kon dili ka mo sunod sa imo amo, this is common in the private at the same time in the public. In the private, fast is the promotion for good salary, in the government, dugay, pero sa ako, kay politika man, basta makadaog, naa ka sa posisyon pero kon wala, di ka magdugay because in the government it is more on political connections…" **Translation** ("people want to gain especially for SIPSIP… (Socially Insecure Persons Seeking for Immediate Promotion), it is so difficult when you do not follow your boss; this is common in the private at the same time in the public. In the private, fast is the promotion for good salary, in the government, its delayed because of politics, if it's the win, you are in the position but if not, you will not stay longer because in the government, it is more on political connections...")

Informant E continued that "the system has defect, it is a matter on how you deal with it especially when elections is almost there."

Informant E stressed out that "in hiring people in the government, if qualified ang aplikante makasulod siya depende gyod na sa nilingkod." **Translation** ("in hiring people in the government, if the applicant is qualified, one can enter (public service) depending on the who is in the seat (of power)")

Table 6. Informant F: The Common Thinker

NON-CAREER POSITION	TYPOLOGY		MAJOR STATEMENT OF THE ISSUES/CHALLENGES
Informant F: The Common Thinker	Regular/Permanent	issues are easily addressed	"it is different when you are regular in the government, for the casual and service-contractual—for the contractual, you have less benefits or no benefits at all, you are less prioritized compared to regular employees, if there are problems raised for contractual, it is not easily addressed."
	Contractual/Non-Permanent	less/no benefits	

Informant F said that "it is different when you are liguylar in the government, for the casual and service-contractual—for the contractual, you have less benefits or no benefits at all, you are less prioritized compared to regular employees, if there are problems raised for contractual, dili kaayo ma-address." **Translation** ("it is different when you are regular in the government, for the casual and service-contractual—for the contractual, you have less benefits or no benefits at all, you are less prioritized compared to regular employees, if there are problems raised for contractual, it is not easily addressed.")

Informant F continued that "in the public once you serve, especially for contractual, you are not so paid with your overtime compared to those who are in the private institutions."

Informant F, according to him, "in the government if there is wage increase, dili gyod ka matagaan dayon kon contractual like in politics mag depend ra gyod na siya sa imo sweldo as a public servant…" **Translation** ("in the government, if there is wage increase, you are not given quickly especially if you are contractual like in politics, it always depends upon your salary as a public servant…")

6. Summary of Findings

Based on the problems of the study, the following are the findings:

6.1 Government (career) leaders have to deal with administrative realities, such as issues and challenges related to exploitation; endorsements for promotion and hiring and seniority in the government.

6.2 Government (non-career) leaders are envisaged with realities such as the delay of government transactions, power-play and the disparity between employees who are regular/permanent against those who are contractual/non-permanent.

6.3 Despite public policies, all leaders (career and non-career) and employees have to deal with political issues, a way to handle power-play in the organization.

6.4 **Theory on Issue Management in Governance** is an emergent theory that is derived from the study.

7. Conclusions

Based on the findings of the study, the following are the conclusions:

7.1 In government service, in order for one to sustain requires understanding of one's strength and weakness/limitation in the conduct of public service.

7.2 There is a need to establish linkages and connections for "easy" hiring and "fast-track" promotions.

7.3 Efficiency of services is guaranteed in private companies more than that of the government.

7.4 In government service, regular "items" or "plantilla" are "sought" after by contractual employees for the distribution of parity.

7.5 All things are held constant, there is a guarantee of tenure in the government especially for career positions.

8. **Recommendations**

Based on the findings and conclusions of this study, the following are recommended:

8.1. For Professors teaching Human Behavior in the Organization or Organizational Behavior and other core areas, the inclusion of the **"Theory on Issue Management in Governance"** is advised to be integrated as recommended.

8.2. Leaders are to be flexible in dealing with issues at the same time rigid with rules to address governance.

8.3 Leaders are to learn more of governance through continuing education in universities and colleges for professional growth and development. This is a way to build networks and exchanges. As such, there is a need for professional learners to survey upon schools who have vertically-aligned the qualifications of professors and the curriculum especially designed to institutionalize public administration as a field of discipline. Similarly, leaders can avail of profit and non-profit attendance to seminars, symposia, forums and other related venues.

8.4 Professional leaders as distinguished from neophyte leaders are advised to upgrade their skills through taking civil service examinations such as: the professional and sub-professional and CESO (Career Executive Service Officer) levels of competencies as required by the law.

8.5 The theory generated in this research can be used and replicated in other studies (both quantitative and qualitative) for validation.

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