



SUSTAINABILITY OF LOCAL ECONOMIC ENTERPRISES IN THE CITIES OF BATANGAS, LIPA AND TANAUAN: A PROPOSED MODEL FOR LOCAL ECONOMIC DEVELOPMENT

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ABSTRACT

RA 7160, otherwise known as the Local Government Code of 1991 has a mandate to create public enterprises for both public service to the people. Local economic enterprises (LEEs) in the Philippines consists of public markets, slaughterhouses, public hospitals, public city colleges, cemeteries, parking lots, recreational and cultural facilities, public services such as water and power supply and distribution and telecommunications, waste collection and disposal, and public conveyance and terminal services, among others. The main objective of the study is to analyze the status, profile, level sustainability, challenges and problems encountered by the public enterprises in the Cities of Batangas, Lipa and Tanauan; with an endpoint of proposing a GROWTH Model for local economic development. This study is quantitative-qualitative study which employed mixed methods research that is combined with descriptive-correlational design with empirical surveys and interviews which involved documentary analyses for the collection of qualitative data to adequately address the research objectives. Generally, the status, profile and level of sustainability of Local Economic Enterprises in the three cities of Batangas have a great impact, as agreed by the research participants. There is a significant relationship and difference in the status, profile and sustainability in the three cities of Batangas. Pandemic has a numerous adverse effect on the status and profile of the public enterprises. Attitudinal problems of the employees slightly affect the quality-of-service delivery of LEEs in the component cities of Batangas. Sustainability of LEEs in the component cities of Batangas hinge on their income stability, plans for their future expansion, and operational continuity completely portrayed as high extent. The proposed GROWTH Model maybe evaluated for the integration of the local economic development plan in the component cities of Batangas.

Keywords: Public Administration, local economic enterprise, sustainability, Philippines

INTRODUCTION

In the Philippines, local public enterprises system exists in an identifiable and separate segment of the government bureaucracy because of its distinguishing management characteristics such as entrepreneurship implying certain dynamics, creative and risk-taking qualities. Mindful of such importance, RA 7610, which took effect on October 10, 1991, has empowered the

local government units, and has granted local autonomy to enable them to attain their fullest advancement as independent networks and successful accomplices in the fulfillment of nearby and public objectives and administrations.

With the above-mentioned mandates to create local public enterprises for both public service to the people and for viability of its operation, LGUs have the full power and authority to operate as real business establishments and



generate revenues at a profit for the operation of markets, slaughterhouses, public cemeteries, parking spaces and public terminals, public college, public hospitals, amusement and sports facilities, water supply, electric distribution, and the like. Manasan (2011) stated that there are three major reasons for the persistence and proliferation of Local Economic Enterprise (LEEs). First, these enterprises are the means to augment the income of the local Government Units (LGUs). Second, LEEs are catalysts of economic and social development. Third, LEEs help provide LGUs a means to cover up personal services expenditures in excess of the cap stipulated in the Local Government Code of 1991.

Manasan & Castel (2011) cited that many LGUs create and operate local economic enterprise ostensibly to generate more revenues but many of the LEEs are not profitable and are associated with increasing financial risks to the LGU. However, LEEs are intended by LGUs because they aspire to catalytic investments in support of local economic development.

They are approved to gather expenses and charges to take care of expenses of organization and activity. They exercise such powers and release such different capacities and duties as are important, suitable, or coincidental to productive and compelling arrangement of the fundamental administrations and offices.

Thus, the creation of local public economic enterprises is highly alluded to Local Government Units (LGUs) due to their significant contribution to socio-economic and environmental development. These serve as the means of LGUs to reach out to people by rendering services and opening opportunities for livelihood.

There is a need to detach the Local Economic Enterprises (LEEs) from the mainstream bureaucracy, like separate units with own bookkeeping, reviewing, authoritative framework. Being part of the local government, bureaucracy cramps and impedes the capacity and capability of the LEEs as propellant of economic growth (Manasan, R. G. & Castel, C. G. 2011). Corresponding legislation is needed to ensure that the revenues generated shall accrue to the LEEs without passing through the general fund.

OBJECTIVES OF THE STUDY

This study aimed to determine the extent of sustainability of local public enterprises in the Cities of Batangas, Lipa and Tanauan. The main objective of the study was 1) To analyze the status, profile, level sustainability, 2) To determine the challenges and problems encountered by the public enterprises in the Cities of Batangas, Lipa and Tanauan. 3) To know the significant relationship between the management profile and the contribution of public enterprises to the development of the Local Government Units (LGU's), 4) To identify if there is significant difference in the status, profile, and sustainability in the cities of Batangas, Lipa and Tanauan, with an endpoint of (5.) proposed a GROWTH Model for local public enterprise development.

METHODOLOGY

This is a quantitative-qualitative study which employed mixed methods research combined with descriptive-correlational design. It undergone empirical surveys and interviews. It also involved documentary analyses for the collection of qualitative data to adequately address the research objectives.

A total of 158 respondents composed of selected economic enterprises, managers and administrators, clients, employees, and staff of existing economic enterprises from the cities of Batangas, Lipa and Tanauan were chosen as the participants of the study. The data were gathered through survey questionnaires coupled with focus group discussion and personal interviews to further explain the results. Weighted mean was used to described status, profile and level of sustainability of public enterprises. Data were treated using statistical tools like Pearson R to assess the magnitude of relationship between the public enterprises and its level of sustainability. On the other hand, T-test was used to determine the difference in the status, profile and level of sustainability of public enterprises in the cities of Batangas, Lipa and Tanauan.

More so, this study utilized two major instruments to gather data from the respondents. The first one is a three-part self-prepared



questionnaire. The first part focused on the status of public enterprises in Batangas City, Lipa City and Tanauan City in terms of income stability level, operational continuity, future expansion, and sources of funds. The second set of data gathering instrument is a Structured Interview Guide which was employed to gather responses and data from the participants. It is composed of open-ended questions entirely based on the order of the questions in the statement of the problem. Specifically, it is constituted by questions on the status, profile, and level of sustainability of the public enterprises in the cities of Batangas, Lipa and Tanauan.

RESULTS AND DISCUSSION

1. Status of Local Economic Enterprises (LEEs) in the cities of Batangas, Lipa and Tanauan

Table 1
Status of Local Economic Enterprises in the cities of Batangas, Lipa and Tanauan

Status of LEEs	BC	VI	LC	VI	TC	VI
Income Stability Level	4.0.	A	4.09	A	4.14	A
Operational Continuity	3.87	A	4.02	A	4.09	A
Future Expansion	4.26	A	4.10	A	4.12	A
Sources of Funds	3.67	A	3.83	A	4.10	A

BC = Batangas City, LC = Lipa City, TC = Tanauan City

Summary table shows that LEEs in the cities of Batangas, Lipa and Tanauan performed above standard, as agreed by the research participants. Respondents agreed that economic enterprises were projected income, profitability and substantial share to local revenues are made highly possible in Tanauan City with the highest composite mean of 4.14, followed by the City of Lipa with 4.09 and Batangas City with 4.0. This means that local economic enterprise employees in the three component cities are required to be well versed to the upcoming financial obligation in the operation of the enterprises.

LGUs could make benefit out of their financial ventures gave that a firm position on pay

age for independence is clung to. This gets upheld from the assertions that even though LEEs are intended to act naturally supporting, if not income producing units, a considerable lot of them acquire misfortunes in a proceeding with premise (Depositario, D. P. T. 2009). Current practice in numerous LGUs does not incite an away from of the genuine expense of the nearby financial endeavors was not treated as an uncommon record in the General Fund in opposition to the arrangements of the Local Government Code (LGC) of 1991.

As such, the status of public economic enterprises in the cities of Batangas, Tanauan and Lipa is considerable in essential as it is reflected in the composite mean of Batangas City 4.26, Tanauan City 4.12 and Lipa City 4.10. When the population increases, demand for services increases as well, specifically in public economic enterprise. Respondents believe that future expansion of LEEs is the key answer to the problem.

Future expansion program spells success should the economic managers and employees of the LGU make the existing local public enterprise very profitable. This condition would allow them to derive capital input resources from the current business being operated and not from the budget of the LGU. The results are in line with the concept of the study Castillo & Gayao (2010) which looked into socio-economic profile of the municipality which surveyed successful experiences in revenue trends in the municipality studied from 1996 to 2007 showed the predominance of Internal Revenue Allotment (IRA) as revenue source. Its economic enterprises have shown slightly higher contribution over the Real Property Tax (RPT) and local revenue taxes because they have the potential for strengthening the capacity of the LGU to be more self-sufficient: self-sufficiency ratios for the municipality to significantly improve when computed incomes included economic enterprises.

2. Profile of the Local Economic Enterprises (LEEs) in the cities of Batangas, Lipa and Tanauan

In view of governance in the service delivery of LEEs, the international standard on



social responsibility ISO 26000 (2010) defines organizational governance as "a system by which an organization makes and executes choices in quest for its destinations." Governance frameworks incorporate the administration measures intended to follow through on execution goals while considering partner interests. LEEs at its best of interest are designed to extend their functions and duties in delivering not quality standard services to the public.

In the Local Government Code of 1991, it declared as the policy to grant the local governments the power to create and broaden their sources of revenue to enable them to discharge their authority for efficient execution under the condition of the law. Thus, Local Government Units (LGUs) are constantly finding their ways to generate additional income and find other sources to be able to respond to the growing demand for more and better services from constituents and improve their operations.

Table 2
Profile of the Local Economic Enterprises in the Cities of Batangas, Lipa and Tanauan

Profile of LEEs	BC	VI	LC	VI	TC	VI
Organizational Management						
Organizational Structure	4.27	A	4.13	A	4.27	A
Governance	4.36	A	4.05	A	4.10	A
Human Resource Management	4.30	A	4.09	A	4.17	A
Operational Management						
Financial Management	4.11	A	4.11	A	4.16	A
Physical Management	4.35	A	4.11	A	4.12	A
Material Management	4.13	A	4.14	A	4.11	A

BC = Batangas City, LC = Lipa City, TC = Tanauan City

Table 2 clearly presents the respondents' responses in its general composite mean of 4.27 for the cities of Batangas and Tanauan, 4.13 for Lipa City. This means that employees from the three component cities agreed to the idea that an organizational structure is the key to achieve the goals of an organization. The organizational structure also determines how information flows

between levels within the public local economic enterprises.

Results from the above table can be inferred to what Munroe (2014) mentioned that those businesses function most efficiently when all employees understand their jobs and the proper procedures. Setting up an organizational structure helps employees understand what their roles are within the company and who should be addressed when decision must be made. A strong organizational structure keeps business running smoothly with a clear plan for overcoming obstacles. In the case of the three component cities in Batangas, results reflected the absolute need of an organizational structure in the public local economic enterprises.

In terms of governance, the general composite means of 4.36 for Batangas City stand as the highest among the three component cities of Batangas, followed by Tanauan City 4.10 and 4.05 for Lipa City. Respondents believed that governance is the steamway to establish organizational management in the pursuit of sustainability of local economic enterprises.

According to United Nations Economic and Social Commission (UNES), business risks need to be identified, measured, mitigated, and controlled within the context of a management system. Consistence alludes to the extent of guidelines, legitimate prerequisites, industry norms, and business rules to which associations should follow and stand as well as should exhibit satisfaction.

Finally, in the facet of material management in the operational system of the public enterprises in the three cities of Batangas, employees and managers of Local Economic Enterprises (LEEs) agreed to the relevance of handling properly the material matters in the offices, plants and other areas of enterprises for local economic development. The general composite means of 4.14 for Lipa City, 4.13 for Batangas City, 4.11 for Tanauan City portrays the unity of assessment among the three component cities of Batangas in terms of managing the material resources.

Result in the physical management is the manifestation that the local economic enterprises of the three cities cooperate with the local government unit campaign towards resource



optimization because they are only allowed to spend funds prescribed and approved in the Annual Investment Plan (AIP) of the LGU.

3. Level of Sustainability of Local Economic Enterprises (LEEs) in the Cities of Batangas, Lipa and Tanauan.

Table 3
Level of Sustainability of Local Economic Enterprises in the Cities of Batangas, Lipa and Tanauan

	BC	VI	LC	VI	TC	VI
Social Development						
Education	4.39	A	4.02	A	4.30	A
Health	4.51	A	4.07	A	4.27	A
Public Safety	4.40	A	4.05	A	4.20	A
Social Welfare	4.47	A	4.06	A	4.26	A
Economic Development						
Revenue & Income Generation	4.37	A	3.89	A	4.25	A
Employees' Incentives	4.39	A	3.99	A	4.14	A
Diversification of Enterprises	4.34	A	3.93	A	4.40	A
Environmental Development						
Cultural Development	4.27	A	3.87	A	4.23	A
Political Development	4.33	A	3.92	A	4.21	A

BC = Batangas City, LC = Lipa City, TC = Tanauan City

The assessment of the respondents regarding the social development in terms of education; Batangas City displays a high extent with a composite mean of 4.39, followed by Tanauan City 4.30, and lastly, Lipa City with 4.02. This indicates that public economic enterprises in the three component cities of Batangas greatly help the people in terms of education. Furthermore, part of the city governments' advocacy is the establishment of City Colleges, specifically Kolehiyo ng Lungsod ng Lipa, Colegio ng Lungsod ng Batangas and Public City College of Tanauan through which gives quality and free college education to its constituents.

The above results paralleled to the study of Ozturk (2010) that education in every sense is one of the fundamental factors of development. No nation can accomplish manageable monetary

improvement without generous interest in human resources. Schooling and trainings advance individuals' comprehension. It improves the nature of their lives and prompts wide friendly advantages to people and society. Training raises individuals' efficiency and inventiveness as well as their innovative skills.

The 1987 Philippine Constitution, Article II, Section 15 declares that *"The State shall protect and promote the right to health of the people and instill health consciousness among them."* By which the national government through the Department of Health (DOH) also a regulator of all health services and products; and provider of special or tertiary health care services and of technical assistance to other health providers specially to Local Government Units (LGU).

In connection to this, composite mean from the cities of Batangas 4.47; Tanauan 4.26 and Lipa 4.06 connotes the great extent of the implementation of its programs and activities. In this regard, LEEs properly arrange with government offices and non-legislative associations, which have for their motivation for the advancement and the security of all destitute, distraught, oppressed, or devastated gatherings or people, especially those recognized to be vulnerable and high-risk to exploitation, abuse, and neglect.

Respondents' assessment in terms of revenue and income generation specifically in the cities of Batangas 4.37, Tanauan 4.25 and 3.89 in Lipa reflects that economic development is bearable when sources of funds are properly monitored, collected, and utilize. In addition, revenue and income generation is the bread and butter of the local economic enterprises in the successful operation of its programs and activities. In relation of the above-stated responses, data shows that revenue and income generation contribution of local economic enterprises to their respective LGUs remains an elusive reality unless something new is made. Thus, the city's economic base is the economic resources that produce wealth for residents and businesses, and ultimately generates revenue for the local government. For this study, a local government's economic base as the aggregate of all public enterprises and private firms located in a city's borders from which revenue



(property, sales, or other) is directly or indirectly generated (Overton & Bland 2017).

The figure above displays the assessment of the respondents concerning the level of sustainability of public enterprises in the cities of Batangas, Lipa and Tanauan in terms of economic development, specifically in employees' incentives. Batangas City got 4.39 composite mean, 4.14 for Tanauan City and 3.99 for Lipa City with parallel above normal extent in giving employees motivational incentives.

In addition, giving bonuses and incentives to employees improves culture, drives goals for the office, provides an opportunity for increased teamwork and bonding to create a strong team mentality. Employees become more eager and inspired to work when proper benefits given at specified time and place. This was supported by the study of Sattar et. al (2015) that rewards/incentives are significantly related with the employees' engagement in organizational activities. Overall, HR practices (training, rewards, and empowerment) are significantly related with employees' engagement. The results of the study are gleaned by using the direct pathway and multiple regression to investigate the impact of HR practices on mediating variable (employees' engagement).

Composite means of 4.27 for Batangas City; 4.23 for Tanauan City and 3.87 for Lipa City reflects the high extent performance of the LEEs in the component Cities of Batangas.

In line with the above data, the idea of social capital is not yet articulated among the programs or directions of cultural communities. But the increased and strengthened sense of community must be observed during development. The problem, however, is the lack of sustainability in their involvement, especially in the field of music, sponsorship of concerts and festivals of choral music is an approach to art involvement. It is admitted while economic development brought about by the effective operation and management of public enterprises has mainly contributed to economic development, cultural development seems to be neglected at one part. This impact greatly affects a certain LEEs wherein limited participation of the public has observed. Thus, resulting in a downward application of economic activities.

The composite means of 4.33 in Batangas City; 4.21 in Tanauan City; and 3.92 in Lipa City sustains the foregoing analysis. Obtaining a high extent in the performance of political activities exemplifies the significance of LEEs in the environmental development.

4. Significant relationship between Status of Public Enterprises and its Level of Sustainability

It is worthy to note that, when comparing public enterprises and their level of sustainability, it was revealed that generally, there is a moderate positive correlation among variables.

The computed r-values for social, economic and environmental development with a p-value of 0.000 which is less than 0.05 level of significance. Thus, the null hypothesis that there is no significant relationship was rejected. Therefore, there is significant relationship between the profile of public enterprises in the cities of Batangas, Lipa and Tanauan as to its level of sustainability.

Manasan & Castel (2011) cited that many LGUs create and operate local economic enterprise ostensibly to generate more revenues but many of the LEEs are not profitable and are associated with increasing financial risks to the LGU. However, LEEs are intended by LGUs because they aspire for catalytic investments in support of local economic development. The direction where LGU leans on this issue depends on whether one believes in activist interventionists' government or market-oriented government.

5. Relationship between operational continuity of public enterprises and its level of sustainability

There is no significant difference in the status of local economic enterprises in the cities of Batangas, Lipa and Tanauan under income stability level, operational continuity and future expansion. On the other hand, there is significant difference in the Sources of Funds.

Likewise, there is no significant difference in terms of the profile of local public economic enterprises in the cities of Batangas, Lipa and Tanauan.

Somehow, there is significant difference in the sustainability of local public enterprises in the cities of Batangas, Lipa and Tanauan.

6. Challenges and Problems Encountered by Local Public Enterprises in the Cities of Batangas, Lipa and Tanauan

“Low revenue because of the sluggish development of the economy, especially in local areas. It is due to the lockdown policy of the national government to prevent fast contagious of the virus. Stall rentals, payment from delinquent stall owners, donation from private organization, foreign donors, cash donations from individuals are not present to the current state of local public economic enterprise in terms of sources of funds. The allocation of budgets for future expansion is redirected to most important concern specifically aiding the public from the onslaught of current phenomenon of the virus.”

Similarly, the situation in the local economic enterprises in the cities of Batangas, Lipa and Tanauan to the COVID-19 pandemic has had dire effects on small and medium enterprises, like what Indonesia has experienced. These SMEs have long been the backbone for family subsistence, local economic development and both countries’ income earning. The myriad effects of the pandemic include closure, downsizing, product substitution, and alternative market promotion (Sugiana & Madonna 2020).

“Limited access of the staff and employees of LEEs under the department to participate in seminars and trainings related to economic enterprise.”

This problem of LEEs in terms of employees’ involvement was answered to the study that leading edge local and regional economic development practice must be smarter, more flexible, more collaborative to all system part of LEEs. In turn, good planning scholarship is needed to help design the organizations and practices that the new model requires and to train the professionals who can function effectively under it (Feser 2014).

7. Proposed Model for Local Public Economic Enterprise Development

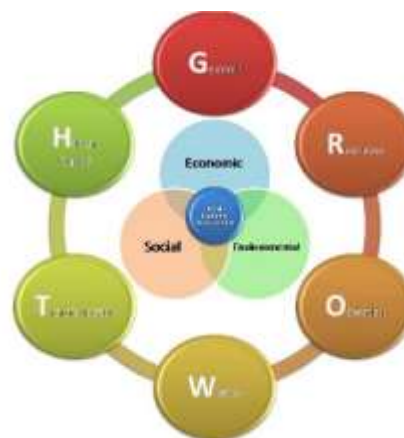


Figure 1. Growth Model

Proposed Model for Local Economic Development

The GROWTH model includes six independent elements pertaining to Goodwill, Resources, Operations, Welfare, Transformation and Human Capital. The three spheres of sustainability such as social, economic, and environmental factors were used as the starting point in creating the framework of the study. It symbolizes the core functions as to which shall be the basis of the formulation of necessary local development interventions under the GROWTH elements.

CONCLUSIONS

In the light of the results of the study, the following conclusions were drawn:

The status of public enterprises in the cities of Batangas, Lipa and Tanauan in terms of income stability level, operational continuity, future expansion and sources of funds in terms of program implementation has been sustainable as the respondents agree to its relevance and necessity. The profile of the public enterprises in the cities of Batangas, Lipa and Tanauan in terms of organizational management and operational management is consistently performed as agreed and represented by the assessment of the respondents. Respondents assessed a high extent on the level of sustainability of public enterprises in the cities of Batangas, Lipa, and Tanauan in terms



of social, economic and environmental development. There is significant correlation between income stability level of public enterprises and its level of sustainability. Operational continuity of public enterprises has a significantly related to its level of sustainability. Future expansion of public enterprises is significantly related as to its level of sustainability. There is significant relationship between sources of funds of public enterprises and its level of sustainability. Also, organizational management has significant relationship to its level of sustainability and their contribution to social, economic and environmental development. There is significant difference between operational management of public enterprises and its level of sustainability.

Somehow, research participants posted significant difference on the status of local public enterprises in the cities of Batangas, Lipa, and Tanauan in terms of sources of funds and in the sustainability of local public enterprises. However, respondents assessed that there is no significant difference on the profile of local public enterprises in the cities of Batangas, Lipa, and Tanauan.

Challenges and problems encountered by local public enterprises in the cities of Batangas, Lipa and Tanauan are more on attitudinal in nature and brought by the onslaught of pandemic.

Lastly, a proposed GROWTH Model is given emphasis towards sustainability and development, when given its flesh and substance, will move forward to its feet as a model in Local Economic Enterprises (LEEs) not only in the province or region but as might as well in the country.

RECOMMENDATIONS

Based on the conclusions of the research, the subsequent recommendations are proposed:

There is a need for attention on the part of the implementer to achieve the resiliency in terms of sustainability and development. In the execution of GROWTH Model, LGUs personnel, LEEs employees may involve the stakeholder to chart the development plan. It is recommended to have an open line communication to all employees involve in the performance of LEEs programs and

activities. The establishment of risk management plan to be performed by a team is also a necessity for the said problem. A regular upgrading of knowledge in the function of employees with regards to their duties and responsibilities. Another way to cope up with this, and as recommended by the respondent managers to have a capacity building training and seminar in as much as quarterly basis. To have alternative plans and policies to be formulated by the Sangguniang Panglungsod to anticipate and give necessary action before pandemic occurs. The local enterprise in the cities of Batangas, Lipa and Tanauan may adopt a manual for retooling or re-instating LEEs employees by clearly defining their roles and responsibilities with utmost dedication. And as per the result is concerned, attitude or behavior of LEEs employees and staffs in the cities of Batangas, Lipa and Tanauan may deal with strict and full execution of RA 6713. Such violation may face consequence in accordance with the law. Finally, the proposed GROWTH Model for Sustainability of Local Economic Development will help enhance the programs and activities and could lift the LEEs in the cities of Batangas.

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