



**Collaborative/Commissioned Researches**

Title of the Study	Proponents	Collaborating Agency/Institution	Year
<p>Path Model on Organizational Effectiveness of Higher Education Institutions In SOCCSKSARGEN Mindanao, Philippines: An Explanatory Sequential Approach</p>	<p>Dr. Kristoffer Franz Mari R. Millado Dr. Evelyn Saludes Dr. Rey M. Regidor Dr. Gina Fe G. Israel Dr. Gemma Hernandez Dr. Geraldine Rodriguez Dr. Cynthia S. Asuncion Dr. Joel B. Tan Dr. Mary Ann Tarusan Dr. Ana Helena Lovitos Dr. Elleine Rose Oliva Dr. Larcyneil Pascual</p>	<p>Central Mindanao Colleges  Ramon Magsaysay Memorial Colleges  University of Mindanao  UM Tagum College</p>	<p><b>2023</b></p>
<p>A Taxpayer's Perspective on the Effects of COVID-19 to Businesses in Tagum City: Basis for Policy Enhancement</p>	<p><i>Project Leader</i> Dr. Larcyneil P. Pascual  <i>Project Member</i> Dr. Gina Fe G. Israel Dr. Evelyn P. Saludes Dr. Dindo L. Alcuizar Dr. Lucela B. Regidor Dr. Hazel Princess M. Rebollo Dr. Raiza Mae C. Narciso Dr. Nexofelou R. Gono Dr. Ritchel P. Villaver Prof. Joe Mari N. Flores Prof. Jovit G. Cain Prof. Lovely Mae R. Prieto Prof. Regi C. Aaron</p>	<p>Tagum City Chamber of Commerce &amp; City Government of Tagum Tagum City</p>	<p><b>2021</b></p>

**PATH MODEL ON ORGANIZATIONAL EFFECTIVENESS OF HIGHER EDUCATION  
INSTITUTIONS IN SOCCSKSARGEN MINDANAO, PHILIPPINES:  
AN EXPLANATORY SEQUENTIAL APPROACH**

<sup>1</sup>Kristoffer Franz Mari R. Millado

<sup>2</sup>Evelyn Saludes, Gina Fe G. Israel

<sup>3</sup>Gemma Hernandez

<sup>4</sup>Geraldine Rodriguez

<sup>5</sup>Cynthia S. Asuncion

<sup>6</sup>Joel Tan, Rey M. Regidor

<sup>7</sup>Mary Ann Tarusan

<sup>8</sup>Ana Helena Lovitos

<sup>9</sup>Elleine Rose Oliva

<sup>10</sup>Larcyneil Pascual

<sup>1,3,4</sup>Ramon Magsaysay Memorial Colleges

<sup>6,7,8,9</sup>University of Mindanao

<sup>5</sup>Central Mindanao Colleges

<sup>2,10</sup>University of Mindanao Tagum College

**ABSTRACT**

This mixed methods study determined the best-fit path model for organizational effectiveness among Higher Education Institutions (HEIs) personnel in Region 12. The explanatory sequential design was used, along with stratified random sampling, path analysis, and thematic analysis, to obtain data from 250 teaching and non-teaching staff for the quantitative survey and 10 purposively selected participants for the in-depth interview and focus group discussion. Quantitative results showed high levels for all variables and significant relationships between the exogenous variables transformational leadership (TL), organizational health (OH), and total quality management (TQM), and the endogenous variable organizational effectiveness (OE). Moreover, generated Model 3 was the best path model for the organizational effectiveness of HEIs, with transformational leadership and total quality management emerging as predictors of organizational effectiveness, while organizational health had no direct effect. The high ratings of the variables and the importance of transformational leadership and total quality management on organizational effectiveness were confirmed in the qualitative experiences and insights of the participants; therefore, the integration was connecting-merging (confirmation). The best-fit path model 3 was also confirmed, suggesting the statistical influence of TL and TQM on OE. However, total quality management as the best predictor of organizational effectiveness and the negligible effect of organizational health on organizational effectiveness were not confirmed by the participants, leading to a connecting-merging (expansion) integration.

**Keywords:** *educational management, transformational leadership, organizational health, total quality management, organizational effectiveness, sequential-exploratory, path analysis, Philippines*

**A TAXPAYER'S PERSPECTIVE ON THE EFFECTS OF COVID-19 TO BUSINESSES  
IN TAGUM CITY: BASIS FOR POLICY ENHANCEMENT**

**City Treasurer's Office of Tagum and Tagum City  
Chamber of Commerce and Industry, Inc.**  
*in partnership with*

**UM Tagum College**

**Focus Group Discussion and  
Individual In-Depth Interview**  
*conducted last January 18-20, 2022*

*Cooperating Agencies*

**CITY GOVERNMENT OF TAGUM AND  
TAGUM CITY CHAMBER OF COMMERCE, INC.**

**Hon. Allan L. Rellon, DPA, PhD**  
*City Government of Tagum*

**Annie G. Beltran, CPA, MBA**  
*City Treasurer*

**Engr. Aerol B. Conde**  
*President*  
*Tagum City Chamber of Commerce  
and Industry, Inc.*

**Engr. Perfecto Cagaanan, Jr.**  
*Vice President*  
*Tagum City Chamber of Commerce  
and Industry, Inc.*

## **A Taxpayer's Perspective on the Effects of COVID-19 to Businesses in Tagum City: Basis for Policy Enhancement**

<sup>1</sup>Larcyneil P. Pascual, <sup>2</sup>Raiza Mae C. Narciso, <sup>3</sup>Dindo L. Alcuizar

<sup>4</sup>Nexofelou R. Gono, <sup>5</sup>Ritchel P. Villaver, <sup>6</sup>Lucela B. Regidor

<sup>7</sup>Joe Mari N. Flores, <sup>8</sup>Jovit G. Cain, <sup>9</sup>Lovely Mae R. Prieto

<sup>9</sup>Regi C. Aaron, <sup>10</sup>Hazel Princess M. Rebollo

<sup>11</sup>Gina Fe G. Israel, <sup>12</sup>Evelyn P. Saludes

<sup>13</sup>Allan L. Rellon, <sup>14</sup>Annie G. Beltran

<sup>15</sup>Aerol B. Conde

<sup>1-12</sup>UM Tagum College

<sup>13</sup>City Government of Tagum

<sup>14</sup>City Treasurer, Tagum

<sup>15</sup>Tagum City Chamber of Commerce  
and Industry, Inc.

### **Abstract**

This Pandemic has brought a change in the landscape of business sectors. It trembled and challenged many business owners and precipitated as to how they could surpass and eventually survive from suffering the so-called reduced revenue. This qualitative-phenomenological study was conducted to hear meaningful stories, perspectives, and shared experiences of the phenomenon from the taxpayers/business owners. A total of 36 business owners/taxpayers were invited to participate in the study. Through a face-to-face Focus-Group Discussion (FGD) and Individual in-depth Interview (IDI), this study revealed the following challenges encountered by the taxpayers/business owners to wit: declension of income, increased job layoffs, strict adherence to Inter-Agency Task Force (IATF) health and safety protocols, and absence of business opportunity and growth. Furthermore, the study found that the effects of the COVID-19 Pandemic on the business sectors in Tagum City were the following: temporary discontinuation of business operations, thriving business trends, amplification of sales promotion, and cessation of some business establishments. Lastly, the recommendations of business owners to the Local Government for policy-making and possible enhancement of the existing policies for business sectors were the postponement of tax penalties, crafting policy on tax collection for online businesses, scrutinizing/reviewing current business tax policies, fair distribution of government assistance, regulate prices of essentials, deploy additional law enforcers, and strengthen implementation of health protocols.

**Keywords:** *taxpayer's perspective, effects of the Pandemic, business sectors, policy enhancement, phenomenological inquiry, Tagum City, Philippines.*