

Sustaining Metro Manila: Management Practices for Peak Performance

Dr. Edmond Freo (Professorial Lecturer)¹; Dr. Danilo Facon²; Dr. Roberto Doctor³; Dr. Erwin Cruz⁴; Dr. Felicidad Dy Kam⁵; Alberto Danan⁶; Dario Malazo⁷; Dewdrop Mae Rafanan⁸; Iyel Nico Rafanan⁹; Alice Morales¹⁰; Marie Fren Catama¹¹; Myrell Alelli Dingcog¹²; Hermilinda Sumagpao¹³
Professorial Lecturers, Department of Entrepreneurship, Quezon City University

Abstract:- The research study investigated the management practices of selected cities in Metro Manila through the specified sub-problems as stated in the study, such as the demographic profile, assessment of management practices, and determination of the significant differences in the assessment of the respondents on the variables mentioned in the research paper.

This study was carried out to evaluate and analyze the existing management practices in selected cities of Metro Manila across various dimensions such as planning, human resources, financial management, administration, and monitoring and evaluation, to gather insights from different stakeholders including city administrators, employees, and community members regarding their perceptions and assessments of the management practices in their respective cities, to develop a set of actionable sustainability measures and to assess the proposed sustainability measures for their suitability, acceptability, and feasibility among stakeholders.

The paper utilized the descriptive method, and the respondents were the employees and administrators of the selected cities of Metro Manila. Slovin's formula was used to determine the number of respondents. For each group of respondents, various non-random and random sampling procedures were used, such as Purposive and Simple random techniques. The Frequency Distribution, Percentage formula, Weighted mean and Anova were employed to identify the level of perception of the respondents as shown in the verbal interpretations of the Likert scale survey questionnaire as well as the significant difference in the assessment of the group of respondents on the variables presented in the study.

The results or findings of the study manifested the excellent and Very Good ratings in the most variables exhibited in the study. In terms of significant differences in the Suitability, Acceptability and Feasibility, the results showed that there is no significant difference in the responses, but there is a significant difference in the respondents' perceptions on the Acceptability and Feasibility of the proposed sustainability program.

In conclusion, management practices across selected cities in Metro Manila exhibit consistent excellence across various critical areas. Planning, human resource management, financial management, administration, and

monitoring and evaluation practices all received outstanding ratings, reflecting effective leadership, strategic oversight, and robust operational frameworks. Administrators demonstrated strong performance across these domains, supported by positive feedback from stakeholders and employees, highlighting broad alignment and support for inclusive and sustainable urban development strategies.

Keywords:- Management Practices, Administrators, Employees, Stakeholders, Planning, Human Resource, Financial, Administration Monitoring, Evaluation.

I. INTRODUCTION

The management practices of cities depict a dynamic landscape shaped by diverse factors. While some cities showcase robust economic diversification and innovation ecosystems, others grapple with challenges like infrastructure deficits and regulatory inefficiencies. Effective governance structures contribute to fostering an enabling environment for businesses to flourish; while investments in workforce development ensure a skilled labor pool capable of driving economic growth. Quality of life considerations, global connectivity, and sustainability initiatives further contribute to cities' overall competitiveness and resilience in an increasingly interconnected world.

Urbanization in Metro Manila presents a complex tapestry of challenges and opportunities, necessitating innovative management practices to ensure sustainable development. As one of the most densely populated urban areas globally, Metro Manila grapples with significant issues such as traffic congestion, waste management, and inadequate infrastructure, which collectively hinder its potential for peak performance. This research, titled "Sustaining Metro Manila: Management Practices for Peak Performance," aims to explore effective management strategies that can enhance the livability and sustainability of this vibrant metropolis.

II. BACKGROUND OF THE STUDY

The sustainable development of metropolitan areas is a pressing concern globally. As a hub of economic activity, innovation and cultural diversity, Metro Manila faces unique challenges in maintaining peak performance while ensuring sustainability for its growing population and diverse

stakeholders. Effective management practices are crucial for addressing these challenges.

Previous studies have highlighted the importance of good governance, efficient resource allocation and stakeholder engagement in achieving sustainable urban development. However, there remains a knowledge gap regarding the specific management practices employed by local government units (LGUs) in Metro Manila and their impact on sustainability.

A. Theoretical Framework

The study is anchored to the following theories: Institutional Theory by Amenta and Ramsey (2010); and Stakeholder Theory by Freeman et al. (2010); Institutional theory Amenta & Ramsey (2010) focuses on the influence of social structures, norms, and regulations on organizational behavior and practices. In the context of the study, institutional theory can help explain how formal and informal institutions shape management practices in cities in Metro Manila such as planning, human resource management, financial management, administration, and monitoring and evaluation may be shaped by institutional factors such as government policies, legal frameworks, and organizational norms.

B. Conceptual Framework

The Input-Process-Output Model in Figure 1 was utilized to illustrate the conceptual framework of the study.

The Inputs for the study include a broad range of references such as books, journals, periodicals, theses, dissertations, and other online sources. targeting administrators, employees, and stakeholders to assess various aspects of management practices in selected Metro Manila cities. Furthermore, the Proposed intervention was evaluated on its Suitability, acceptability, and Feasibility. The respondents, covers the city administrators, employees, and community stakeholders.

In the Process phase, data was collected through structured survey questionnaires distributed to the respondents. Management practices were evaluated several dimensions, including planning, human resource management, financial management, administration, and monitoring and evaluation. Statistical treatment of the data followed by a detailed analysis and interpretation to derive meaningful insights and conclusions that address the research questions.

The Output of the study a set of sustainability measures and interventions designed to enhance the sustainability of cities in Metro Manila.

C. Statement of the Problem

The study investigates and analyzes the Management Practices of selected cities in Metro Manila and is to provide insights and recommendations that can serve as a basis for developing inputs for sustainability.

➤ *Specifically, the Study Sought to Answer the Following Research Questions:*

- *What is the Demographic Profile of the Respondents in Terms of:*
 - ✓ Type of Respondent;
 - ✓ Age;
 - ✓ Sex;
 - ✓ Civil Status;
 - ✓ Educational Attainment; and
 - ✓ Years in Service.
- *How do the Administrators, Employees, and Stakeholders Assess Management Practices of the Selected Cities as to the Following:*
 - ✓ Planning;
 - ✓ Human Resource;
 - ✓ Financial;
 - ✓ Administration; and
 - ✓ Monitoring and Evaluation?
- *Is there a significant difference in the assessments of the three groups of respondents as to aforementioned variables?*
- *Based on the findings, what sustainability may be proposed?*
- *How suitable, acceptable, and feasible is the proposed sustainability? Is there a significant difference?*

D. Objectives of the Study

- To evaluate and analyze the existing management practices in selected cities of Metro Manila across various dimensions such as planning, human resources, financial management, administration, and monitoring and evaluation.
- To gather insights from different stakeholders including city administrators, employees, and community members regarding their perceptions and assessments of the management practices in their respective cities.
- To develop a set of actionable sustainability measures and interventions based on the findings from the assessment of current practices and stakeholder feedback.
- To assess the proposed sustainability measures for their suitability, acceptability, and feasibility among stakeholders.

E. Hypothesis

➤ *In the Light of the Aforementioned Research Problems, the Study Hypothesizes that:*

- There is no significant difference in the assessment of the administrators, employees, and stakeholders as to management practices of selected cities in Metro Manila
- There is no significant difference in the assessment of the administrators, employees, and stakeholders as to the

suitability, acceptability, and feasibility of the proposed inputs for sustainability.

F. Significance of the Study

The present study is poised to offer valuable insights and actionable recommendations that can enhance the sustainability and effectiveness of city management in Metro Manila, hold significant value for various groups:

- **Administrators.** City administrators can leverage the study to identify strengths and weaknesses in current management practices. The results will provide evidence-based recommendations for improving transparency, engagement, and inclusivity in governance, ultimately leading to more effective and sustainable city management.
- **Economic Enterprise.** Economic enterprises contribute to Gross Domestic Product, economic growth, and helps in formulating policies that foster business development.
- **Employees.** Employees working within city administrations will find the study beneficial as it highlights areas needing improvement in human resource management, financial management, and administrative practices. This can lead to better working conditions, enhanced professional development opportunities and more efficient operational procedures.
- **Future Researchers.** For future researchers, the study serves as a comprehensive resource on the management practices of Metro Manila cities. It provides a methodological framework and empirical data that can be used for further research. The study's findings can inspire new research questions and comparative studies in other urban contexts, contributing to the broader field of urban management and sustainability studies.
- **Local Government Unit (LGU).** For local government units (LGUs) as it provides critical insights into the management practices. By examining management practices, the study highlights areas where LGUs can enhance their operational efficiency and service delivery.
- **Stakeholders.** Stakeholders, including local businesses and investors, tourists, and visitors, community groups, residents, and nonprofit organizations will benefit from the study's insights into management practices. The findings can guide their engagement with city administrations, ensuring their interests are aligned with sustainable and efficient urban management.

G. Scope and Limitations of the Study

The present study focuses on evaluating the Management Practices (Planning, Human Resource Management, Financial Management, Administration, and Monitoring and Evaluation)

The study was conducted in selected cities in Metro Manila specifically Quezon City, Makati City, Mandaluyong, San Juan, Valenzuela, Malabon, Navotas, and Marikina. The respondents of the study were 36 in Administrators, 342 Employees, and 163 Stakeholders for a total of 541 respondents. The study seeks to identify any significant differences in the assessments among the administrators, employees, and stakeholders. The research will also identify

problems encountered by respondents and propose sustainable solutions based on the findings. The study was conducted involve both face-to-face interactions and online surveys.

The present study has several limitations that may impact its findings and conclusions. First, the research is geographically limited to selected cities in Metro Manila: Quezon City, Makati City, Mandaluyong, San Juan, Valenzuela, Malabon, Navotas, and Marikina, which may not fully represent the broader context of other urban areas in the Philippines. Second, the reliance on surveys administered via online forms may limit participation to those with internet access, potentially excluding valuable input from less digitally connected respondents.

➤ Definition of Terms

The following terms are defined operationally and conceptually, to provide a common frame of reference:

- **Acceptability** of the Inputs Sustainability refers to the level of approval and support for proposed sustainability measures among stakeholders, including residents, businesses, and community groups.
- **Administration** refers to the administrative functions and processes necessary for the effective operation of the local government unit, including recordkeeping, document management, and administrative support services according to the operational manual of the LGU.
- **Engagement** refers to the process of involving stakeholders in the planning, implementation, and evaluation of government programs and policies to ensure their relevance and effectiveness according to the operational manual of the local government unit LGU.
- **Feasibility** of the Inputs Sustainability refers to the practicality and viability of implementing proposed sustainability measures within the city.
- **Financial** involves the planning, allocation, and management of financial resources to support the delivery of services and implementation of programs according to their operational manual.
- **Human Resources** refers to the administration and supervision of human capital within the local government unit, including recruitment processes, staff training, and performance appraisal systems according to the operational manual of the LGUs
- **Inclusivity** refers to the principle of ensuring that government policies, programs, and services are accessible and responsive to the diverse needs of the community, promoting equal opportunity and social inclusion according to the operational manual of the LGUs.
- **Inputs Sustainability** refers to the proposed measures and interventions aimed at promoting sustainable development and enhancing the economic, social, and environmental resilience of the city.
- **Management Practices** refers to the administrative and operational procedures utilized by the local government unit to achieve its objectives, including planning, budgeting, staffing, and performance management according to the operational manual of the LGUs.

- **Planning** involves the systematic process of setting goals, identifying strategies, and allocating resources to guide future development and decisionmaking within the city.
- **Suitability** of the Sustainability Inputs refers to the appropriateness and effectiveness of proposed sustainability measures in addressing the identified challenges and achieving desired outcomes within the city.

III. REVIEW OF RELEVANT LITERATURE

A. Synthesis

Effective management practices, including strategic planning, performance measurement, financial management, and community engagement, are essential for the smooth operation of local government entities (Ahmed, 2024).

For Metro Manila, focusing on these key functions can improve organizational performance and contribute to sustainable urban development.

The organizational performance of local governments ensures the efficient delivery of public services and effective management of resources. Strategic planning, resource allocation, and service delivery address the diverse needs of communities while adhering to fiscal responsibility and regulatory compliance (Ferlie & Ongaro, 2022).

The local and foreign literature provides a robust framework for understanding the management practices in the context of urban sustainability.

B. Research Design

This study utilized the descriptive method of research using the survey questionnaire in the assessment of the economic enterprise, management practices and organizational performance of selected cities in Metro Manila: inputs for sustainability

According to McCombes (2022) descriptive research involves the description, recording, analysis and interpretation of the present nature, composition or processes of phenomena which focuses on prevailing conditions, or how a person, group or thing behaves or functions in the present. It often involves some type of comparison or contrast. In other words, descriptive research maybe defined as a purposive process of gathering, analyzing, classifying and tabulating data about prevailing conditions, practices, beliefs, processes, trends and cause effect relationships and then making adequate and accurate interpretation about such data with or without the aid of statistical methods.

The descriptive method of research was used primarily because of its appropriateness to the study and applicability to varied economic enterprise, management practices and organizational performance.

C. Sample and Sampling Technique

The study was conducted in eight selected cities in Metro. These cities are Quezon City, Navotas, Mandaluyong, Valenzuela, Malabon, San Juan, Makati, and Marikina were

chosen for their diverse economic profiles and varying management practices. They represent a range of economic activities, from Quezon City's commercial and entertainment hubs to Navotas' fishing industry and Makati's financial center, providing a comprehensive view of economic enterprises. The different management and organizational structures of these cities offer rich data for comparative analysis, particularly in planning, human resources, financial management, and monitoring practices. The socio-demographic variations among these cities, from the populous and diverse Quezon City to the smaller San Juan, ensure a wide range of perspectives and insights. Additionally, their geographic proximity within Metro Manila facilitates logistical feasibility for data collection and stakeholder engagement. Collectively, these cities encapsulate common urban challenges, making them ideal for exploring the management practices and for developing actionable recommendations for sustainability in Metro Manila.

To determine the sample size, the researchers used Slovin's formula. Different sampling techniques were employed for each group of respondents. Purposive sampling was used for administrators, selecting participants based on specific characteristics required for the study. For employees, a simple random sampling technique was applied, ensuring each member of the population had an equal chance of selection. For stakeholders, convenience sampling was used, selecting participants based on accessibility and availability. This approach allowed the researcher to gather data efficiently from various perspectives within the local government units (LGUs).

D. Instrumentation

The researcher utilized a self-made survey questionnaire, validated by five (5) experts in the field, to conduct the study. Furthermore, the survey questionnaire underwent Cronbach's alpha testing to ensure the reliability of each question in measuring the variables, which aligned with the study's conceptual framework, statement of the problem, and objectives.

The survey questionnaire employed a Likert format, comprising statements or questions with five response choices representing varying degrees of agreement. Respondents were asked to indicate their level of agreement for each item.

IV. VALIDATION OF THE SURVEY QUESTIONNAIRE

To ensure the validity and reliability of the survey questionnaire, a validation process is typically employed:

➤ Content Validity:

Five experts in the fields of economic enterprise, management practices, and organizational performance review the questionnaire to ensure that it adequately covers all relevant aspects of the study. Their feedback is used to refine and improve the questions

➤ *Data Gathering Procedure*

The researcher emailed the Informed Consent Form created via Google Forms and in physical form, to the prospecting respondents. After the Informed Consent Forms were fully signed and returned to the researcher, the link to the survey questionnaire and the physical form were sent individually to the respondents. Responses were collected using Google Forms and in physical form, and they were summarized, evaluated, and interpreted by the researcher. Collected data were treated using a statistical software known as IBM SPSS Statistics Version 22 and interpreted by the researchers.

➤ *Statistical Treatment of Data*

The following are the statistical tools used in this study:

- **Percentage (P).** It was used to summarize the most frequent response of the respondents.
- **Weighted Mean (X).** It was used to determine the most common response of the respondents.
- **Ranking.** It was used to determine the order of increasing or decreasing magnitude of variations in response. The criteria with the highest mean value are ranked 1, 2 and so on down to the last rank and number.
- **Analysis of Variance (ANOVA).** It was used to determine the significant difference in the assessment of the respondents.
- **Slovin's formula.** It was used to calculate the minimum sample sized needed to estimate a statistic based on an acceptable margin of error.

➤ *Data Presentation, Analysis, and Interpretation*

Table 1: Population and Sample

Respondents	N	f	%
Administrators	67	36	53.73
Employee	1051	342	32.54
Stakeholders	223	163	73.09
Total	1341	541	40.34

Table 2: Distribution of the Respondents

Cities	Administrators		Employees		Stakeholders		Total	
	f	%	f	%	f	%	f	%
Quezon City	5	13.89	43	12.57	21	12.88	69	12.75
Navotas	4	11.11	43	12.57	19	11.66	66	12.20
Mandaluyong	5	13.89	43	12.57	21	12.88	69	12.75
Valenzuela	4	11.11	43	12.57	20	12.27	67	12.38
Malabon	5	13.89	42	12.28	20	12.27	67	12.38
San Juan	5	13.89	42	12.28	20	12.27	67	12.38
Makati	4	11.11	43	12.57	21	12.88	68	12.57
Marikina	4	11.11	43	12.57	21	12.88	68	12.57
Total	36	100.00	342	100.00	163	100.00	541	100.00

Table 3: Respondents as to Age

Indicators	Administrators		Employees		Stakeholders		TOTAL	
	f	%	f	%	f	%	f	%
51 years old and above	18	50.00	31	9.06	8	4.91	57	10.54
46 – 50 years old	13	36.11	34	9.94	10	6.13	57	10.54
41 – 45 years old	4	11.11	45	13.16	13	7.98	62	11.46
36 – 40 years old	1	2.78	41	11.99	18	11.04	60	11.09
31 – 35 years old			51	14.91	20	12.27	71	13.12
26 – 30 years old			92	26.90	21	12.88	113	20.89
25 years old and below			48	14.04	73	44.79	121	22.37
Total	36	100.00	342	100.00	163	100.00	541	100.00

Table 4: Respondents as to Gender

Indicators	Administrators		Employees		Stakeholders		TOTAL	
	f	%	f	%	f	%	f	%
Male	25	69.44	164	47.95	67	41.10	256	47.32
Female	11	30.56	178	52.05	96	58.90	285	52.68
Total	36	100.00	342	100.00	163	100.00	541	100.00

Table 5: Respondents as to Civil Status

Indicators	Administrators		Employees		Stakeholders		TOTAL	
	f	%	f	%	f	%	f	%
Single	6	16.67	209	61.11	117	71.78	332	61.37
Married	28	77.78	130	38.01	43	26.38	201	37.15
Widow/er	1	2.78	2	0.58	2	1.23	5	0.92
Legally Separated	1	2.78	1	0.29	1	0.61	3	0.55
Total	36	100.00	342	100.00	163	100.00	541	100

Table 6: Respondents as to Educational Attainment

Indicators	Administrators		Employees		Stakeholders		TOTAL	
	f	%	f	%	f	%	f	%
Doctorate Degree	17	47.22	4	1.17	11	6.75	32	5.91
Doctorate with earned units	6	16.67	17	4.97	8	4.91	31	5.73
Master's Degree	13	36.11	37	10.84	11	6.75	61	11.28
Masters with earned units			74	21.642	8	4.91	82	15.16
Bachelor's Degree			210	61.40	125	76.69	335	61.92
Total	36	100.00	342	100.00	163	100.00	541	100.00

Table 7: Respondents as to Length of Service

Indicators	Administrators		Employees		Stake holders		TOTAL	
	f	%	f	%	f	%	f	%
31 year and above	2	5.56	34	9.94	4	2.45	40	7.39
26 – 30 years	3	8.33	41	11.99	6	3.68	50	9.24
21 – 25 years	3	8.33	41	11.99	6	3.68	50	9.24
16 – 20 years	11	30.56	38	11.11	8	4.91	57	10.54
11 – 15 years	9	25.00	44	12.87	13	7.98	66	12.20
6 – 10 years	7	19.44	65	19.01	31	19.02	103	19.04
5 years and below	1	2.78	79	23.10	95	58.28	175	32.35
Total	36	100	342	100.00	163	100.00	541	100.00

Table 8: Management Practices of the Selected Cities in Metro Manila as to Planning

Indicators	Administrators		Employees		Stakeholders		Composite		Rank
	WM	VI	WM	VI	WM	VI	WM	VI	
1. Develop and communicate a comprehensive long-term vision for the city's development, incorporating input from diverse stakeholders.	4.81	E	4.55	E	3.98	VG	4.44	E	1
2. Facilitate meaningful engagement with residents, businesses, and community organizations in the planning process to ensure inclusivity and responsiveness to local needs.	4.83	E	3.91	VG	4.08	VG	4.27	E	5
3. Utilize data analysis and <u>research</u> to inform planning decisions, including demographic trends, economic indicators, and infrastructure requirements.	4.86	E	3.91	VG	4.25	E	4.34	E	3

4. Implement zoning and land use policies that promote sustainable development, preserve green spaces, and balance residential, commercial, and industrial needs.	4.19	VG	3.88	VG	4.02	VG	4.03	VG	10
5. Plan for the construction and maintenance of essential infrastructure, including transportation networks, utilities, parks, and public facilities, to support population growth and economic development.	4.89	E	3.92	VG	4.23	E	4.35	E	2
6. Identify and assess potential risks and vulnerabilities, such as natural disasters or economic fluctuations, and integrate risk mitigation strategies into the planning process.	4.86	E	3.87	VG	4.02	VG	4.25	E	6.33
7. Integrate environmental considerations into urban planning efforts, including measures to mitigate climate change, protect natural resources, and promote green infrastructure.	4.89	E	3.94	VG	4.10	VG	4.31	E	4
8. Apply principles of smart growth, such as compact development, mixed land use, and transit-oriented design, to promote	4.78	E	3.97	VG	3.99	VG	4.25	E	6.33

efficient land use and reduce sprawl.									
9. Incorporate equity and social justice considerations into planning decisions to address disparities in access to resources and opportunities among different demographic groups.	4.78	E	4.01	VG	3.93	VG	4.24	E	9
10. Embrace flexibility and adaptability in the planning process to respond to changing circumstances, emerging trends, and unexpected challenges over time.	4.81	E	3.97	VG	3.96	VG	4.25	E	6.33
Overall Weighted Mean	4.77	E	3.99	VG	4.05	VG	4.27	E	

Table 9: Management Practices of the Selected Cities in Metro Manila as to Human Resource

1. Implement transparent and merit-based processes for recruiting and hiring employees, ensuring diversity and equal opportunity.	4.69	E	4.83	E	4.13	VG	4.55	E	4.5
2. Provide ongoing training and professional development opportunities to enhance the skills and knowledge of city employees, promoting career advancement and job satisfaction.	4.69	E	4.70	E	4.08	VG	4.49	E	7
3. Establish clear performance expectations and metrics for employees, regularly assess performance, and provide constructive feedback and recognition.	4.75	E	4.73	E	4.10	VG	4.53	E	6
4. Prioritize employee health and wellness by offering benefits such as healthcare coverage, mental health support, and wellness programs.	4.81	E	4.67	E	4.17	VG	4.55	E	4.5
5. Foster a diverse and inclusive workplace culture that values and respects employees from all	4.83	E	4.13	VG	4.44	E	4.47	E	8

backgrounds, experiences, and perspectives.									
6. Ensure a safe and healthy work environment for all employees by implementing appropriate safety protocols, training, and equipment.	4.88	E	4.80	E	4.42	E	4.63	E	2
7. Maintain constructive and collaborative relationships with labor unions and employee representatives, fostering open communication and resolving conflicts through dialogue and negotiation.	4.72	E	4.01	VG	4.38	E	4.37	E	9
8. Develop and implement succession plans to ensure continuity of leadership and institutional knowledge within the organization as experienced	4.67	E	4.05	VG	4.34	E	4.35	E	10
a sense of ownership and commitment.									
10. Recognize and reward employee contributions and achievements through formal and informal recognition programs, incentives, and performance-based bonuses.	4.94	E	4.77	E	4.39	E	4.70	E	1
Overall Weighted Mean	4.79	E	4.49	E	4.28	E	4.52	E	

Table 10: Management Practices of the Selected Cities in Metro Manila as to Financial

Indicators	Admins		Employees		Stakeholders		Composite		Rank
	WM	VI	WM	VI	WM	VI	WM	VI	
1. Develop annual budgets that align with strategic priorities, reflect community needs, and ensure fiscal responsibility and accountability.	4.86	E	4.82	E	4.58	E	4.75	E	7.5
2. Identify and explore diverse revenue sources, including taxes, fees, grants, and partnerships, to support city operations and initiatives.	4.92	E	4.73	E	4.65	E	4.77	E	3.33
3. Conduct long-term financial planning to anticipate future revenue and expenditure trends, assess financial risks, and maintain fiscal stability and sustainability.	4.88	E	4.83	E	4.64	E	4.79	E	1
4. Manage city debt responsibly, including borrowing for capital projects, refinancing opportunities, and debt repayment schedules, to minimize financial risk and optimize debt service costs.	4.86	E	4.87	E	4.58	E	4.78	E	6

5. Provide transparent and accurate financial reporting to stakeholders, including residents, elected officials, bondholders, and credit rating agencies, to ensure accountability and build public trust.	4.83	E	4.73	E	4.55	E	4.71	E	10
6. Implement effective cash flow management practices to optimize the timing of revenue collection and expenditure disbursement, ensuring adequate liquidity for operational needs.	4.81	E	4.73	E	4.71	E	4.75	E	7.5
7. Monitor expenditures and implement cost-saving measures to control costs while maintaining service quality and meeting community needs.	4.86	E	4.71	E	4.59	E	4.72	E	9
8. Prudently manage city investments, including cash reserves, pension funds, and other financial assets, to optimize returns while minimizing risk.	4.94	E	4.75	E	4.61	E	4.77	E	3.33
9. Administer grant funds efficiently and effectively, complying with grant requirements, monitoring performance, and maximizing the impact of grant-funded programs and projects.	4.92	E	4.71	E	4.71	E	4.78	E	2
10. Establish robust financial policies and procedures, including internal controls, procurement practices, and risk management protocols, to safeguard city assets and ensure compliance with legal and regulatory requirements.	4.81	E	4.80	E	4.72	E	4.77	E	3.33
Overall Weighted Mean	4.87	E	4.77	E	4.63	E	4.76	E	

Table 11: Management Practices of the Selected Cities in Metro Manila as to Administration

Indicators	Administrators		Employees		Stakeholders		Composite		Rank
	WM	VI	WM	VI	WM	VI	WM	VI	
1. Develop and implement policies and procedures that align with legal requirements, best practices, and community priorities, ensuring consistency and clarity in city operations.	4.86	E	4.20	E	4.55	E	4.54	E	9
2. Maintain accurate and accessible records of city activities, transactions, and decisions, ensuring compliance with records retention policies and transparency requirements.	4.86	E	4.34	E	4.54	E	4.85	E	5.25
3. Manage city contracts effectively, from procurement and negotiation to execution and performance monitoring, to ensure value for money and mitigate risks.	4.92	E	4.38	E	4.64	E	4.64	E	2
4. Facilitate efficient and productive meetings of city councils, committees, and advisory boards, providing agendas, minutes, and support services as needed.	4.89	E	4.30	E	4.55	E	4.58	E	5.25
5. Foster transparent and proactive communication with residents, businesses, and other stakeholders through various channels, including websites, social media, newsletters, and public meetings.	4.86	E	4.35	E	4.53	E	4.58	E	5.25
6. Provide responsive and courteous customer service to residents and businesses, addressing inquiries, requests, and complaints in a timely and professional manner.	4.81	E	4.24	E	4.69	E	4.58	E	5.25
7. Ensure compliance with applicable laws, regulations, and ethical standards in city operations, including procurement, land use, personnel, and financial management.	4.92	E	4.44	E	4.58	E	4.65	E	1
8. Identify, assess, and mitigate risks to city operations and reputation, including legal, financial, operational, and reputational risks.	4.86	E	4.25	E	4.68	E	4.59	E	4

9. Develop and maintain emergency preparedness plans and protocols to respond effectively to natural disasters, public health emergencies, and other crisis situations.	4.94	E	4.25	E	4.69	E	4.63	E	3
10. Cultivate strategic partnerships with other government agencies, nonprofit organizations, businesses, and community groups to leverage resources, share expertise, and address shared challenges and opportunities.	4.86	E	4.21	E	4.64	E	4.57	E	10
Overall Weighted Mean	4.88	E	4.30	E	4.61	E	4.59	E	

Table 12: Management Practices of the Selected Cities in Metro Manila as to Monitoring and Evaluation

Indicators	Admins		Employees		Stakeholders		Composite		Rank
	WM	VI	WM	VI	WM	VI	WM	VI	
1. Establish performance metrics and benchmarks to assess the effectiveness and efficiency of city programs, services, and initiatives.	4.86	E	4.15	VG	4.48	E	4.50	E	3.5
2. Collect, analyze, and interpret data on key performance indicators to inform decision-making, identify trends, and track progress toward strategic goals and objectives.	4.81	E	4.10	VG	4.52	E	4.47	E	6
3. Conduct regular evaluations of city programs and services to assess outcomes, impacts, and cost-effectiveness, using evaluation findings to improve program design and implementation.	4.89	E	4.74	E	4.62	E	4.75	E	1
4. Solicit feedback from residents, businesses, and other stakeholders through surveys, focus groups, town hall meetings, and other means to gauge satisfaction and identify areas for improvement.	4.78	E	4.16	VG	4.56	E	4.50	E	3.5
5. Foster a culture of continuous improvement within the organization, encouraging innovation, experimentation, and learning from both successes and failures.	4.75	E	4.01	VG	4.55	E	4.44	E	8.5

6. Conduct regular financial audits and reviews to ensure compliance with accounting standards, regulatory requirements, and internal controls, as well as to detect and prevent fraud, waste, and abuse.	4.92	E	4.06	VG	4.69	E	4.55	E	2
7. Conduct periodic performance audits and evaluations of city departments, programs, and operations to identify opportunities for efficiency gains, cost savings, and service enhancements.	4.83	E	4.10	VG	4.54	E	4.49	E	5
8. Compare city performance and practices to peer cities, industry standards, and best practices to identify areas of strength and areas for improvement.	4.53		4.00	VG	4.63	E	4.38	E	10
9. Provide transparent and accessible reporting on city performance, accomplishments, and challenges to residents, policymakers, and other stakeholders through annual reports, dashboards, and other communication channels.	4.81	E	3.91	VG	4.63	E	4.45	E	7
10. Regularly review and evaluate city policies, ordinances, and regulations to ensure relevance, effectiveness, and alignment with community needs and priorities.	4.81	E	3.94	VG	4.57	E	4.44	E	8.5
Overall Weighted Mean	4.80	E	4.12	VG	4.58	E	4.50	E	

Table 13: Summary Assessment of Management Practices of the Selected Cities in Metro Manila

Indicators	Admins		Employees		Stakeholders		Composite		Rank
	WM	VI	WM	VI	WM	VI	WM	VI	
1. Planning	4.77	E	3.99	VG	4.05	VG	4.27	E	5
2. Human Resource	4.79	E	4.49	E	4.28	E	4.52	E	3
3. Financial	4.87	E	4.77	E	4.63	E	4.76	E	1
4. Administration	4.88	E	4.30	E	4.61	E	4.59	E	2
5. Monitoring and Evaluation	4.80	E	4.12	VG	4.58	E	4.50	E	4
Grand Mean	4.82	E	4.33	E	4.43	E	4.53	E	

Table 14: Suitability of the Proposed Sustainability Program

Indicators	Administrators		Employees		Stakeholders		Composite		Rank
	WM	VI	WM	VI	WM	VI	WM	VI	
1. The program takes into account the unique urban challenges and opportunities present in Metro Manila, such as population density, traffic congestion, pollution, and informal settlements.	4.08	S	3.94	S	3.93	S	3.98	S	2
2. The program aligns with national and local policies, strategies, and development plans related to sustainable development, climate action, and social inclusion.	3.69	S	4.14	S	3.96	S	3.93	S	4
3. The program is designed to be scalable and adaptable to different scales of implementation, from local neighborhoods to city-wide initiatives, to ensure relevance and effectiveness across diverse contexts.	4.23	HS	3.83	S	4.07	S	4.01	S	1
4. The program incorporates innovative approaches, technologies, and best practices from other urban areas or international experiences to address emerging sustainability challenges in Metro Manila.	3.62	S	4.08	S	3.96	S	3.89	S	5
5. The program prioritizes community participation and empowerment, leveraging local knowledge, skills, and resources to co-create solutions and foster ownership and commitment among residents.	3.85	S	4.08	S	3.96	S	3.96	S	3
TOTAL	3.89	S	4.01	S	3.98	S	3.96	S	

Table 15: Acceptability of the Proposed Sustainability Program

Indicators	Administrators		Employees		Stakeholders		Composite		Rank
	WM	VI	WM	VI	WM	VI	WM	VI	
1. The program actively engages marginalized and vulnerable groups, including women, youth, indigenous peoples, persons with disabilities, and informal settlers, to ensure their voices and perspectives are represented and considered in decision-making processes.	3.54	A	3.78	A	4.01	A	3.78	A	4
2. The program promotes transparency in governance and decision-making, providing clear information about goals, processes, and outcomes to build trust and credibility among stakeholders.	3.23	MA	3.91	A	3.95	A	3.70	A	5
3. The program aims to reduce social inequalities and disparities by prioritizing interventions that address the needs of disadvantaged populations and promote equal access to resources and opportunities.	3.38	MA	4.00	A	4.04	A	3.81	A	3
4. The program establishes mechanisms for accountability and oversight, including regular reporting, monitoring, and evaluation, to ensure that resources are used effectively and results are achieved as intended.	3.46	A	4.03	A	4.13	A	3.87	A	2
5. The program respects and incorporates cultural diversity and values prevalent in Metro Manila's diverse communities, ensuring that interventions are culturally appropriate and respectful of local traditions and customs.	3.54	A	4.14	A	4.04	A	3.91	A	1
TOTAL	3.43	A	3.97	A	4.03	A	3.81	A	

Table 16: Feasibility of the Proposed Sustainability Program

Indicators	Administrators		Employees		Stakeholders		Composite		Rank
	WM	VI	WM	VI	WM	VI	WM	VI	
1. The program assesses the availability of financial, human, and technical resources required for implementation, considering constraints and opportunities for resource mobilization and allocation.	3.54	F	3.94	F	4.04	F	3.84	F	2
2. The program secures political support and commitment from key decision-makers, policymakers, and elected officials at the local and national levels to create an enabling environment for implementation.	3.23	MF	3.98	F	4.16	F	3.79	F	4
3. The program evaluates the capacity of local government agencies, civil society organizations, and other stakeholders to deliver and support program activities, identifying gaps and building necessary capacities as needed.	3.38	MF	3.89	F	4.05	F	3.77	F	5
4. The program ensures compliance with relevant laws, regulations, and policies governing environmental protection, land use planning, public procurement, and other aspects relevant to sustainability initiatives.	3.46	F	3.94	F	4.04	F	3.81	F	3
5. The program conducts a comprehensive risk assessment to identify potential barriers, challenges, and uncertainties that may affect implementation, developing mitigation strategies and contingency plans to address them proactively.	3.54	F	4.17	F	3.94	F	3.88	F	1
TOTAL	3.43	F	3.98	F	4.05	F	3.82	F	

Table 17: Comparative Assessment on the Suitability, Acceptability and Feasibility of the Proposed Sustainability Program

Areas of Concern		SS	MSS	df	F-value	Critical Value	Interpretation	Decision
Suitability	Bet. Grp Within Grp.	0.038 0.341	0.019 0.028	2 12	0.672	3.885	Not Significant	Accept H_0
Acceptability	Bet. Grp Within Grp.	1.104 0.158	0.552 0.013	2 12	42.031	3.885	Significant	Reject H_0
Feasibility	Bet. Grp Within Grp.	1.150 0.139	0.575 0.012	2 12	49.570	3.885	Significant	Reject H_0
Level of Significance: 0.05								

V. SUMMARY

➤ The Salient Findings of the Study are as Follows:

- *Assessment of Groups of Respondents on the Management Practices Selected Cities in Metro Manila as to Planning:*

- ✓ As to assessment of the groups of respondents on the management practices of selected cities in Metro Manila as to planning are as follows: administrators rated as Excellent with an overall weighted mean of 4.77, stakeholders rated as Very Good with an overall weighted mean of 4.05, and employees rated as Very Good with an overall weighted mean of 3.99.
- ✓ The assessment of management practices in selected cities of Metro Manila regarding planning, as illustrated in Table 8, reflects a high level of excellence. Nine items were rated as "Excellent," highlighting the critical elements of effective urban planning.

- *Assessment of Groups of Respondents on the Management Practices selected cities in Metro Manila as to Human Resource:*

As to assessment of the groups of respondents on the management practices of selected cities in Metro Manila as to human resource rated as Excellent such as: administrators with an overall weighted mean of 4.79, employees with an overall weighted mean of 4.49, and stakeholders with an overall weighted mean of 4.29.

- *Assessment of Groups of Respondents on the Management Practices selected cities in Metro Manila as to Financial:*

As to assessment of the groups of respondents on the management practices of the selected cities in Metro Manila as to financial rated as Excellent, these are: administrators with an overall weighted mean of 4.87, employees with an overall weighted mean of 4.77, and stakeholders with an overall weighted mean of 4.63.

- *Assessment of Groups of Respondents on the Management Practices selected cities in Metro Manila as to administration:*

As to assessment of the groups of respondents on the assessment on the management practices of the selected cities in Metro Manila as to administration rated as Excellent, such as: administrators with an overall weighted mean of 4.88, stakeholders with an overall weighted mean of 4.61, and employees with an overall weighted mean of 4.30.

- *Assessment of Groups of Respondents on the Management Practices selected cities in Metro Manila as to monitoring and evaluation:*

As to assessment of the groups of respondents on the assessment on the management practices of the selected cities in Metro Manila as to monitoring and evaluation are as follows: administrators rated as Excellent with an overall weighted mean of 4.80, stakeholders rated as Excellent with an overall weighted mean of 4.58, and employees rated as Very Good with an overall weighted mean of 4.12.

- *On the Proposed Sustainability Program*

The proposed sustainability program is designed with the unique context of Metro Manila's LGUs in mind, ensuring that it is both practical and scalable. It involves relevant stakeholders, including government officials, community leaders, and private sector partners, to foster a collaborative approach. The time frame and budget are meticulously planned to ensure feasibility and sustainability, with performance indicators set to monitor progress and impact.

The study proposes a comprehensive Sustainability Program tailored specifically for Local Government Units (LGUs) in Metro Manila, addressing the unique needs identified in management practices. This program integrates Key Result Areas (KRAs), objectives, programs, strategies, personnel involvement, time frames, budgeting, and performance indicators to ensure a holistic approach to sustainability. It aims to optimize Planning, Human Resource Management, Financial Management, Administration, and Monitoring and Evaluation to foster effective governance. The program identifies specific strengths and weaknesses within each area to guide interventions effectively, involving

diverse stakeholders for collaborative implementation. This strategic framework aims to drive continuous improvement and long-term sustainability across Metro Manila's LGUs, enhancing their capacity to deliver efficient services and promote inclusive development.

• *On the Suitability, Acceptability, and Feasibility of the Proposed Sustainability Plan and Significant Difference*

Overall, the composite evaluation shows the program is acceptable (A) across all groups, with an overall WM of 3.81. This consensus among administrators, employees, and stakeholders indicates broad agreement on the program's social acceptability and relevance.

The results of the comparative assessment offer valuable insights into how stakeholders perceive the suitability, acceptability, and feasibility of a proposed sustainability program. Across these dimensions, the study reveals both areas of consensus and points of divergence among administrators, employees, and stakeholders, reflecting varied perspectives that influence the program's potential success.

Regarding suitability, the findings indicate a high level of agreement among stakeholders. This consensus suggests that the program effectively addresses the unique urban challenges and opportunities present in Metro Manila, such as population density, traffic congestion, pollution, and informal settlements. Stakeholders recognize the program's relevance and its potential to contribute positively to urban sustainability efforts, reflecting a shared understanding of its alignment with local needs and priorities.

In contrast, perceptions of acceptability and feasibility show more pronounced differences between stakeholder groups. Acceptability, as evidenced by significant variations between administrators, employees, and stakeholders, highlights differing expectations and priorities regarding the program's goals, processes, and outcomes. This disparity underscores the need for clearer communication and inclusive decision-making processes to align stakeholder expectations and foster greater consensus.

Feasibility assessments also reveal notable differences in stakeholder perspectives, particularly regarding resource availability, political support, and organizational capacities. While stakeholders generally agree within their respective groups on the program's feasibility, differences between groups suggest varying levels of confidence in the program's ability to secure necessary resources, political backing, and organizational support for successful implementation.

VI. CONCLUSIONS

➤ *Based on the findings of the study, the following conclusions were drawn:*

- Management practices across selected cities in Metro Manila exhibit consistent excellence across various critical areas. Planning, human resource management, financial management, administration, and monitoring

and evaluation practices all received outstanding ratings, reflecting effective leadership, strategic oversight, and robust operational frameworks. Administrators demonstrated strong performance across these domains, supported by positive feedback from stakeholders and employees, highlighting broad alignment and support for inclusive and sustainable urban development strategies.

- The analysis of F-values across various management areas in selected cities in Metro Manila consistently falls below the critical threshold, indicating no significant differences in perceptions of management practices among administrators, employees, and stakeholders. Specifically, planning, human resource management, financial management, administration, and monitoring and evaluation all demonstrate F-values below the critical level, leading to the acceptance of the null hypothesis.
- The study developed a Sustainability Program for LGUs in Metro Manila, focusing on management practices. It included KRAs, objectives, strategies, budgeting, and performance indicators to ensure a comprehensive approach. Management Practices targeted Planning, HR, Finance, Administration, and Evaluation for better governance. By identifying strengths and weaknesses, involving diverse stakeholders, the program aims to enhance service delivery and foster inclusive development across Metro Manila's LGUs.
- The proposed sustainability program for Metro Manila demonstrates strong suitability and acceptability across critical dimensions, effectively addressing urban challenges and aligning with sustainable development policies.

Stakeholders widely agree on its potential to foster sustainable development, highlighting strengths in accountability, cultural integration, and risk management. However, perceptions vary on acceptability and feasibility, emphasizing the need for clearer communication and inclusive decision-making. Addressing these insights is crucial through enhanced stakeholder engagement, collaborative decision-making, and resource mobilization strategies to maximize the program's impact and sustainability in Metro Manila's urban development efforts.

➤ Recommendations

Based on the findings and conclusions presented, the following recommendations are suggested:

To further enhance the consistent excellence in management practices across selected cities in Metro Manila, it is recommended to implement ongoing professional development programs for administrators, employees, and stakeholders to sustain and elevate current standards. These programs should focus on advanced planning techniques, innovative human resource management, strategic financial oversight, and cutting-edge monitoring and evaluation practices. Additionally, fostering a culture of continuous improvement and feedback can ensure that the high standards of leadership and operational frameworks are maintained,

supporting inclusive and sustainable urban development strategies in the long term.

To ensure the successful implementation of the proposed Sustainability Program for LGUs in Metro Manila, it is recommended to establish a dedicated task force responsible for overseeing the program's execution and progress. This task force should include representatives from key sectors such as experts in Planning, HR, Finance, Administration, and Evaluation. Regular training sessions and workshops should be conducted to build capacity and ensure all stakeholders are aligned with the program's objectives and strategies. Additionally, continuous monitoring and evaluation should be implemented to identify areas for improvement and to adapt the program as needed.

To maximize the impact and sustainability of the proposed sustainability program for Metro Manila, it is recommended to prioritize enhanced stakeholder engagement and collaborative decision-making processes. Establish regular forums and feedback mechanisms to ensure all stakeholders, including administrators, employees, and community members, have a voice in the program's development and implementation. Additionally, focus on resource mobilization strategies to secure the necessary support and funding. By addressing the varied perceptions on acceptability and feasibility through clear communication and inclusive practices, the program can effectively foster sustainable urban development and address the critical challenges facing Metro Manila.

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