

**A POTENTIAL ADMINISTRATIVE PROGRAM FOR
SAMAR II ELECTRIC COOPERATIVE
(SAMELCO II)**

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Presented to
The Faculty of the College of Graduate Studies
Samar State University
Catbalogan City

In Partial Fulfillment
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Master in Public Management (MPM)

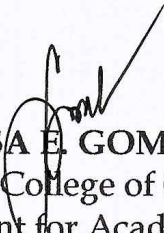
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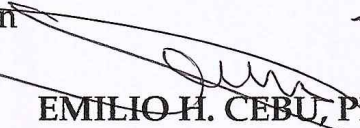
This thesis entitled "A POTENTIAL ADMINISTRATIVE PROGRAM FOR SAMAR II ELECTRIC COOPERATIVE (SAMELCO II)" has been prepared and submitted by MARIA ATHENELYN D. GONZAGA, who having passed the comprehensive examination, is hereby recommended for oral examination.

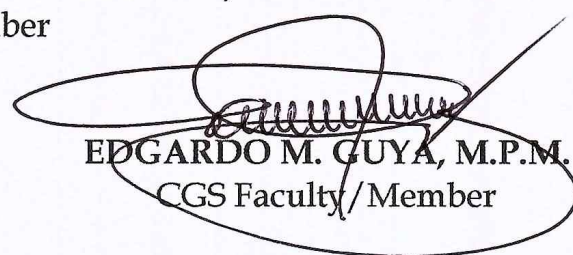

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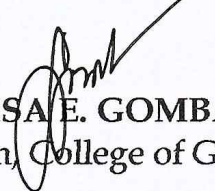

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Maria Athenelyn D. Gonzaga

DEDICATION

This research proposal is dedicated to my son Seth and Padix, my strength and whose unyielding love, support and encouragement have enriched my soul and inspired me to pursue this academic endeavor.

Angel

ABSTRACT

This study determined the potential administrative program for Samar II Electric Cooperative (SAMELCO II). This study employed various types of research approaches in its attempt to answer the various questions asked that are geared towards the enhanced management of human resources' potentials of Samar II Electric Cooperative (SAMELCO II). The SAMELCO II employees "agreed" on the indicators reflecting their ethics and values toward productively with a weighted mean of 4.13 while the managers "strongly agreed" with a weighted mean of 4.73, and the BODs "neither disagree nor agree" with a weighted mean of 3.40. The employees gave a grand weighted mean of 3.70 on the assessment of the extent of administrative experiences as regards employee involvement while the managers gave 4.43 and the BOD gave a calculated grand mean of 1.00. Of the responses given by the manager employee-respondents during the focused group discussion, most of the employees and managers said that they need to be trained and retrained to update themselves on the recent strategies in coping with the electric distribution. The survey and focus group conducted resulted with the conceptualization of a proposed administrative program that will work hand-in-hand with the Office of the Manager in the monitoring and operations aspects of SAMELCO II. A restructuring of the organizational structure may be conducted based on the standards that will be set by the organization to realign all views to the organizational mission, vision, goals, and core values.

TABLE OF CONTENTS

	Page
TITLE PAGE	i
APPROVAL SHEET	ii
ACKNOWLEDGMENT	iii
DEDICATION	iv
ABSTRACT	v
TABLE OF CONTENTS	vi
Chapter	
1 THE PROBLEM AND ITS SETTING	1
Introduction	1
Statement of the Problem	5
Theoretical Framework	7
Conceptual Framework	11
Significance of the Study	13
Scope and Delimitation	14
Definition of Terms	15
2 REVIEW OF RELATED LITERATURE	
 AND STUDIES	26
3 METHODOLOGY	46
Research Design	46
Instrumentation	47
Sampling Procedure	50
Validation of Instrument	52

Data Gathering Procedure	52
Statistical Treatment of Data	53
4 PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA	57
The Respondents' Population	57
Extent of SAMELCO II Compliance to the Regulatory Requirements Towards the Categorization of Electric Cooperatives	80
Extent of Compliance of Samar II Electric Cooperative (SAMELCO II) Employees, Managers and Board of Directors in Terms of Incentives	86
Level of Performance of SAMELCO II in the Last Three Years	89
Level of Performance of SAMELCO II as Rated by Consumers	92
Extent of Administrative Experiences of Samar II Electric Cooperative (SAMELCO II) Employees and Managers and Board of Directors	94
5 SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION	112
Summary of Findings	112
Conclusions	116
Recommendations	118
6 POTENTIAL ADMINISTRATION PROGRAM FOR SAMELCO II	121
Rationale	121
Descriptive of the Program	122
Objectives	130
Specific Objectives	131
Strategies for Implementation	131

Funding Source	132
Monitoring and Evaluation	132
BIBLIOGRAPHY	133
APPENDICES	150
CURRICULUM VITAE	223
LIST OF TABLES	225
LIST OF FIGURES	229

Chapter 1

THE PROBLEM AND ITS SETTING

Introduction

The Samar II Electric Cooperative, Inc. (SAMELCO II) was established by the government as a non-stock, non-profit electric distribution utility organized and supervised by the National Electrification Administration (NEA) by virtue of Presidential Decree No. 269 otherwise known as the "National Electrification Administration Decree". The forty years of public service of SAMELCO II started its first energization in December 1975, serving 78,725 as of September 2017 member-consumers and having all barangays within its territorial jurisdiction energized and having been awarded as Triple A electric cooperative (EC) from 2014-2016, is more than something it can be proved of. Also, as an Extra Large EC from 2016, a collection efficiency of 98.00 percent, and with manpower of 167, there is a great hope for SAMELCO II 's classification as Extra Large to a reclassification of Mega Large. These are facts of SAMELCO II' existence in the 2017 EC overall Performance Assessment by the NEA.

Detailed studies have clearly employed the very close correlation between consumption of energy and the gross national product (GNP). Electric power wherever introduced stimulates the growth of industry and the economy, in general (PD 269).

The mandate of the NEA, the government agency is tasked in the full implementation of the Rural Electrification Program of the Philippine government and to reinforce the technical capability and financial viability of the rural EC's to cope with the changes brought by the Electric Power industry Reform Act of 2001 (EPIRA) Law and to promote the sustainable development in the rural areas through rural electrification (RRR of RA 9136), is reechoed to all to all of the ECs of the land, SAMELCO II, included, is more than enough a challenge for SAMELCO II to move upward.

SAMELCO II is challenged to address the heightened demands for power rate reduction, reliability of service, good governance and member-consumer-owners' empowerment which shall put it to the next ladder of EC classification while maintaining and sustaining its getting a Triple A award from 2014-2016, meaning garnering the 95.00 to 100.00 percent of its operation as an energy distribution utility (NEA Memorandum No. 2018-005 of January 25, 2018).

What standards of performance should SAMELCO II come up with after exemplifying itself in various facets of its existence. There is still a room for the SAMELCO II family to occupy and these are: 1) Sustain the "Green" color symbolizing that the EC complies the six standards, set by NEA in its Formulated Guidelines for greater self-governance after having met the said standard like; 1.a) Cash operating fund of at least one month working capital at its annual assessment of performance; 1.b) Collection efficiency of 95.00 percent and above; 1.c) Payment to GENCO and NGCP-Current/ Restructured Current;

1.d) Profitability is positive, 1.e) Net worth is positive; 1.f) System Loss is 13.00 percent and below (RRR of RA No. 10531); 2) Sustain if not, improve itself garnering the Ultra Diamond Lumens Award. The Lumens Award is a recognition ceremony for the best EC, nationwide (2015 NEA Annual Report) which comes in four categories: 2.a) Ultra Diamond-the highest level of award given to EC for performing beyond the performance standards and exceeding expectations; 2.b) Mega Diamond- the next from the highest award of recognition for having surpassed the track record of exemplary performance, instituting customer service excellence and strong corporate social responsibility that is emulated as EC best practices; 2.c) Grand Diamond- the recognition award for unprecedented track record of exceptional performance in all facets of operations and their continuing improvements and innovations, and 2.d) Diamond- the EC award for being an institution by itself and having sustained service excellence consistent exemplary operational performance, strong corporate social responsibility and best practices; 3) From the potential connections of 92,500 SAMELCO II only served 78, 725 or an 85.00 percent accomplishment (Fact Sheet NEA sent SAMELCO II on Sept 30, 2017).

When the potential connections are served fully, this is a sure factor to SAMELCO II's improved categorization along meeting the other components considered by NEA for the ECs Annual Overall Performance Assessment, which has become more stringent through the years. Taking a closer look at the assessment criteria, it is challenging to note that while in 2014 the Financial

Parameters were given 30.00 percent, today it is 32.00 percent; the Institutional Governance Parameters in 2014 were 35.00 percent, today it is 38.00 percent; the Technical Parameters then were 30.00 percent, now it is 27.00 percent, and finally, the Reportorial Parameters from the 2014 criteria was 5.00 percent, but now under Other Parameters, it is 3.00 percent (NEA Memorandum No. 2014-008 of February 25, 2014 and NEA Memorandum No. 2018-005 of January 25, 2018, respectively).

To the 121 ECs of the country, the call for an enhanced overall Performance Assessment is the same. As the NEA Administrator Edith Bueno, then, said in 2016, “The Overall Performance Assessment and EC classification serve as basis for the upward and downward implementation taken of per diems and allowance” (NEA Memorandum 2016-015).

Impliedly, the challenge is to ensure the sustainability of the marked performance of the ECs in the country, which to the present NEA Administrator Edgardo R. Masongsong begins with the empowerment of the human resources of the internal environment of the ECs and the stakeholders of their external environment (NEA Memorandum 2018-005 of January 25, 2018).

The complexity of the challenge of SAMELCO II, especially along economic viability, power rate reduction, reliable service, good governance and empowerment along the SAMELCO II core values on; honesty, open-mindedness, teamwork, loyalty, integrity, networking, empowerment and

service excellence can only be addressed beginning with an effective Administration Program which this study ventured into.

Statement of the Problem

This study determined the potential administrative program for Samar II Electric Cooperative (SAMELCO II). Specifically, the study answered the following questions:

1. What is the profile of the SAMELCO II employees, managers and board of directors with respect to:
 - 1.1 age;
 - 1.2 sex;
 - 1.3 civil status
 - 1.4 educational attainment;
 - 1.5 rank/position;
 - 1.6 number of years in service;
 - 1.7 performance rating from 2015-2017;
 - 1.8 number of relevant trainings attended, and
 - 1.9 ethics and values toward productivity?
2. What is the extent of compliance of SAMELCO II to the regulatory requirements towards the categorization of electric cooperative?
3. What is the extent of compliance of Samar II Electric Cooperative (SAMELCO II) employees and managers in terms of its incentives:

- 3.1 financial incentives;
 - 3.1.1 increase in salary;
 - 3.1.2 promotion;
 - 3.2 non-financial;
 - 3.2.1 recognition;
 - 3.2.2 awards, and
 - 3.2.3 career development?
4. What is the level of performance of Samar II Electric Cooperative (SAMELCO II) in the last three years?
- 4.1 Board of Directors;
 - 4.2 Managers, and
 - 4.3 Employees?
5. What is the level of performance of SAMELCO II as rated by the consumers?
6. What is the extent of administrative experiences of the SAMELCO II employees, managers and board of directors as regards to:
- 6.1 rewards and recognition;
 - 6.2 training/career development;
 - 6.3 customer orientation;
 - 6.4 leadership and quality;
 - 6.5 fairness and treatment of others, and
 - 6.6 employee involvement?

7. Based on the results of the study, what viable reorganizational structure may be developed for SAMELCO II administrative program?

Theoretical Framework

The primary purpose of the administrative management theory is to find a good balance between the structure of the administration and the mission of the organization. It emphasizes the importance of organizational effectiveness. According to this theory, administrative efficiency is improved when defined lines of authority are present and those at the top of administration have the most responsibility for the organization. Administrative efficiency is correlated with departments being divided by a clear separation of labor and administrators with the most responsibilities serving as organizational authority figures (Tompkins, 2005).

The four primary scholars associated with the administrative management theory include Henri Fayol, James D. Mooney, Alan C. Reiley and Luther Gulick. Each of these important individuals has had a strong influence on the development of this theory. Rather than focusing on the "human factor," these theorists emphasized structural variables. They thought that in order to obtain individual and organizational objectives, a well-developed administrative structure must be present (Tompkins, 2005).

When analyzing the organization and management it is essential to understand the theoretical background upon which these programs are

developed. According to Tompkins (2005), having an understanding of theoretical perspectives can assist individuals in determining the factors that influence organizational performance, find out how these factors are interrelated, and determine how to effectively overcome problems, while achieving organizational goals. Understanding organizational theories can help one find new approaches for looking at organizational challenges and determining effective methods for pursuing change within an organization (Tompkins, 2005).

According to Tompkins (2005), this theory helps to generate ideas including “how to centralize administrative direction and oversight without unduly constraining managerial discretion, how to delegate authority and responsibility to subordinates without losing control over their actions, whether reliance on formal authority provides an adequate basis for engaging and motivating employees, and to what extent managers should insist upon strict adherence to the formal chain of command” (p.123). This theory helps to promote coordination and control while also ensuring political accountability, which is a practical concern in present-day society. This theory has direct applicability to public administration which is founded on the basis of law; therefore, structure is essential in holding those responsible for carrying out the law accountable for each of their actions (Tompkins, 2005). Every type of organization is going to need a governing body of administrators that coordinates the program. Even if it is a non-profit agency, for example, they typically have a board of directors that serve as administrators, holding roles

such as making decisions pertaining to the budget. Every adult and community education program values reaching their organizational goals; therefore, incorporating administrative theoretical components will help each unique program achieve their purpose (Tompkins, 2005).

Anchored on the realities of SAMELCO II and what it intends to become in one hand, vis-à-vis the demands of its member-consumers and the legal political demands from its social milieu, this theory uncovers relevance to this study. Thus, there is a need for formulating an effective Administrative Program for SAMELCO II in order to address the challenges it faces.

Greiner's (1997: 58) Model of Organizational Evolution and Revolution explains why and how organizations are unable to grow, and in a way suggests how organizations ought to grow. The model is based on certain assumptions that (1) organizations are rigid, bureaucratic, control-centric, and centralized entities, (2) see that the future success of an organization lies within its own organization, and (3) assess its evolving states of development. The inability of a management to understand its organizational development problems can result in its becoming frozen in its present stage of evolution (failure to evolve) regardless of market opportunities. To Greiner, the internal dynamics of organizational structure plays a critical and decisive role in shaping organization strategy.

Greiner's view is connected to Systems Theory which proposes a cohesive conglomeration of interrelated and interdependent parts that are either natural

or man-made. Every system is delineated by its spatial and temporal boundaries surrounded and influenced by its environment, described by its structure and purpose or nature and expressed in its functioning. In terms of its effects, a system can be more than the sum of its parts, if it expresses synergy or emergent behavior. Changing one part of the system usually affects other parts and the whole system (Daft, 2015: 56). For systems that are self-learning and self-adapting, the positive growth and adaptation depend upon how well the system is adjusted with its environment.

Systems theory is directly linked to *Reorganization*, which is the deliberate changes to the structure and processes of public sector organizations with the objective of getting them run better” (Pollitt & Bouckaert, 2011; Karyeija, 2012: 107). Reforms and reorganization of the administrative structures is one of the most common activities of contemporary governments, but this is not adequately understood either by practitioners and scholars. This applies to a three broad administrative theories - purposive action, environmental determinism and institutionalism (Peters, 1992: 199). The implementation of a new system often requires a restructuring of the firm in order to use this new system efficiently (Burchell, et al., 2005: 133; Chowhan, 2015: 70). This theory precisely finds meaning and relevance to this study. The rapid changes happening in the external environment of SAMELCO II have to be addressed. Thus, there is a need for reinvention and reorganization for SAMELCO II to survive and grow.

Reorganization is a sense of what is important in the work of shaping or redesigning an organization (Karlott and Lovingsson, 2007: 1), which effectively alters the organizational structure, but retains collection development and assessment along with reporting (Erb, 2015: 95). It has a positive total effect on the organization. Compatibility of reorganization actions with the confirmed reorganization plan affects positively its performance (Laitinen, 2011: 84).

Conceptual Framework

Figure 1 shows the conceptual framework of the study. The base of the paradigm depicts the locale of the study which is the Samar II Electric Cooperative (SAMELCO II) involving its board of directors, managers and its employees. The upper big box consists of three rectangular frames which contain the personal profile of the board of directors, managers and the employee-respondents such as age and sex, civil status, educational qualification, rank/position, number of years in service and their performance rating, number of relevant trainings attended and ethics and values toward productivity.

The afore-cited board of directors, managers and employee-respondents' personal variates are statistically correlated with the organizational experiences at work while employed at Samar II Electric Cooperative (SAMELCO II) for the purpose of enhanced organizational performance. Immediately following it is the uppermost box bearing the ultimate goal of the study which is the Potential Administrative Program of SAMELCO II.

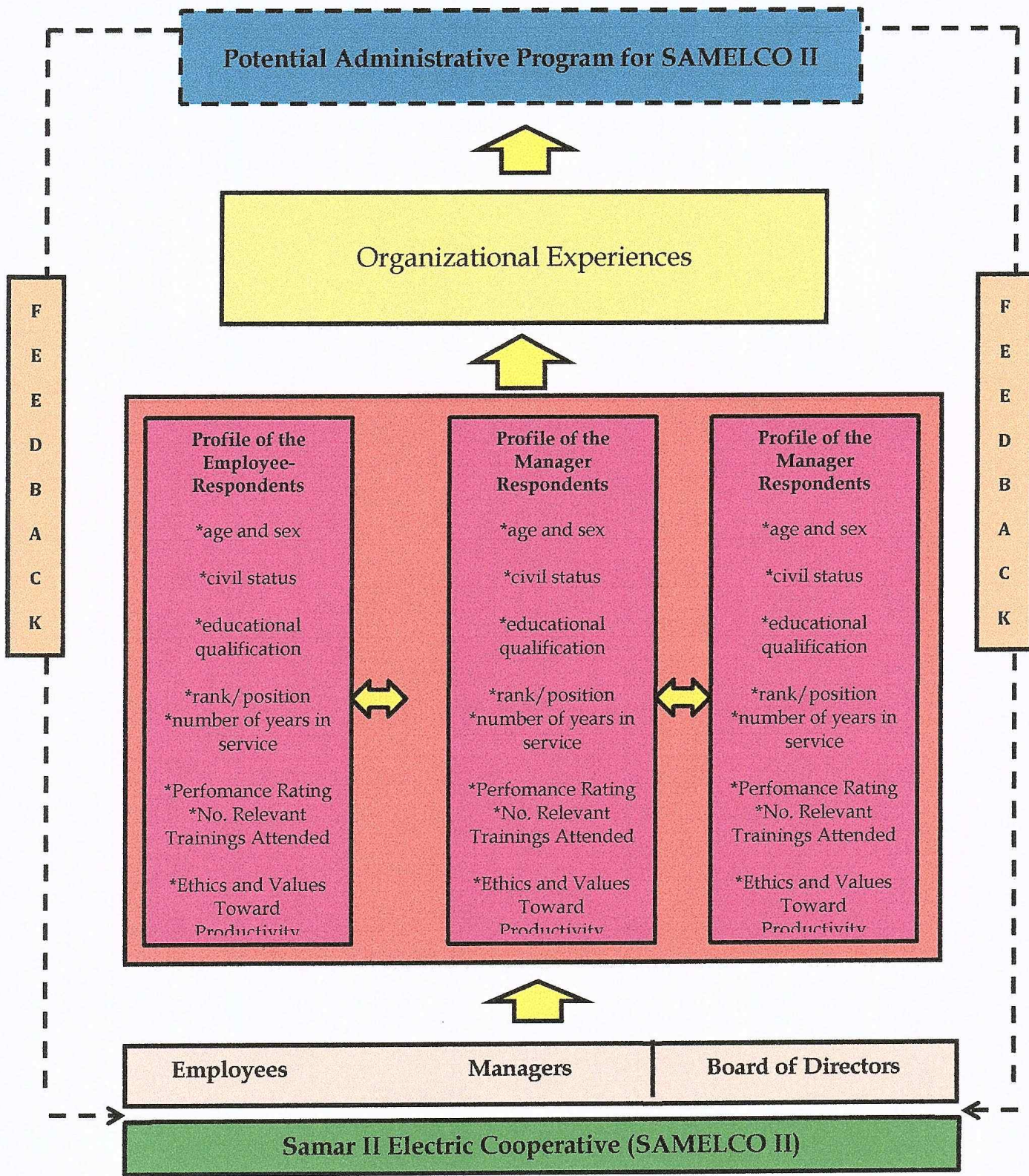


Figure 1. Conceptual Framework of the Study

Furthermore, a feedback mechanism is provided to the locale of the study for the benefit of the board of directors, managers and the employee-respondents of Samar II Electric Cooperative (SAMELCO II).

This study was conducted during the school year 2017-2018.

Significance of the Study

The findings of the study would be beneficial to the following stakeholders: the member-consumers, the employees, the Board of Directors, the Management Team of SAMELCO II and to the future researchers.

Member-consumers. They directly benefit from the productivity of the Samar II Electric Cooperative (SAMELCO II) employees, management team and the Board of Directors.

Employees. The barometer of member-consumers' satisfaction solely depends on how the employees perform their respective functions. This study presents the balance to the employees' Union leaders whether to accept the reasons of the change on administrative operation and management or to oppose the management's stand that may possibly end up as a labor issue.

Board of Directors. It is the policy-making body of the organization. It may pass a Board Resolution directing the General Manager to exhaust every possible option to implement the program without putting financial pressure to the operation of the electric cooperative.

Management Team. It leads the employees in the actual performance of the tasks assigned to each department. Also, it is part of the preparation of EC as it struggles both the internal and external factors as brought about by the EPRA Law. Any failure in the delivery of services to the member-consumers makes the department head accountable, and this study would be its baseline data in tracing down what caused the breakdown.

Future researchers. From this study, future researchers would be able to benchmark on the effects or impact of the change on the employees' productivity, morale and motivation, and growth and development as influenced or affected by the risks Ecs have address for survival. The problems and constraints affecting the performance of the employees in relation to the change or modification in the Administrative Program.

Scope and Delimitation

This study determines the potential administrative program for Samar II Electric Cooperative (SAMELCO II) structure which includes all the board of directors, managers and employees in the SAMELCO II main office and service centers.

The variables of this study include the director-respondents, manager-respondents and employee-respondents personal profile to wit: age and sex, civil status, educational attainment, number of years in service as manager/head of

office, current rank/position, and performance rating, number of relevant training attended, and ethics and values toward productivity.

The study was conducted within the SAMELCO II three offices namely, (1) SAMELCO II Main Office in Paranas, Samar, (2) Catbalogan Service Center, and (3) Basey Service Center. The study was conducted during the school year 2017-2018.

Definition of Terms

To provide a common frame of reference for the readers, the following terms are herein defined conceptually and operationally.

AGMA. This stands for Annual General Membership Assembly (PD. 26).

BAPA. This stands for Barangay Power Association. It is a partner of SAMELCO II that assists in meter reading, distribution of electric bills, collection of payments and information dissemination to member consumers in coastal and upland areas coverage of SAMELCO II (PD 269).

Career development. Conceptually, this refers to the process through which people come to understand them as they relate to the world of work and their role in it (Phillips and Gully, 2013:526). In this study, it refers to the on-going and planned interventions done by SAMELCO II in further strengthening the skills and capability of workers to enhance job performance.

CDA. This stands for Cooperative Development Authority. This is the government agency created under the provisions of Republic Act No. 6939

(March 10, 1990), as amended by Republic Act No. 9520 (Philippine Cooperative Code of 2008) as the lead agency in the registration of cooperatives and to promote the viability and growth of cooperatives as instruments for equity, social justice and economic development” (CDA, 2017).

Cooperative. Conceptually, this term refers to the firm owned, controlled and operated by a group of users for their own benefit. Each member contributes equity capital and shares in the control of the firm (<http://www.businessdictionary.com/definition/cooperative.html>/February 23,2018. As used in this study, the term refers to the Samar II Electric Cooperative (SAMELCO II) as a non-stock, non-profit electric distribution utility located in the Municipality of Paranas as its main office organized and supervised by the National Electrification Administration (NEA).

EC. This refers to electric cooperative registered with the NEA. (PD 269, as amended).

Educational attainment. This term conceptually refers to the highest level of education an individual has successfully completed which is usually measured with respect to the highest education program, and is typically certified by a recognized institution (UNESCO, 2011:79). As used in this study, this term refers to the highest education finished by the managers and employees of SAMELCO II who are respondents of the questionnaires.

EPIRA. This refers to RA No. 9136 or the Electric Power Industry Reform Act of 2001 (RA 10531). It provides the framework for the restructuring of the

electric power industry, the privatization of the assets of National Power Corporation (NPC), the transition to the desired competitive structure, and the definition of the responsibilities of the various government agencies and private entities.

Employee. This term conceptually refers to an individual who was hired by an employer to do a specific job (Heathfield, 2016). In this study, it refers to the rank-in-file employees or workers of SAMELCO II stationed in the main office at Paranas; and service centers in Basey and Catbalogan City, all of Samar Province.

Employee involvement. This term conceptually refers to the opportunities for employees to take part in decisions that affect their work, either in their immediate job (task discretion) or in relation to wider company issues or organizational participation (Duran and Corral, 2016). In this study, it refers to the SAMELCO II management's prerogative provided to its employees to be involved in decision-making on how the work flows and services could be timely and effectively delivered.

Empowerment. A management practice of sharing information, rewards, and power with employees and member-consumers so that they can take initiative and make decisions to solve problems and improve service and performance

(<http://www.businessdictionary.com/definition/empowerment.html>, retrieved March 3, 2018.)

Ethics. Conceptually, this term refers to the rules of conduct recognized with respect to a particular class of human actions or a particular group and culture ([http://www.dictionary.com/browse/consumer/February 23](http://www.dictionary.com/browse/consumer/February_23), 2018). In this study, it refers to the rules of conduct or moral principles of an employee or manager working at SAMELCO II.

Financial parameters. This represents 32.00 percent of the overall assessment of an EC which covers the monthly Financial and Statistical Reports through the NEA-BIT, Status of NEA Loan Repayments and the status of power accounts with GENCO, NGCP, Sub-transmission Consortium (if any), NPC-SPUG, and PEMO (NEA Memorandum 2018-005).

GM. This stands for the General Manager of ECs. He is generally appointed by the NEA, upon the recommendation of the BOD, generally (PD 269).

Good governance. This is one of the positive indicators measures of the Board of Directors of ECs' performance and capability anchored on actual duties and responsibilities based on mandate under relevant laws on leading and management (NEA Memorandum 2018-005).

Institutional governance parameters. This is one of the areas assessed by the NEA for the annual performance of EC which is comprised of Human Resources; Leadership and Management; Stakeholders and the formation of the Member-Consumer-Owners Organization the bases of assessment on the Reports of AGMA, District Election, Capability Building, Consumer Groups Participation

on EC Affairs, Customer Service Parameters and Action on Consumer Complaints submitted through the NEA-BIT; (NEA Memo# 2018-005-12). This represents 38.00 percent of the overall performance of the EC. Performance Evaluation Results for BOD and GM; Reports on the Formation of MSEAC and MCO/s; Sanitized Master list of EC member-consumer and the Customer Satisfaction Survey Result.

Job design. This term conceptually refers to the management technique in which employees are moved between two or more jobs in a planned manner. The objective is to expose the employees to different experiences and wider variety of skills to enhance job satisfaction and to cross-train them (Schultz and Schultz, 2015). In this study, it refers to an interrelated functions or works assigned to an individual or group of SAMELCO II workers or employees.

Job enlargement. This term conceptually refers to the increasing or adding the scope of a job duties and responsibilities to the existing job within the same level and periphery at the same level in the organization (Vrindavan, 2015). In this study, it refers to the additional work load of SAMELCO II workers to fully harness his/her potentials and increase productivity.

Job enrichment. This term refers to a common motivational technique used by organizations to give an employee greater satisfaction in his work. It means giving an employee additional responsibilities previously reserved for his manager or other higher-ranking positions (Kokemuller (2018). In this study, it refers to the strategy of SAMELCO II management of assigning a certain rank-in-

file worker to a higher level of work to determine the capability as well as to increase the employee's work motivation.

Job rotation. This refers to a management technique that assigns trainees to various jobs and departments over a period of a few years (Schultz and Schultz, 2015: 144). In this study, it refers to the strategy of SAMELCO II management of reassigning a certain individual to other nature of work to allow the worker/s to respond in the absence of the assigned worker so as not interrupt the services of the electric cooperative.

Leadership. This refers to the ability of an individual to influence a person or group of persons towards the achievement of goals (Ali, 2012: 78; Kaushal and Mishra, 2016:162). In this study, it refers to the potential managerial capability of the General Manager, the BOD and the Department Heads in keeping SAMELCO II a sustainable electric cooperative.

Lumens awards. This is a recognition ceremony by the NEA for best performing electric cooperatives nationwide (2015 NEA Annual Report).

Manager. This term conceptually refers to a person responsible for controlling or administering all or part of a company or similar organization (Coronel and Morris, 2016: 728). In this study, it refers to the General Manager and the department heads of Samar Electric Cooperative (SAMELCO) II.

MCO. It stands for Member-Consumer-Owners of ECS representing the district where he is a member (NEA-Memo No. 2018-005-12).

Member-consumer. Conceptually and operationally, this term refers to a person or organization that uses a commodity or service such as electricity as in the case of SAMELCO II consumers of electricity and at the same time members of the cooperative

MER. This stands for Monthly Engineering Report. This is one of the reports falling under the Reportorial Parameters considered by NEA in its Performance Assessment of ECs (NEA Memo # 2018-005).

MFSR. This stands for Monthly Financial Statement Report. This is one of the Reportorial Parameters serving a basis of NEA Assessment Performance of the ECs (NEA Memo # 2018-005).

MIR. This refers to Monthly Institutional Report required of NEA from ECS as one of the bases for Performance Assessment. (NEA 2016 Overall Performance Assessment).

Motivation. Conceptually, this term refers to the internal and external factors that stimulate desire and energy in people to be continually interested and committed to a job, role or subject, or to make an effort to attain a goal (Maughan, 2014: 115; Abraham, 2016:441; Singh, 2017: 15). In this study, it refers to the manner on how department heads and the General Manager of SAMELCO II provides rewards and incentives to rank-in file personnel in achieving organizational targets.

MSEAC. This stands for Multi-Sectoral Electrification Advisory Council.

NEA. This stands for National Electrification Administration. This is the government agency created under Presidential Decree No. 269 (August 6, 1973) as amended by Republic Act No. 10531 (February 4, 2013) attached to the Department of Energy.

NPC-SPUG. This stands for National Power Corporation-Small Power Utilities Group (NEA Memorandum No. 2016-015 of June 24, 2016).

OPEX. This refers to the electric cooperative's Operating Expenses. (NEA Memorandum No. 2016-015 of June 24, 2016).

Organizational structure. It is the formal or informal relationship between people in an organization. (Balkin, et al., 1995). In this study, the term is used to refer to the SAMELCO II organization and its environment represented by individuals who are expected to be efficient, flexible, innovative and caring in order to achieve a sustainable competitive advantage.

Performance. This term conceptually refers to the completion of a task with application of knowledge, skills and abilities (Morrow, et al., 2015: 409). In this study, the term refers to the way or manner the EC carries out its institutional Governance Parameters along the performance indicators on Human Resources: Leadership and along Management with its Stakeholders.

Power reliability. It refers to the ability of an EC to meet the electricity needs of its end-user customers (NEA Memo# 2018-005.13)

Productivity. Conceptually, this term refers to an overall measure of the ability to produce a good or service, more specifically of how specified resources

are managed to accomplish timely objectives as stated in terms of quantity and quality (Inman and Plenert, 2018). In this study, the term refers to as a product of employee's abilities (e.g. skills & experience) and motivation. In SAMELCO II, productivity includes effectiveness (producing the right products or services), efficiency (prudent utilization of resources), and quality (meeting technical and consumer specifications).

PSMR. This stands for Performance Standard Monitoring Report (NEA Memorandum 2018-005 of Jan. 25, 2018).

Quick ratio. This is used by the NEA in its appraisal of the EC's ability to meet its short term obligations as they become due (NEA Memorandum 2018-005 of Jan. 25, 2018).

Rank. This term is used similarly, both conceptual and operational which refers to the position a person takes precedence over someone in respect to rank (rank-in file) as in the case of SAMELCO II employees.

Reorganization. This conceptually refers to the process that generates nearly all control systems (Powers 2016: 27). In this study, the term refers to the change of position/rank in the organization with appropriate functions of the employee based on his qualifications, skills and trainings.

Reward. This refers to a thing given in recognition of one's service, effort, or achievement (Farrell, et al., 2011: 25). In this study, it refers to an incentive plan to reinforce the desirable behavior of workers or employers and in return for their service to the organization.

Recognition. Conceptually, this refers to the ways to make those you work beside feel valued and appreciated for their work (Wiegers, 2013: 36). In this study it refers to a management's acknowledgment and reward when employees have achieved specific objectives, such as: met certain goals or targets; as basis for the choice of ECs which perform extraordinarily like that of the Lumens Awards (2015 NEA Annual Report).

SOE. This stands for for Status of Energization (NEA Memorandum 2018-005 of Jan. 25, 2018).

Structure. It refers to the arrangement of and relations between the parts or elements of something complex (Kupper, et al., 2013: 232; Hinton, 2014: 260). In this study the term refers to how the roles, power and responsibilities are assigned, controlled, and coordinated, and how information flows between the different levels of management as an EC.

System loss. It is the difference between the energy input and energy output where the energy input is the purchased energy and the output energy is the energy sold, recovered and actual EC consumption (metered) (NEA Memorandum 2018-005-14).

Technical parameters. This forms a major component of an EC whose areas of concern are those of Power Reliability and System Loss, it represents 27.00 percent of the EC's Annual Assessment of Performance (NEA Memorandum 2018-005-13).

Work. This term refers to an activity, such as a job, that a person uses physical or mental effort to do (Chmiel, 2006: 75). In this study, the term refers to the means of livelihood of the employee hired to work for SAMELCO II.

WESM. This stands for Wholesale Electricity Spot Market.

Values. This term is used similarly in this study, which refers to how the employee or manager regards SAMELCO II to deserve its importance, worth or usefulness to the member-consumers.

Chapter 2

REVIEW OF RELATED LITERATURE AND STUDIES

This chapter presents the literature and studies reviewed which gave the researcher insights on her study.

Human resource management is a strategic approach to managing employment relation which emphasizes that leveraging people capabilities is critical to gain sustainable competitive advantage, this being achieved via a distinctive set of integrated employment policies, programs and practices (Bratton J and Gold J, 2003).

More and more organizations seek to improve their performance by using appropriate HRM policies and practices. Due to the importance of CSR to business, it is important for HRM policies and practices to address both the firm's strategic needs and the interests of internal and external stakeholders (Shen and Zhu, 2011).

After globalization and ever expanding organizations there is a need to adopt strategy and structures with cross cultural operability to optimize the efficiency. This will warrant the need to redefine HR strategies to increase or maintain organizational performance (Appelbaum, 2011).

High-involvement HRM practices have positive relationship with subjective and quantitative measure of organizational performance. This means that organizations that implement highly selective staffing, realistic training,

performance management practices and employee empowerment are likely to have higher performance (Moideenkutty, Al-Lamki and Murthy, 2009).

Bowen and Ostroff's (2004) concluded that "the strength of the HRM system affect organisational effectiveness." HRM is said to have a central role in business performance as per the theory (Richard and Brown Johnson, 2001). Thus HRM strategies are deep rooted in business needs with a firm integration with business strategy.

Modern HRM practices afford an opportunity to gain increasing control over line managers, other employees and their behaviour. Critical approaches to management imply the need for skepticism about the purposes of the global transferability of HR ideas and practices. Moreover, rather than focusing on whether practices can be transferred, the barriers to transfer, or how they are transferred, a key theme in a critical approach is how work is designed and people are managed to achieve the control necessary within organizational, economic and societal contexts (Mckenna and others, 2010).

The study of strategic human resource management includes both human resource practices and the human capital pool as important elements in the success of organizations (Wright, McMahan, & McWilliams, 1994). Wright and McMahan (1992) defined strategic human resource management as "the pattern of planned human resource deployments and activities intended to enable an organization to achieve its goals" (pg. 298). Thus, strategic human resource management has two fundamental assertions: 1) an organization's human

resources are of strategic importance, because knowledge, skills, abilities, behaviors, and interactions of employees have the potential to influence organizational performance and 2) a firm's human resource practices are instrumental in developing the strategic capability of the human resource capital pool. This study theoretically develops and empirically tests the first assertion by examining relationships among human capital, social capital, human resource behaviors, and performance.

According to the resource-based view of the firm, resources that are rare, valuable, inimitable, and non-substitutable may create sustained competitive advantages for organizations (Barney, 1991). Human resources, which are the pool of human capital under a firm's control in a direct employment relationship, are one such resource that may create a sustained competitive advantage for organizations (Wright, et al., 1994). The resource-based view of the firm has been used extensively in the strategic human resource management literature (Wright, et al., 2001) to describe both the relationship between human resource practices and firm performance (e.g., Huselid, 1995) and the relationship between human resource capital and firm performance.

Researchers made great strides in conceptual developments and empirical work focusing on social learning theory, as they did in new work focusing on goal-setting theory, job design, reward systems, punishment, procedural justice, innovation and creativity, and cross-cultural influences on work behaviour.

Nowadays, employees may have a variety of working alternatives and the environment in the workplace becomes a critical factor for accepting and keeping the job. The workplace plays a crucial role for the employees. The quality of environment in the workplace may simply determine the level of employee motivation, subsequent performance and productivity (Journal of Business, Economics and Finance, Vol.1, 2012).

Extensive scientific research conducted by Roelofsen (2012) has also yielded indications suggesting that improving the working environment results in a reduction of complaints and absenteeism and an increase in productivity because it has the biggest effect on productivity in relation to job dissatisfaction.

In 2011, Sekar argued that the relationship between work, the workplace and the tools of work makes the organization become the integral part of the workplace itself. The management that dictates how, exactly, to maximize the employees' productivity center around two major areas of focus: the personal motivation and the organization of the work environment.

Emphasizing motivation at work, Luthans (2008) asserts that motivation should not be thought of as the only explanation of behaviour, since it interacts with and acts in conjunction with other mediating processes and with the working environment. He stressed that, like the other cognitive process, motivation cannot be seen. All that can be seen is behaviour, and this should not be equated with causes of behavior. While recognizing the central role of motivation, Evans (2010) states that many recent theories of organizational

behaviour find it important for the field to reemphasize behaviour. One thing these definitions have in common is the inclusion of the words such as needs, goals and incentives. That is why, Luthan (2008) defines motivation as “a process that starts with a physiological deficiency or need that activates a behaviour or a drive that is aimed at a goal incentive”. Therefore, the key to understanding the process of motivation lies in the meaning of the relationships between the needs, drivers and incentives which are vital components in achieving better performance and ultimately, increase in productivity at work.

According to Buhler (2012), employees are motivated by learning and should likewise be motivated to learn. Workers should be offered regular opportunities to attend conferences in their field, seminars or in-house training programs. A motivating company may produce satisfying employees, which in turn, may make many employees happy. Such an environment exists with conditions of high standards, clear objectives, adequate training, effective leadership, rewards that employees value and adequate working conditions (Capozzoli, 2009).

Adeyemo and Stoke (2009) further stressed that motivation is a human psychological characteristic that contributes to a person’s degree of commitment which includes that factors that cause, channel and sustain human behaviour in a particular committed direction. There are basic assumptions of motivation practices by managers that they have enumerated which must be understood especially by their employees.

First, that motivation is commonly assumed to be a good thing. One cannot feel very good about oneself if one is not motivated. Second, motivation is one of several factors that go into a person's performance. Factors such as ability, resources and conditions under which one performs are also important. Third, managers and even researchers alike think that motivation is in short supply and in need of periodic replenishment. Fourth, motivation is a tool with which managers can use in organizations. If managers know what drives the employees working for them, they can tailor job assignments and rewards that will make their employees achieve job satisfaction. Finally, Wolmarans and Martins (2013) recognized self-motivation as what it takes to encourage the employees to perform by fulfilling or appealing to their needs and requires responsibility for one's successes and failures. One should be able to create a challenging vision and set goals and is also the ability to remain focused and optimistic despite any setbacks that may occur in obtaining set goals. It is the process that arouses, energizes, directs and sustains behaviour and performance.

Directly linked to achieving positive performance is job satisfaction which implies doing a job one enjoys, doing it well and being rewarded for one's efforts. Job satisfaction is the key ingredient that leads to recognition, income promotion and the achievement of other goals that lead to a feeling of fulfilment. Locke and Lathan (2016) recognized that workers have different levels or degrees of job satisfaction which can range from extreme satisfaction to extreme dissatisfaction. It contributes to having attitude about various aspects of their

jobs such as the kind of work they do, their co-workers, managers or supervisors and their pay. Kaliski (2017) gave a comprehensive definition of job satisfaction which is the result of the employees' perception of how well their job provides their needs as pleasurable or a positive emotional state resulting from the appraisal of one's job experience. According to Mtichell and Lasan (2011), job satisfaction is generally recognized in the organizational behaviour field that is most important and frequently studied attitude.

While Luthans and Kaliski (2017) posited that, there are three important dimensions to job satisfaction. First, that job satisfaction is an emotional response to a job situation. As such, it cannot be seen, it can only be inferred. It can be determined by how well an outcome was met or exceeded the expectations. For instance, if organization participants feel that they are working much harder than the others in the department, but are receiving fewer rewards, they will probably have a negative attitude towards their work, their manager and co-workers. On the other hand, if they feel that they are being treated very well and are being paid equitably, they are likely to have positive attitude towards the job. These are very important: the work itself, pay, promotion, opportunities, supervision and co-workers.

Also as mentioned by Hellmann, Levinson & Moser (2010) and Kaliski (2017), lack of job satisfaction is a predictor of quitting from the job. Sometimes workers may quit because of poor conditions of service and late payment of salaries, the second dimension to Luthans and Kaliski Job satisfaction is the

working environment they believe that To achieve the high levels of employee productivity, organizations must ensure that the working environment is conducive to the organizational needs, facilitating interaction and privacy, formality and informality, functionality and cross-disciplinary. (Nwagyu, 2009).

Joined by Mohr (2010) pointed out was that the working environment is a tool that can be leveraged both to improve business results and employee well-being. The third dimension to job satisfaction by Luthans and Kaliski is the facilities. Chang, Robertson (2014) joined them that ensuring adequate facilities provided to employees is necessary to generate greater employee commitment and productivity. This is similar to what Lamm, Massey & Perry (2009) found out who through likewise emphasizing that inadequate facilities and working conditions affect employee commitment and intention to stay in the organization resulting to job satisfaction and the perception of fairness of pay or salaries. They further stressed that there is an increasing and compelling evidence in providing a healthy and safe working environment which has the potential to increase labor productivity and in turn increase business profits.

Research has shown that productivity is highest where there are positive and constructive employment relationships between managers and owners, employees and their representatives (<http://union.org.nz>). Relationship between employees' health and safety in the organization with productivity is significant (Goetzel, 2010). The factors affecting in human resources productivity included increasing communication between staff and managers as

well as participation in organizational decisions. For them, productivity is maximized when there is enough balance so that employees have enough control, authority and permissions to make most operational decisions (Appelbaum, 2009).

In every workplace there are always some factors that usually affect productivity. Technology, tools and equipment can limit or bolster productivity. Even highly trained, motivated and engaged employees cannot be very productive when they are provided with insufficient tools and equipment to do their job, a failure to provide the technology, updates or insufficient training can dramatically slow productivity. Employee productivity depends on the amount of time an individual is physically present at a job and also the degree to which he is efficiently functioning while present at a job (Haynes, 2012).

As evidence of this, the world's most famous Microsoft Corporation Chief Executive Officer, Bill Gates wrote, "Organizational realignment may be prompted by failures now and then, but more often they are essential elements of success. Done properly, realignment can move people into new areas where they can be more creative and effective. People often hit plateaus, get too comfortable in their jobs, and no longer come up with new approaches. Realignment presents them with fresh challenges. Great results can happen when people who have been working in product areas get closer to customers, and when people who have been working with customers join the product development cycle. This

mixing of the pot helps customer-driven companies conceive and deliver better products” (McKinsey, 2009).

Interestingly, part of the impact in reorganizations is the organizational commitment, which can be defined as the relative strength of an individual’s identification with and attachment emotionally and functionally to one’s place of work. Organizational commitment is characterized by three factors: a strong belief in and an acceptance of the organization’s goals and values; a willingness to exert considerable effort on behalf of the organization, and a strong desire to remain in the organization. Commitment involves an active relationship with the organization such that individuals are willing to give something of themselves in order to contribute to the organization’s well-being (Elizur and Kolowsky 2011).

Therefore, the desire to stay with the organization in this case does not indicate commitment but rather an unhealthy co-dependent relationship. Anecdotal evidence also suggests that even when survivors accept the incidence of redundancies and adjust to the post- downsized environment they find themselves in, this may be more related to a pragmatic or even compliant position on the part of the survivors, rather than any sense of organizational commitment (Holbeche, 2008).

The theory underlying commitment suggests that employee commitment to an organization should be a reliable predictor of certain behaviors, especially turnover and committed people are considered more likely to remain with the

organization and work towards the achievement of organizational goals (Spreitzer and Mishra, 2009).

The literature provides sound evidence that organizations that have the most success in maintaining employee commitment following downsizing tend to be those that plan well in advance, communicate openly and regularly with all staff throughout the entire process, respect the seniority rights of staff, depersonalize. Even layoff decisions, as much as possible, should be clearly aligned and articulated with the company's values and strategic objectives (Dolan, Belout, Balkin, 2010).

No employee, of course, would argue against the need for reorganization, especially that electric cooperatives must become more efficient in the delivery of electric service and responsive to the needs of the member-consumers.

All the afore-cited literature provided the researcher important inputs in strengthening the concepts and processes of this study.

The following studies are reviewed to give insights into the conduct of the study.

Aniag and Avenilla, et al. (2017:41-54) conducted a study on the Thermal Comfort of Employees in the Philippines, in three offices in the Philippines and participated in by a total of 64 respondents participated. The participants were given survey questionnaires that asked them how they feel about the thermal conditions at the moment and what they would like it to be. Thermal parameters were measured around the office simultaneously while the survey was

happening. The data were tabulated and analyzed and the neutral and preferred temperatures were obtained for each building through a regression analysis. The study found out that one of the factors of good productivity of employees in the Philippines following the ASHRAE standard is the thermal comfort of office employees. The study also showed that in terms of thermal acceptability, there is a lesser percentage dissatisfaction among the respondents. This means that at lower temperatures, most of the respondents feel satisfied and these temperatures are acceptable to them.

The study of Ania, et al. is similar to the current study because both focused on the productivity of employees which is the primary objective of the present endeavor. Survey-based descriptive correlation design is also used in the collection of data. The two differed in terms of the work environment because the researchers specified the office temperature as a factor in the employees' productivity while this study determined the different factors that affect employees' productivity in an organization.

Espinosa and Parada's (2014: 22-26) study on "Aligning Organizational Structure with Strategy through Business Processes Analysis" observed that most of the times, organizational structures and job descriptions analyses, supported just in a functional perspective for identifying personnel responsibilities and tasks. Results showed that organizational design is not limited to structural considerations and many variations of a structure can be made to work. But if the structure is not approximately right, then it will be harder to align the other

design elements with the strategy. The structure sets out the reporting relationships, power distribution and communication channels. It determines who comes in contact with whom. The structure projects a message about what work is most important. If the structure does not at least normally support the strategy, then everyone in the organization will find himself working around a formidable obstacle.

Espinosa and Parada's study is similar to the present study in its main objective to determine the need of reorganizing a structure that will best benefit the whole organization. The present study specifically points out that motivation and performance at work have significant impact on the employees' productivity.

The study of Langguyuan-Kadtong (2013:3-5) on the "Work Performance and Job Satisfaction Among Teachers of the Division of Cotabato City" utilized the descriptive correlation design with 200 elementary teacher-respondents from 12 selected public schools in the Division of Cotabato City making use of questionnaires to gather data.

The results of the above study showed that the respondents dominated by female teachers with 11 to 15 years of teaching experience with college degree and some master's units have proficiently displayed good performance of teachers and somewhat satisfied on the school policies, supervision, interpersonal relations, opportunities for promotion and growth, working condition, work itself, achievement, recognition and responsibility.

The current study is similar to the above study because both utilized the descriptive correlational research design and focused on work performance which is needed in determining the employees' productivity at work. The only differences of the above and the recent studies on type and number of respondents in which the former involves 200 elementary public school teachers of the Division of Cotabato City, while this study involves the six managers, 167 employees and five board of directors of Samar II Electric Cooperative (SAMELCO II).

Onakube (2012) studied the Correlates of Job Satisfaction Quantity Surveyors in Consulting Firms in Lagos, Nigeria which made use of the Biographical and Job Description Index Questionnaire, standard questionnaires in the collection of data from 100 respondents through stratified random sampling technique. Data were analyzed using the mean item score, Spearman Rank order correlation, correlation matrix, linear regression analysis. Results showed that respondents were satisfied in terms of their relationship with co-workers, nature of work and the supervision they receive, but dissatisfied in terms of promotion and salaries.

The study of Onakube (2012) is similar to the current study for it likewise determined the job satisfaction of employees. Descriptive correlation design is similarly used in both studies with the survey questionnaires as data collection tool. However, the difference in both studies is that Onakube's study involved the surveyors in consulting firms while the present study involved the

employees, managers and board of directors in an electric service company, SAMELCO II, where total enumeration was used as sampling technique and a researcher-made questionnaire was used to field the study for data gathering.

Gara (2011:7) conducted a case study on "The Effects of Motivation on the Workers' Performance: A Case Study of Maidurunja Flour Mill, Ltd. In Nigeria" due to the problem observed in the Flour Milling workplace that motivation policies were not adequately functional and the little that were functional were inconsistent and irrelevant for workers' needs and desires. With the 60 out of 120 work force as respondents, results showed that the use of relevant incentive policies motivated the workers sufficiently to achieve the present goals and objectives of the company.

Gara's (2011) study is similar to this study because it determined the effects of motivation in relation to the workers' performance, however they differ in terms of the respondents. Gara's study had the flour milling workers and the current study involved the managers, employees and board of directors of SAMELCO II which is an electric service company. Motivation and performance are two determinants used in effect to the employees' productivity.

The study of Saleem, et al. (2010:15-18) on the "Effect of Work Motivation and Job Satisfaction in Mobile Telecommunications Service Organizations in Pakistan", used the survey-based descriptive research design with 30 employee-respondents working in two telecommunication service organizations in Pakistan. The said study found out that there was a positive relationship

between work motivation and job satisfaction which clearly indicated that employees were satisfied with their job and have positive interest in the job itself. The study provided insights into the inferred behavior of the personnel in the organization and further recommended that to increase job satisfaction which suggested that the company should improve employees' incentives and reward structure rather than the motivational sessions such as giving promotion to deserving employees.

Again, the current study is similar to the earlier study because both utilized the descriptive design with survey questionnaires as tools in gathering data and the purpose was to determine the impact of motivation on the job satisfaction of employees and to determine the employees' productivity and at the same time find out what kind of structure will best fit the organization. The difference lies on the nature of the employees' job because the employee-respondents of Salem et al. (2011) study were the 30 employees of the two telecommunication service organizations in Pakistan, while this study was participated in by a total of 178 respondents of SAMELCO II in its three offices, namely: Paranas, Samar, Catbalogan City and Basey, Samar.

Ololube (2010:25-27) assessed the Teachers' Job Satisfaction and Motivation for School Effectiveness which dug into the differences and relationships between the levels of teachers' job satisfaction, motivation and their teaching performance in the Rivers State of Nigeria. The study utilized the standard questionnaire, "Teachers' Job Satisfaction and Motivation

Questionnaire (TEJOSAMOQ) in the collection of data. Data were analyzed using the multiple statistical procedures such as the mean point value, standard deviation, variance, t-test of significance and Analysis of Variance (ANOVA).

Results showed that the teacher-related sources of job satisfaction were seen to have greater impact on the teaching performance. In terms of the teachers' educational policies and administration, pay and fringe benefits, material rewards and advancement, teachers were dissatisfied. The Female respondents had greater job satisfaction than their male counterpart; age matters in job satisfaction, from 20 to 30 years and 50 above, than those who aged 31-40 and 41-50 years old. From the computed ANOVA, the principals were more satisfied with their jobs owing to the positions they occupy.

Ololube's study is similar to the current study since both were concerned on the job satisfaction, motivation and performance of employees towards work. Some statistical tools used like the mean point value, variance, standard deviation and the t-test of significance used were also the same tools used in the current study. The former and the recent studies only differed on the respondents' because Ololube's study had the teacher-respondents which utilized the Standard Teacher Questionnaire while the current study had the managers, employees and board of directors of SAMELCO II as respondents utilizing the researcher-made survey questionnaire which was pilot-tested first before the conduct of the actual survey.

In the study of Alam, et al., (2010:11-14) was on the "Level of Job Satisfaction and Intent to Leave Among Malaysian Nurse's involving 153 nurse-respondents in one of the public sector hospital in Perlis, Malaysia. The result of the study showed that majority of the nurse-respondents had 2-5 years nursing experience and only few nurses had 11-15 years nursing experience. They found out that the Malay dominated the nurse-respondents compared to the Indian, Chinese and the rest with the ethnic origin. The nursing staff were said to be moderately satisfied in six facets of job satisfaction such as, satisfaction with supervisors; job variety; closure; compensation; co-workers and human resources management policies which also indicated low level of their intention to leave their job.

Alam's study is related to this study in terms of finding out the job satisfaction. The former study focused on the nurse-respondents in a public hospital in Malaysia, while this study focused on the employee-respondents of the Samar II Electric Cooperative (SAMELCO II), which is an electric service cooperative in Samar.

Manuta (2010:2-5) studied "The Purpose of Restructuring of Organization to Eliminate the Distortions of State Interventions", which utilized the descriptive correlation design through interviews and underpinned the restructuring process. Results of the study showed greater competition and less regulation increased its economic efficiency and benefit consumers and society, in general. Deregulation had become an economic policy options in place of a

centralized power sector run by the government. Thus, restructuring deepens the electricity service to its consumers.

The Manuta study is similar to the current study because both focused on the need of reorganization of structure in an electric service companies and both used the descriptive correlation design as data gathering technique. The two studies are similar in almost all aspects, except that Manuta's study was concerned on the economic policy options of a centralized power sector which makes it different to this study concerning the electric service consumer cooperative, the SAMELCO II, though both are affected by government interventions.

The study of Bos, et al. (2009:6-8) on the "Work Characteristics and Determinants of Job Satisfaction in Four Age Groups", analyzed the performances using the ANOVA while adjusting for sex and job classification. There was a regression of job satisfaction against job demands and job resources adopted from the Job Demands Resources Model. Job resources were most correlated with more job satisfaction, especially with more skills discretion and more relations with colleagues. Skills discretion and relations with colleagues were major determinants of job satisfaction while work characteristics like conflicts at work, support from supervisors and opportunities for further education were significantly associated to job satisfaction among others. The mean scores of these were disappointing for all age groups.

The study of Bos (2009) is similar to the current study in terms of determining the job satisfaction of the four age groups using some profile variates such as age and sex, job classification or rank/position, skills and support from supervisors/managers were used in both studies. These two are different in the nature of work the respondents were exposed to because Bos' study was in an education-related field and this study is with an electric service company.

Chapter 3

METHODOLOGY

This section discusses the methodology and procedures of the research endeavor. The discussions gave emphasis on the research design, instrumentation, validation of instruments, sampling procedures, data gathering procedures, as well as the statistical treatment of data.

Research Design

This study employed various types of research approaches in its attempt to answer the various questions asked that are geared towards the enhanced management of human resources' potentials of Samar II Electric Cooperative (SAMELCO II).

Quantitative research was employed in this study since it involved numerical data for analysis. Its primary purpose is for the quantification of data that allows generalizations of results from a sample of an entire population of interest and the measurement of the incidence of various views and opinions in a given sample (Sinha and Park, 2017:124).

This study quantified the precise measurements of facts and figures of the social aspects of the problem and understood how prevalent it was by looking for projectable results to a larger population (Mora, 2010). In addition, this study

also involved quantifying the differences of values between the variables on the personal profiles of the respondents.

Qualitative research was used to gain an understanding of underlying reasons, opinions, and motivations. It is non-statistical; its methodological approach is primarily guided by the material at hand, which concerned about the quality of information which cannot be measured (Sinha and Park, 2017:124). This was further used since this study required the use of questionnaires, a method of inquiry employed in many different academic disciplines (Williams, 2007: 66-67) that also involved defining the problem or developing an approach to the problem which goes deeper into issues of interest and explore nuances related to the problem at hand (Mora, 2010; Ereaut, 2013).

Instrumentation

The instruments used in data gathering/collection of this study varied according to the type of information obtained. The pre-structured survey questionnaires (Appendix 2-5) were the instruments used, in the enumeration and interviews, consisting of two parts:

The first set of the research instruments was devoted to gather data needed from the employees (Appendix 2), the second set for the managers (Appendix 3), the third set for the members of the Board of Directors (Appendix 4), and the fourth set for the member-consumers (Appendix-5). It covered five parts, namely:

Part 1 dealt with the respondents' personal profile concerning their age and sex; civil status; educational qualification; rank/position; number of years in service as an employee, performance rating for 2015-2017 and number of relevant trainings attended.

Part II dealt with the employees' ethics and values towards productivity following a Likert scale ratings of:

5	=	Strongly Agree (SA)
4	=	Agree (A)
3	=	Neither Disagree nor Agree (N)
2	=	Disagree (D)
1	=	Strongly Disagree (SD)

Part III concerned about the level of performance of the respondent for the last three years, following the Likert's scale ratings of:

5	=	Highly Performed (HP)
4	=	Always Performed (AP)
3	=	Slightly Performed (SP)
2	=	Poorly Performed (PP)
1	=	Never Performed (NP)

Part IV concerns about the idea of the respondents on SAMELCO II's compliance to the Regulatory Requirements, following the Likert scale rating of:

5	=	100% Compliant submitted on time
4	=	Highly Compliant (HC)
3	=	Moderately Compliant (MC)
2	=	Poor Compliant (PC)
1	=	Non-Compliant (N)

Part V concerned about the employees' administrative experiences on rewards/recognition; training/career development; customer orientation; leadership and quality, fairness and treatment of others and employee

involvement. All these variables were rated accordingly based on the description of the following Likert's 5-Point Scale::

5	=	Strongly Agree (SA)
4	=	Agree (A)
3	=	Neither Disagree nor Agree (N)
2	=	Disagree (D)
1	=	Strongly Disagree (SD)

The fourth set of questionnaire which consisted of two parts was used to gather information from the member-consumers of SAMELCO II:

Part I also concerned about the personal profile of the respondents such as the address and the number of years from connection as subscriber.

Part II dealt with some indicators which have bearings on customers' satisfaction. The inquiries were written in English and translated in local dialect, likewise rated accordingly based on the descriptive values of the following Likert's 5-Point scale:

5	=	Very Satisfied (VS)
4	=	Satisfied (S)
3	=	Unsure (U)
2	=	Dissatisfied (D)
1	=	Very Dissatisfied (VD)

The formulation of the questionnaires was done for every respondent to easily elaborate by merely checking the appropriate box or boxes corresponding to his/her response.

Focused Group Discussion (FGD). To validate, expound, and generation

of new ideas that can be very useful for decision-making the information provided in the questionnaires, FGD was also used as one strategy in this study. This is a qualitative research method and data collection technique in which a selected group of people discusses a given topic or issue in-depth, facilitated by a professional, external moderator. This method serves to solicit participants' attitudes and perceptions, knowledge and experiences, and practices, shared in the course of interaction with different people (Eeuwijk and Angehrn, (2017).

The researcher conducted the FGD with some selected office personnel, Linemen and Engineers of Catbalogan Service Center; Main Office Personnel, Main Office, Paranas, Samar, Basey Service Center, Basey, Samar and with the Managers and the Board of Directors.

Sampling Procedure

Initially, permission and approval from the General Manager thru the Human Resources Department Head was first sought through a letter requests (Appendix 7). The same letter request was personally delivered to and discussed with all concerned to ensure the smooth research implementation.

Total enumeration was performed using the validated questionnaires which were distributed and administered in the three SAMELCO offices at Catbalogan City, Paranas and Basey all in the Province of Samar (Figure 2)

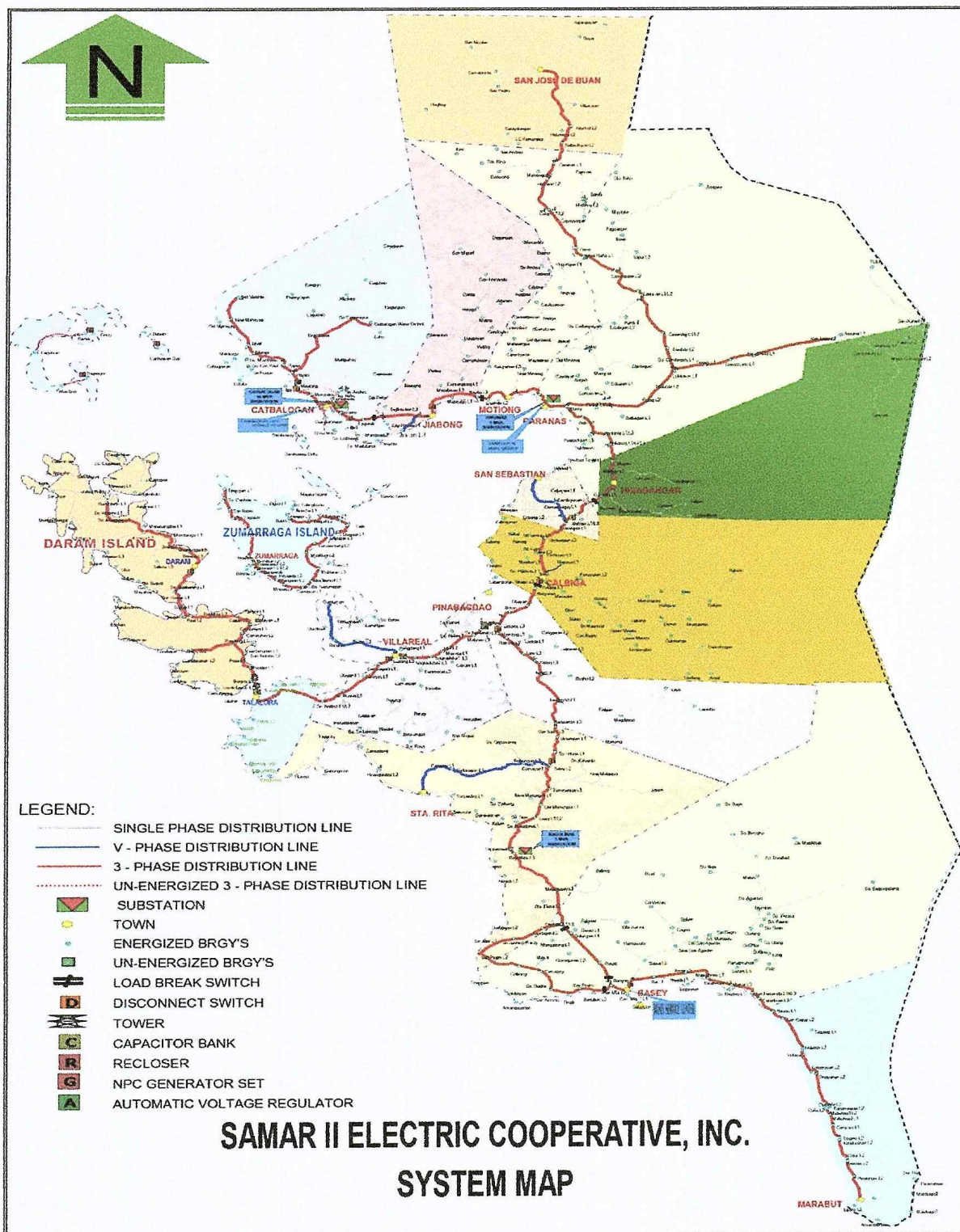


Figure 2. Map Showing the SAMELCO II Service Centers Where The Survey Questionnaires Were Distributed

Validation of the Instrument

The researcher's formulated questionnaire was subjected to validity and reliability tests to ascertain its general construct and content. The instrument was submitted to the adviser and experts for comments and suggestions, and was incorporated in the instrument. The same was subjected to reliability test-retest method following the procedures suggested by Bolarinwa (2015).

After the above procedures, the instrument was administered to the randomly selected respondents of Samar I Electric Cooperative (SAMELCO I) Office, Calbayog City on the first week of December 2017. The suggestions and comments of SAMELCO I respondents were likewise considered in the questionnaire, and finally used in the data gathering.

Data Gathering Procedure

Upon approval of the letter request and with the go-signal given by the General Manager through the HRM Department Manager, the distribution and administration of the questionnaires were performed with the assistance from the hired/employed competent aides, and likewise on the retrieval of the instruments.

The Focus Group Discussions were separately conducted with the rank-in-file of employees, the managers, and the members of the Board of Directors.

The data collection as carried out from the second week of December until the end of December 2017 with 95.00 percent rate of instruments' retrieval.

Statistical Treatment of Data

The gathered data were collated, analyzed and interpreted using descriptive and inferential statistics. The mean standard deviation, percentages and weighted mean were used to describe and interpret the responses of the employees, managers, and board of directors and member-consumers of SAMELCO II according to the variables stipulated in the statement of the problem.

Right after gathering the relevant information in the study, data analysis immediately followed using appropriate statistical tools.

In the presentation of the profile of the respondents the following statistical tools were employed, namely: frequency count, percentage, mean, standard deviation, and weighted mean.

Frequency count. Frequency was used in this study to compute the number of profile variates of the respondents such as such as their age and sex; civil status; educational qualification; rank/position; number of years in service as an employee, performance rating for 2015-2017 and number of relevant trainings attended.

Percentage. This tool shows the proportional relationship between the magnitudes or the relationship of a part of its whole (Bernales, 1996:44). As used

in this study percentage was used to compute the percentage of the profile variates of the manager, board of directors and employee-respondents such as their age and sex; civil status; educational qualification; rank/position; number of years in service as an employee, performance rating for 2015-2017 and number of relevant trainings attended.

The formula for this is:

$$P = f/N \times 100$$

Where:

P = Percentage

f = Frequency

N = Total number of Respondents

Mean. The arithmetic mean was used to compute averages of the profile variates in interval scale such as such as their age and sex; civil status; educational qualification; rank/position; number of years in service as an employee, performance rating for 2015-2017 and number of relevant trainings attended, using the following formula (Freud and Simon, 1992:35):

The formula for this is:

Where:

X = refers to the arithmetic mean;

f = refers to the frequency of each category;

X = refers to the categorical value; and

N = refers to the total number of samples

Standard deviation. This tool was used to calculate the disparity of each categorical variable with respect to the mean, which signified its homogeneity or heterogeneity, using the following formula (Freud and Simon, 1992:52):

The formula for this is:

$$\sigma = \sqrt{\frac{1}{N} \sum_{i=1}^N (x_i - \mu)^2}$$

Where: σ refers to the standard deviation;
 $(x_i - \mu)^2$ refers to the squared deviation between the score of the categorical value and the mean, and
 N refers to the total number of samples

Weighted mean. This statistical measure was used to quantify the responses of the respondents to the questionnaire relative to the different components required in the study such as the managers, board of directors and employees' ethics and values towards productivity, level of performance, compliance to the regulatory requirements, employees' administrative experiences and consumers' satisfaction. Using the following formula (Pagoso, 1997:111):

$$\mu_w = \frac{\sum fW_i}{N}$$

Where: μ_w refers to the weighted mean;
 f refers to the frequency of each categorical weight;
 W_i refers to the weighted scale of 5, 4, 3, 2 and 1; and,

N refers to the total number of samples.

The interpretation of the weighted mean value is as follows:

4.01 - 5.00	Strongly Agree (SA)
3.01 - 4.00	Agree (A)
2.01 - 3.00	Neutral (N)
1.01 - 2.00	Disagree (D)
0.01 - 1.00	Strongly Disagree (SD)

Chapter 4

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

This chapter presents the data collected for this study, the analyses undertaken from the manifestations among the respondents, and the interpretations made in connection with the specific questions of the study. The discussions give emphasis on the respondents' manifestations regarding the human resources management practices in the locale of the study.

The Respondents' Population

The result of the survey reflected in Table 1 indicates the number of respondents in the different departments of SAMELCO II. The data suggests that Samar II Electric Cooperative has 97.19 percent or a total of 173 organic personnel, wherein 46.82 percent (81 employees) are assigned in the round-the-clock field works at a relieving system to ensure the continuous energy supply and services to consumers under normal conditions. On the other hand, 53.17 percent (92 personnel) are based and distributed in the three offices of the Cooperative. Fifty per cent (55.43 percent) of these personnel are in the Finance Department for the billing and collections, and the remaining 44.57 percent or 23.69 percent of the total organic personnel are distributed to other departments to perform other functions in keeping SAMELCO II functional.

Profile of respondents. This section presents the personal profiles of the respondents of this study.

Table 1

Percentage Distribution of Respondents in the Locale of the Study

Department	Number of Respondents	
	Number	Percentage
Office of the General Manager	10	5.62
Administrative Department	10	5.62
Audit Department	4	2.24
Finance Department	51	28.65
Corplan Department	9	5.06
Technical Services Department	81	45.51
Member Services Department	8	4.49
Members of the Board of Directors (BOD)	5	2.81
TOTAL	178	100.00

Age. The distribution of the respondents with respect to age is reflected in Table 2. The data show that majority or 23.32 per cent of the employees have an ages ranging 31-35 years, followed by those with ages ranging 36-40 and those 41-45 years old. The employees-respondents have a mean of 38.76 ± 9.27 years old.

On the other hand, the managers are distributed in the different age brackets. The youngest was within the bracket of 36-40 years old, and the eldest

was within the age bracket of 56-60 years old, with mean age of 47.20 ± 8.23 years old. Among the five members of the Board of Directors two did not disclosed their age. However, the youngest had an age of 46-50 years old and the eldest had an age 71-75 years old with mean age of 62.33 ± 14.22 years old.

Table 2
The Distribution of Respondents by Age

Age Bracket	Employees		Managers		Board of Directors	
	f	%	f	%	f	%
71-75	0	0.00	0	0.00	1	20.00
66-70	0	0.00	0	0.00	1	20.00
61-65	0	0.00	0	0.00	0	0.00
56-60	8	4.79	1	16.67	0	0.00
51-55	14	8.38	1	16.67	0	0.00
46-50	11	6.59	1	16.67	1	20.00
41-45	20	11.98	1	16.67	0	0.00
36-40	28	16.77	1	16.67	0	0.00
31-35	39	23.35	0	0.00	0	0.00
26-30	15	8.98	0	0.00	0	0.00
21-25	9	5.39	0	0.00	0	0.00
Not Stated	23	13.77	1	16.65	2	40.00
Total	167	100.00	6	100.00	5	100.00
Mean	38.76 years old		47.20 years old		62.33 years old	
S. D.	9.27 years		8.23 years		14.22 years	

The data further reveal that grand mean age of the respondents was 38.76 \pm 9.27 years old, which likewise suggest that most employees of SAMELCO II are still performers. Generally, physical strength and health are reduced as workers grow older. Concerning cognitive abilities, the age effect is not uniform. Skirbekk (2003) concluded that job performance decreases after age 50, in particular for jobs where problem solving, learning and speed are important and less so for jobs where experience and verbal abilities are important. Other cognitive abilities such as speed and memory deteriorate with age. Different types of work require different cognitive abilities and physical strength. The net effect of the age-specific productivity determinants depend on how individual skills are used in the work process, how the work is organized and how the individual interacts with other workers and firm level factors such as technology (Ours and Stoeldraijer, 2010:4).

Sex. The distribution of respondents by sex is shown in Table 3. The rank-in file employees are dominantly male and with 20.36 per cent female. Similar is through with the managers who are dominantly male, and two of six of them are female. In contrast, the Board of Directors is dominantly female. In totality, the respondents of SAMELCO II comprised of 71.86 per cent male and the remaining of 28.14 per cent are female. The result does not mean that SAMELCO II has gender bias in the selection of employees. The data could be attributed to the nature of the services that the electric cooperative is providing to the public. By their nature, the transmission of electricity, the maintenance of transmission

lines, and responding to the requests of consumers for electrical connections generally and practically call for male work force who could be deployed to the field in a relieving works.

Table 3

Distribution of Respondents According to Sex

Sex	Employees		Managers		BOD	
	f	%	f	%	f	%
Male	120	71.86	4	66.67	1	20.00
Female	34	20.36	2	33.33	3	60.00
Not Stated	13	7.78	0	0.00	1	20.00
Total	167	100.00	6	100.00	5	100.00

Civil status. Table 3 shows the distribution of respondents according to civil status. The result shows that most (73.05 per cent) among the employees of SAMELDO II are married and relatively few (28.95 per cent) of them are single. On the other hand, all the managers are married. Among the members of the Board of Directors, two are single, the others are married, widower, and one did not disclose his civil status. In totality, out of those revealed their civil status comprised of 77.25 per cent who are married and 16.17 per cent are single, while the others are widowed and have live-in partners. The data suggests that the SAMELCO II has socio-economically contributed to the employment of few

Samareños which ultimately become the source of the family incomes of the respondents. This is through to most linemen of the Cooperative who have plain housewives.

Table 4

The Distribution of Respondents by Civil Status

Civil Status	Employees		Managers		BOD	
	f	%	f	%	F	%
Single	25	14.97	0	0.00	2	40.00
Married	122	73.05	6	100.00	1	20.00
Widowed	3	1.80	0	0.00	1	20.00
Live-in	2	1.20	0	0.00	0	0.00
Separated	1	0.60	0	0.00	0	0.00
Not Stated	14	8.38	0	0.00	1	20.00
Total	167	100.00	6	100.00	5	100.00

Educational attainment. The distribution of respondents according to educational attainment is shown in Table 5. The result suggests that most organic personnel of SAMELCO II are educated. The data shows that 73.63 per cent of the employees of SAMELCO II have attained a baccalaureate degree, and 18.56 per cent have reached the college level. Insignificant numbers of the employees have only reached the secondary and elementary level of education.

On the other hand, all the managers are baccalaureate degree holders and one of them is a master's degree holder. Similarly, most or 80.0 per cent of the Board of Directors are likewise baccalaureate degree holders.

On the other hand, except for one who did not disclose his educational attainments, all respondents who have managerial positions were degree holders or college. Similar with the managers, the four Board of Directors revealed that they are all college graduate and the other two did not disclosed their educational attainment.

The result suggests that SAMELCO II has very satisfactory human capital. Benson, et al. (2004) explained that most organizations use education as an indicator of a person's skill levels or productivity (Ng and Feldman, 2009). Notwithstanding the managerial positions and the members of the Board of Directors, SAMELCO II has various departments whose functions require the knowledge and ability of an educated person to perform tasks. Overall, education is found to have a real impact on productivity of the individual (Sweetman, 2002).

In relation hereto, human resource managers are concerned with qualities and background of staff that best suit the positions. To achieve a fit between the job and the jobholders, managers either have to make the job to match the person characteristic or make the person's characteristics to match required job (Hassan and Ogunkoya, 2014). Thus, it is generally required for those who hold a managerial position must at least be a degree holder. As the policy-making

body, the Board of Directors being elected and who are not an organic personnel of SAMELCO II must likewise be a degree holder. As such, they must have the required knowledge and capacity in formulating organizational policies.

Table 5

Distribution of Respondents by Educational Attainment

Educational Level	Employees		Managers		BOD	
	F	%	f	%	f	%
Elementary Under-graduate	1	0.60	0	0.00	0	0.00
High School Level	1	0.60	0	0.00	0	0.00
High School Graduate	8	4.79	0	0.00	0	0.00
College Level	31	18.56	0	0.00	0	0.00
College Graduate	123	73.65	5	83.33	4	80.00
Master's Degree Graduate	0	0.00	1	16.67	0	0.00
Not Stated	3	1.80	0	0.00	1	20.00
Total	167	100.00	6	100.00	5	100.00

Positions of respondents. The distribution of respondents according to their positions in SAMELCO II is reflected in Table 6. The result shows that 32.34 per cent (54 individuals) of the 178 total number of respondents holds the position of the Linemen classified from I to III, and 20.36 per cent (34 individuals) of them were appointed to the position of Lineman I. The Linemen II and BAPA/MR Collector have the same number of 17 employees representing 10.18

Table 6

Distribution of Respondents According to Position

Position	Employees		Managers		BOD	
	F	%	f	%	f	%
Accountant	1	0.60	0	0.00	0	0.00
Accounting Clerk	3	1.80	0	0.00	0	0.00
Administrative Clerk	1	0.60	0	0.00	0	0.00
Audit Aide	3	1.80	0	0.00	0	0.00
BAPA Coordinator	1	0.60	0	0.00	0	0.00
BAPA/MR Collector	17	10.18	0	0.00	0	0.00
Billing Clerk	9	5.38	0	0.00	0	0.00
Bookkeeper I	1	0.60	0	0.00	0	0.00
Cashier	1	0.60	0	0.00	0	0.00
Consumer Welfare Desk Officer	2	1.19	0	0.00	0	0.00
Driver	8	4.79	0	0.00	0	0.00
Lineman I	34	20.36	0	0.00	0	0.00
Lineman II	17	10.18	0	0.00	0	0.00
Lineman III	3	1.80	0	0.00	0	0.00
MED Supervisor	1	0.60	0	0.00	0	0.00
Motor Pool Helper	1	0.60	0	0.00	0	0.00
MRBC Supervisor	1	0.60	0	0.00	0	0.00
MSD Clerk	2		0	0.00	0	0.00
MSE Supervisor	1	0.60	0	0.00	0	0.00
Payroll Clerk	1	0.60	0	0.00	0	0.00
Personnel Officer	1	0.60	0	0.00	0	0.00
Posting Clerk	1	0.60	0	0.00	0	0.00
Regulatory Compliance Officer	1	0.60	0	0.00	0	0.00
SDD Supervisor	1	0.60	0	0.00	0	0.00
Secretary	1	0.60	0	0.00	0	0.00
Service Center Head	2	1.19	0	0.00	0	0.00
Special Equipment Technician	2	1.19	0	0.00	0	0.00
Staking Crew Chief	1	0.60	0	0.00	0	0.00
Stock Clerk	1	0.60	0	0.00	0	0.00
Substation Tender	8	4.79	0	0.00	0	0.00
Teller	5	2.99	0	0.00	0	0.00
Utility Man	3	1.80	0	0.00	0	0.00
Warehouse Helper	1	0.60	0	0.00	0	0.00
Warehouse Man	1	0.60	0	0.00	0	0.00
Work Order Officer	1	0.60	0	0.00	0	0.00

Table 6 continued

Position	Employees		Managers		BOD	
	f	%	f	%	f	%
Foreman	2	1.19	0	0.00	0	0.00
System Planning Engineer	1	0.60	0	0.00	0	0.00
Energy Trader	1	0.60	0	0.00	0	0.00
System Analyst	1	0.60	0	0.00	0	0.00
Programmer	1	0.60	0	0.00	0	0.00
Planning Supervisor	1	0.60	0	0.00	0	0.00
Assistant Energy Trader	1	0.60	0	0.00	0	0.00
Consumer Services & Power Use Supervisor	1	0.60	0	0.00	0	0.00
H/W Inspector	1	0.60	0	0.00	0	0.00
Collector	6		0	0.00	0	0.00
Chief Mechanic	1	0.60	0	0.00	0	0.00
Draftsman	1	0.60	0	0.00	0	0.00
IT Assistant	1	0.60	0	0.00	0	0.00
Auto Mechanic	1	0.60	0	0.00	0	0.00
Assistant Warehouse Man	1	0.60	0	0.00	0	0.00
Detailed S. Crew	1	0.60	0	0.00	0	0.00
Designated Area Engineer	1	0.60	0	0.00	0	0.00
Corplan Manager	0	0.00	1	16.67	0	0.00
ISD Manager	0	0.00	1	16.67	0	0.00
Finance Manager	0	0.00	1	16.67	0	0.00
General Manager	0	0.00	1	16.67	0	0.00
Internal Auditor	0	0.00	1	16.67	0	0.00
TSD Manager	0	0.00	1	16.67	0	0.00
Auditor	0	0.00	0	0.00	1	20.00
President	0	0.00	0	0.00	1	20.00
Secretary/PIO	0	0.00	0	0.00	1	20.00
Treasurer	0	0.00	0	0.00	1	20.00
Not Stated	6	3.59	0	0.00	1	20.00
Total	167	100.00	6	100.00	5	100.00

per cent respectively of the total number of employees. The Billing clerks comprised of 5.39 per cent of the workforce of the SAMELCO, while the

remaining number of the workforce also holds different possession but each of them represents a significant percentage of the SAMELCO II workforce.

The data further indicates that majority of the workforce of SAMELCO II were hired based on the services and function of the cooperative as an electric distributor, which requires the maintenance of the electric distribution lines and on the billing and collection of charges for the services rendered. Looking into the staffing pattern of the cooperative and notwithstanding the managerial (or the executive) and the Board of Directors (legislative) positions, it appears that 50.00 per cent of the workforce are field-based and the 50 per cent are office-based.

Rank of respondents. The distribution of respondents according their ranks is reflected in Table 7. The result suggests that the ranks of SAMELCO II organic workforce ranged from 4 to 20. Generally, the ranks of electric cooperative employees range from 1 to 20 as set by the Board of Administrators (BoA) of the National Electrification Administration (NEA BoA Resolution No. 74 dated June 24, 2015). This represents the salary grade scales of rank-in-file of employees and department managers which have relationship with the lengths of services and positions.

However, some conditions were set as guidelines for the granting the appropriate salary grade scale such as Positive Net Margin, at least 95% Collection Efficiency, Revenue Sufficient to cover non-power cost, and others as

provided in the General Provisions of NEA Memorandum No. 2015-020 dated June 24, 2015 (Appendix X).

Table 7

Distribution of Respondents According to Ranks

Rank	Employees		Managers	
	f	%	f	%
4 Maximum	1	0.60	0	0.00
5 Minimum	1	0.60	0	0.00
5 Maximum	3	1.80	0	0.00
6 Minimum	21	12.57	0	0.00
6 Maximum	5	2.99	0	0.00
7 Minimum	24	14.37	0	0.00
7 Maximum	14	8.38	0	0.00
8 Minimum	31	18.56	0	0.00
8 Maximum	7	4.19	0	0.00
9 Maximum	5	2.99	0	0.00
10 Maximum	1	0.60	0	0.00
11 Minimum	3	1.80	0	0.00
11 Maximum	1	0.60	0	0.00
12 Minimum	4	2.40	0	0.00
12 Maximum	3	1.80	0	0.00
14 Minimum	1	0.60	0	0.00
15 Maximum	1	0.60	0	0.00
16 Minimum	10	5.99	0	0.00
16 Maximum	4	2.40	0	0.00
20 Minimum	0	0.00	3	50.00
20 Maximum	0	0.00	2	33.33
NEA Guidelines	0	0.00	1	16.67
Not Stated	27	16.16	0	0.00
Total	167	100.00	6	100.00

Among the employees, significant numbers (61.06 per cent) of respondents have ranks 6 to 8. Out of the total respondents, 22.75 percent of

them have rank 8 in which 18.56 per cent attained rank 8 Minimum and 4.19 per cent with rank 8 Maximum. The employees who attained rank 7 have equal number and percentage with those of rank 8. However, those with rank 7 Maximum comprised of 14.37 per cent while those with rank 7 Minimum comprised of 8.38 per cent only. The employees with rank 6 comprised of 12.57 per cent and 2.99 per cent of minimum and maximum salary scale, respectively

The six SAMELCO II managers comprised of the five department managers and the General Manager. Except for one, managers of SAMELCO II have already attained rank 20 in which half of them have minimum salary scale and three or 50.00 per cent of them have the rank of 20 Minimum while two or 33.33 per cent in the rank of 20 Maximum. One of the managers (probably the General Manager) attained a salary scale of rank 15 Minimum. The rank (salary scale) of the Electric Cooperative (EC) General Managers is based on the size classification of EC with a rating criteria prescribed under NEA Memorandum No. 2015-033 dated November 4, 2015 (Appendix X1).

The data suggests that the ranks of SAMELCO II employees and managers are based upon their qualifications and length of years in the service. Essentially, a SAMELCO II Board Resolution shall be required to avail the same as mandated by NEA policies.

Number of years in service. Table 8 reflects the lengths of service (in number of years) of the respondents. As revealed by 157 respondents, their lengths of services ranged from the bracket of 1-5 years to 30-35 years. Most of

them representing 87.42 per cent of the 157 respondents are distributed along the length of service bracket from 1-5 years to 20-25 years. The new employees only recruited within five years comprised of 24.55 per cent while those employed during the last 10th - 15th year accounted 22.75 percent of the respondents, and 21.56 per cent of them were recruited during the last 6th-10th years.

Table 8

Distribution of Respondents According to Length of Service

Length of Service (in Years)	Employees		Managers		BOD	
	f	%	f	%	f	%
31-35	3	1.80	0	0.00	0	0.00
26-30	8	4.79	1	16.67	0	0.00
21-25	12	7.18	0	0.00	0	0.00
16-20	19	11.38	0	0.00	0	0.00
11-15	38	22.75	1	16.67	0	0.00
6-10	36	21.56	0	0.00	0	0.00
1-5	41	24.55	2	33.33	3	60.00
Not Stated	10	5.99	2	33.33	2	40.00
Total	167	100.00	6	100.00	5	100.00
Mean	11.48 years		11.50 years		3.33 years	
S. D.	7.86 years		11.56 years		2.08 years	

The results suggest that SAMELCO II had slowly enhanced its competitiveness through human resource management which started prior to the approval of EPIRA Law in 2001. There is always a need for HRM departments

and organizations to approach the strategic management of employees with a systems perspective. The optimal design of an HRM strategy must take into account the various components. HRM system comprising of practices that ensure selectivity in staffing, performance-based pay, and enhanced employee opportunity through participation in decision-making result in higher levels of organizational effectiveness (Delery and Gupta, 2016).

On the other hand, significant number of employees comprising of 7.18 per cent can be considered as old employees hired during the last 21st to 25th year. In totality, the mean length of services among the SAMELCO II employees is 11.48 ± 7.86 years longer enough for them to be well-versed with their functions.

Among the four managers who disclosed their lengths of services, one of them had been in the electric cooperative for almost 30 years and probably at his retiring age, while two have entered SAMELCO II only in the last five years, while the one, probably the General Manager is already also 15 years in service. The mean length of service of managers was 11.50 ± 11.56 years. Furthermore, most members of the SAMELCO II Board of Directors have been with the office only during the last 1-5 years. Precisely because they are all elected officials with 3 years per term. The mean length of years of service among the BOD posted at 3.33 ± 2.08 years. The result further suggests that all the Board of Directors were just in their first term of service.

Performance rating. The distribution of respondents according to their performance ratings from 2015 to 2017 is shown in Table 9. The results show that significant number of the respondents did not rate themselves. Out of the 178 total respondents, only 15.73 per cent of them have responded while the 84.27 per

Table 9

**Distribution of Respondents According to Performance Rating
From 2015-2017**

Descriptive Performance Ratings	Employees		Managers		BOD	
	f	%	f	%	f	%
Excellent	3	1.80	0	0.00	0	0.00
Outstanding	1	0.60	0	0.00	0	0.00
Very Good	7	4.19	0	0.00	0	0.00
Very Satisfactory	5	2.99	0	0.00	0	0.00
AAA	2	1.20	0	0.00	0	0.00
98%	1	0.60	0	0.00	0	0.00
Satisfactory	0	0.00	1	16.67	0	0.00
High	1	0.60	0	0.00	0	0.00
Good	5	2.99	0	0.00	0	0.00
Average	1	0.60	0	0.00	0	0.00
90%	1	0.60	0	0.00	0	0.00
Not Stated	140	83.83	5	83.33	5	100.00
Total	167	100.00	6	100.00	5	100.00

cent did not put their performance rating. Those who rated themselves are dominantly employees and one manager. However, employees who put their

performance ratings were still uncertain of their responses as noted on the adjectival descriptive ratings.

Employees' performance is usually evaluated by their immediate supervisor who regularly observes their work (Moran and Morner, 2017:256). Performance evaluation is practiced both in public and private organizations (Kumar and Mishra, 2011:4). In the case of this study, it appears that SAMELCO II has no evaluation standards. This is true that SAMELCO has no personnel evaluation standard as revealed by the HR Department.

Two who self-rated their performance seemingly rated the firm like AAA, while the others have self-rated dominantly as "very good" accounted 4.19 per cent. Those who self-rated as "good" and "very satisfactory" respectively accounted 2.99 per cent of the total respondents. One of the managers (probably the General Manager) has self-rated to have a "satisfactory" performance, the department heads and the Board of Directors did not put a rating most probably not certain of their performances.

The data further suggests that SAMELCO II employees and managers have not yet experienced performance evaluations, which can be attributed to the lack of employees' performance evaluation standards. The same is usually formulated by the HRM Department in consultation with the managers and ratified by the Board of Directors. Despite the fact that the firm had not been practicing employees' performance evaluation, enabling SAMELCO II to become an Extra Large (EL) Electric Cooperative (EC) next to Mega Level and as granted

with Lumens Award of “AAA” is a manifestation that the employees have collectively and steadfastly performed in achieving its organizational goal.

Number of relevant trainings attended. Table 10 reflects the number of relevant trainings attended by the SAMELCO II employees, managers, and board of directors. The result did not explicitly describe the particular trainings attended.

Table 10

Number of Relevant Trainings Attended by Respondents

Number of Trainings	Employees		Managers		BOD	
	f	%	f	%	f	%
More than 12	0	0.00	1	16.67	0	0.00
10-12	3	1.80	0	0.00	0	0.00
7-9	1	0.60	0	0.00	0	0.00
4-6	7	4.19	0	0.00	0	0.00
1-3	51	30.54	0	0.00	1	20.00
None	5	2.99	0	0.00	0	0.00
Not Stated	100	59.88	5	83.33	4	80.00
Total	167	100.00	6	100.00	5	100.00

The data show that out of the 167 employee-respondents, only 40.12 per cent have responses and 59.88 per cent have no responses on this aspect. Among of those with responses, 76.12 per cent revealed that they have attended at least 1-3 relevant trainings and 4-6 relevant trainings attended by 10.45 per cent of those responded. The highest number of 10 - 12 trainings attended availed by only by 4.48 per cent among those with responses. In totality, 62.87 per cent

comprised of those who have not availed yet any training and those who did not responded probably they also have not yet attended also any training.

Among the managers, only one (probably the General Manager) has availed more than 10 relevant training while the five managers have no responses have not yet attended also any training. Similar trend was noted among the Board of Directors in which only one (probably the Board President) while the other four have probably not yet attended also any training as there were no response given.

Del Valle, et al. (2009) explained that service companies should invest in employees' training which has an impact on their economic performance. In addition, managers must be aware that training should be treated as an investment and not considered as an expense. For organizations however, training does not have a direct effect on performance but an indirect effect by improving other organizational outcomes (Aragón, et al., 2014). Employees' training could be a contributory factor for enhancing organizational performance to a higher level.

Like that in SAMELCO II, improved capabilities, knowledge and skills of the talented workforce proved to be a major source of competitive advantage. Employees are the most valuable asset of every company as they can make or break a company's reputation and can adversely affect profitability. Training is a necessity in the workplace. Without it, employees don't have a firm grasp on

their responsibilities or duties. Employee training refers to programs that provide workers with information, new skills, or professional development opportunities (Elnaga and Imran, 2013). The results of the focus group discussions indicated that the rank-in-file employees, managers and Board of Directors still aspired to be capacitated more specially on trainings they identified.

Ethics and values towards productivity. Table 11 appraises the ethics and values toward productivity of SAMELCO II employees, managers, and board of directors. There were eight indicators considered in this study to reflect the ethics and values toward productivity on which the respondents affirmed or not in each indicator.

The results show that the SAMELCO II employees “agreed” on all indicators considered in this area with weighted mean scores ranging from 3.73 to 4.34. The employees gave the highest score on *I have positive interactions with my co-workers and consumer* and relatively low weighted mean score along *I feel that SAMELCO II values my work contribution*, respectively. As a service facility, it is basically necessary for the majority if not all the SAMELCO II employees to possess the former ethics and values. Usual interaction with co-worker is a positive behaviour which likewise creates harmony and strengthens working relationship. Customers are very valuable to any business and must be given the appropriate treatment through positive interaction.

Table 11

Respondents Ethics and Values towards Productivity

Indicators	Employees		Managers		BOD	
	WM	I	WM	I	WM	I
1. I am willing to be retrained and moved to other positions in the organization.	3.84	A	4.17	A	3.60	A
2. My work gives me a feeling of personal accomplishment.	4.14	A	5.00	SA	3.80	A
3. I feel that SAMELCO II values my work contribution.	3.73	A	4.83	SA	3.80	A
4. I feel encouraged to come up with new and better ways of doing things.	4.24	A	5.00	SA	3.80	A
5. I like the kind of work I do.	4.20	A	4.83	SA	3.80	A
6. I submit my reports on time.	4.20	A	4.50	A	2.40	D
7. I am willing to put in great deal of effort beyond that is normally expected in order to be productive.	4.31	A	4.83	SA	3.00	N
8. I have positive interactions with my co-workers and consumers.	4.34	A	4.67	SA	3.00	N
Grand Weighted Mean	4.13	A	4.73	SA	3.40	N

Legend:

4.51 - 5.00 Strongly Agree (SA)
3.51 - 4.50 Agree (A)
2.51 - 3.50 Nether Disagree nor Agree (N)
1.51 - 2.50 Disagree (D)
1.00 - 1.50 Strongly Disagree (SD)

The result likewise showed that SAMELCO employees agree that their employer values their work contribution. However, the results show that the extent of their conformity was relatively reduced. This is a manifestation that not all SAMELCO II employees similarly experience as what other employees feel. In

totality, the employee-respondents *agree* on their ethics and values toward productivity. The result manifests a satisfied and motivated workforce with a grand weighted mean of 4.13.

On the other hand, SAMELCO II managers *strongly agree* on the six indicators of ethics and values towards productivity. Perfect scores were along *My work gives me a feeling of personal accomplishment and I feel encouraged to come up with new and better ways of doing things*. This is the normal reaction of any individual who holds a managerial position. Managers are expected to lead the human resources in the workplace. They are the well-motivated people who show innovativeness in keeping the work done.

The managers have a reduced conformity but still agree on their ethics and values along *I am willing to be retrained and moved to other positions in the organization*. This indicates that the willingness of managers along that aspect maybe done as the need arises. The managers also “agree” along *I submit my reports on time*. While it very necessary, however, the result manifests that all the managers do not consistently submit report on time. This is understandable for people holding a managerial position who sometimes overlook the required reports.

On the average, managers strongly agree to the ethics and values towards productivity with a weighted mean score of 4.73. Despite of having no trainings, they still manifested the values of being satisfied and motivated person. During the FGD the managers manifested that they are motivated because they love and

dedicated to their work for their family. They receive good salaries and through their efforts, their work is being recognized by the management.

The SAMELCO II Board of Directors *agree* on five indicators regarding their ethics and values towards productivity. They appreciated and gave relatively high mean score of 3.80 on *My work gives me a feeling of personal accomplishment, I feel that SAMELCO II values my work contribution, I feel encouraged to come up with new and better ways of doing things, and I like the kind of work I do* with weighted mean of 3.80. The degree of conformity to their ethics and values has reduced on *I am willing to be retrained and moved to other positions in the organization*. Members of the Board of Directors are the elective officials and are not organic personnel of the firm. Their seats depend on the votes of the consumers.

In fact, they became undecided on *I am willing to put in great deal of effort beyond that is normally expected in order to be productive and I have positive interactions with my co-workers and consumers* because their functions are focused on policy formulation and rarely get in contact with member-consumers who are the customers of the electric cooperative. During the FGD, the BOD manifested that they are motivated to work due monetary incentives, they have harmonious relationship, their work is being recognized and there is support from the management (probably from the General Manager).

Despite the member-consumers' vote, they are only indirectly accountable to customers and directly to the SAMELCO II. So that, they *disagree* on the ethics

and values concerning the submission of reports with mean score of 2.40 only. It is because their nature of work does not require the submission of reports.

On the average, the members of SAMELCO II Board of Directors were undecided (Neither Agree or Disagree) because they were not certain of their work ethics and values.

**Extent of SAMELCO II Compliance to the
Regulatory Requirements Towards
the Categorization of Electric
Cooperatives**

Along this aspect, electric cooperatives throughout the country are categorized according to their size and the criteria herein discussed.

Sizes of electric cooperatives. According the NEA Memorandum No. 2015-033 dated November 4, 2015, the sizes of electric cooperatives shall be rated according to the point scores reflected in Table 12 it would be garnered after evaluation.

Table 12

Size Categorization of Electric Cooperatives

Size	Point Score
Mega Large	85-100
Extra Large	70-84
Large	55-69
Medium	45-54
Small	< 44

The result indicates that electric cooperatives in the Philippines are categorized into five, Mega Large as the highest and small as the lowest category. The NEA Memorandum No. 2016-015 dated June 24 2016 indicated that since that period to present, SAMELCO II has already attained the Extra Large (EL) size category having able to meet the requirements discussed below. The data suggest that the only roam to enhance the performance of the Cooperative is to attain the Mega Large, the highest category

Average volume sales (Mega Watt per Hour). The average volume sale (in MWH) required to the size classification for every electric cooperatives as prescribed by NEA Memorandum No. 2015-033 dated November 4, 2015 as compared with SAMELCO II 2014-2016 performance is reflected in Table 13.

Table 13

**Average Volume Sales (Mega Watt per Hour) Required for
Every Size of Electric Cooperative as
Compared with SAMELCO II**

Size	Average Sales Volume (MWH)	Point Score	SAMELCO II Sales Volumes (in KWH)		
			2014	2015	2016
Mega Large	150,001 and Above	40			
Extra Large	100,001 - 150,000	35	57,607,432	65,821,351	76,367,612
Large	50,001 - 100,000	30			
Medium	25,001 - 50,000	25			
Small	25,000 and Below	20			

The data reflects the performance of SAMELCO II in terms of its sales volumes (in Kwh) from 2014 to 2016. The figures suggest that the performance of the Cooperative has been improving. The sales volumes has increased by 14.85 per cent from 2014 to 2015, and further increased by 28.40 per cent from 2015 to 2016 almost double compared with the former. However, the data further suggests that in terms sales volume on electric energy SAMELCO is still within the category of Large EC.

While the volume of sales has improved during the last three years, the mean sales volume only reached 66,599 MWH which did not meet the required sales volumes of least 101,000 MWH to qualify for Extra Large EC size category. Sales volume of electric energy is directly related to the energy consumptions of the total number of households (HH) energized.

Number of connections. Table 14 shows the number of connections required every size of electric cooperative as compared with the performance of SAMELCO II. The 2014-2016 Annual Reports of the Cooperative revealed a number of member-consumers for the periods. As reported, member-consumers are presumed to have electrical connections. The results show that there was an increase in the number of connections by 6.80 per cent ($\approx 4,613$ HH) from 2014 to 2015, but declined by 7.45 per cent ($\approx 5,399$ HH) from 2015 to 2016.

However, the 2015 NSO Population data of 448,161 suggests that are about 89,632 HH that can be energized in the coverage area of SAMELCO II. Based on the 2015 Annual Report of the Cooperative, revealed a total of only

72,439 HH consumers serve during the year. Relating the estimated 2015 HH data for Samar District II, result suggests that there are still 17,193 HH or 23.73 per cent of the total number of HH which are to be energized in the District II of the Province of Samar.

Table 14

**Number of Connections Required for Every Size
of Electric Cooperative as Compared
with SAMELCO II**

Size	Average Sales Volume (MWH)	Point Score	SAMELCO II Sales Volumes (in KWH)		
			2014	2015	2016
Mega Large	100,001 and Above	30			
Extra Large	50,001 - 100,000	25	67,826	72,439	67,040
Large	20,001 - 50,000	20			
Medium	10,001 - 20,000	15			
Small	10,000 and Below	10			

The result further suggests that the performance of SAMELCO II in terms of the number of connections has already qualified as Extra Large EC as set by NEA. This implies that even the technical performance in terms of household consumers connected in the succeeding years, there is no room for the Cooperative to fully qualify as Mega Large EC.

Average length of electric lines (in Kilometer). The length of lines (in kilometre) for the sizes of electric cooperative as compared with that of SAMELCO II is shown in Table 15. The result shows that the performance of the Cooperative has been improving along this criterion. The results indicated an increase in the length of lines by 5.72 per cent (102.13 Kms) from 2014 to 2015, and only 2.69 per cent (50.85 Kms) from 2015 to 2016. In spite of this performance, it appears that the Cooperative is not yet qualified to become an Extra Large EC. The length of lines which had been installed only reached within the criterion for Large EC.

Table 15

Average Length of Electric Lines (in Kilometer) Required for Every Size of Electric Cooperative as Compared with SAMELCO II

Size	Average Sales Volume (MWH)	Point Score	SAMELCO II Sales Volumes (in KWH)		
			2014	2015	2016
Mega Large	3,301 and Above	30			
Extra Large	2,201 - 3,300	25	1,786.80	1,888.93	1,939.78
Large	1,001 - 2,200	20			
Medium	501 - 1,000	15			
Small	500 and Below	10			

The performance of SAMELCO II towards "AAA" Lumens award. Table 16 shows the performance of SAMELCO II towards the achievement of Triple

“A” Lumens Awards. The documentary analysis revealed that to achieve the said must enable the Electric Cooperative to perform well along the NEA Key Performance Standards weighted at 80 per cent and Electric Cooperative (EC) Classifications weighted at 20 per cent.

Table 16

**2015 Performances of SAMELCO II Toward Achieving
the “AAA” Lumens Award**

Key Performance Standards	NEA Points	SAMELCO II Performance	Weight 20%	EC Classification			Total
				Quarter	Point	20% Weight	
Financial (30%)	30	29		1	100		
Institutional (35%)	35	35		2	100		
Technical (30%)	30	30		3	100		
Reportorial (5%)	5	4		4	75		
Total	100	98	78.40	Mean	93.75	18.75	97.15

In 2014, SAMELCO II has garnered a total 95.45 per cent to achieve the same award and further in 2015 with a difference of 1.7 or 1.78 per cent improvement in performance. Although a relatively small improvement in performance, it entailed a lot of efforts for the SAMELCO II employees and managers through their motivation in their work.

To achieve the Extra Large (EL) Electric Cooperative (EC) Classification is already a substantial accomplishment that is already comparable to other ECs in

Region VIII and even in the country. In addition, to attain the “AAA” Lumens Award required SAMELCO II employees to strive and steadfastly perform along the Key Performance Standards and EC Classification. However, these performances can still be enhanced along the reportorial aspects of its operation. The latter aspect has basically led to the failure of achieving the Mega Lumens Award.

Quest to achieve the mega large EC size – As can be gleaned from Table 16 there is very high chance for SAMELCO II to achieve the Mega Large size. The score gap needed to achieve such EC size is only 2.85 per cent. This can be achieved, if the performance of SAMELCO II along the Financial and Reportorial aspects be enhanced, and maintained along the Technical and Institutional aspects of operations.

Enhancing the number of connections within the covered area can have domino effect on financial aspect. This is possible for motivated and satisfactorily compensated employees and managers of SAMELCO II.

**Extent of Compliance of Samar II Electric
Cooperative (SAMELCO II) Employees,
Managers and Board of Directors
in Terms of Incentives**

Table 17 reflects the extent of compliance of SAMELCO II to the regulatory requirements that affect productivity as perceived by the employees, managers, and board of directors. There were 10 indicators considered in this area.

As reflected in Table 17, the employees considered the SAMELCO II as “highly compliant” along nine indicators with weighted means ranging from 4.10 to 4.39. The indicator that obtained the highest weighted mean corresponded to the statement stating, “The Cooperative conducts yearly Annual General Membership Assembly as per NEA’s mandate.” In the remaining indicator, the

Table 17

Extent of Compliance of SAMELCO II to the Regulatory Requirements

Indicators	Employees		Managers		BOD	
	WM	I	WM	I	WM	I
1. The Cooperative submits Monthly Financial Statement reports to NEA on or before the deadline.	4.10	HC	3.67	HC	1.00	NC
2. The Cooperative submits Monthly Institutional Reports to NEA on or before the deadline.	4.14	HC	4.67	100 %C	1.00	NC
3. The Cooperative submits Monthly Engineering Reports to NEA on or before the deadline.	4.11	HC	4.00	HC	1.00	NC
4. The Cooperative submits Monthly Performance Standard Monitoring Report to NEA on or before the deadline.	4.12	HC	4.00	HC	1.00	NC
5. The Cooperative submits Status of Energization Report to NEA on or before the deadline.	4.13	HC	4.67	100 %C	1.00	NC
6. The Cooperative submits Sitio Electrification Report to NEA on or before the deadline.	4.10	HC	4.50	HC	1.00	NC
7. The Cooperative pays its power suppliers on time.	4.26	HC	4.83	100 %C	1.00	NC
8. The Cooperative conducts yearly Annual General Membership Assembly as per NEA’s mandate.	4.39	HC	5.00	100 %C	1.00	NC
9. The Cooperative conducts elections for Board of Directors District Representative every three (3) years.	4.10	HC	4.50	HC	1.00	NC
10. The Cooperative maybe registered to the Cooperative Development Authority of the Philippines.	2.90	MC	2.00	PC	1.00	NC
Grand Weighted Mean	4.04	HC	4.18	HC	1.00	NC

Legend:	4.51 – 5.00	100% Compliant	(100%C)
	3.51 – 4.50	Highly Compliant	(HC)
	2.51 – 3.50	Moderately Compliant	(MC)
	1.51 – 2.50	Poor Compliant	(PC)
	1.00 – 1.50	Non-Compliant	(NC)

employees considered SAMELCO II as “moderately compliant.” This corresponded to the indicator stating, “The Cooperative maybe registered to the Cooperative Development Authority of the Philippines,” with a weighted mean of 2.90. Taken as a whole, the employees considered SAMELCO II as “highly compliant” being proven by the grand weighted mean of 4.04.

Table 17, also reflects that the managers considered SAMELCO II as “100 percent compliant” along four indicators with weighted means ranging from 4.67 to 5.00. The indicator that obtained the highest weighted mean corresponded to the statement stating, “The Cooperative conducts yearly Annual General Membership Assembly as per NEA’s mandate.” In the five indicators, the managers considered SAMELCO II as “highly compliant” with weighted means ranging from 3.67 to 4.50. The indicators that obtained the highest weighted means corresponded to the statements stating: “The Cooperative submits Sitio Electrification Report to NEA on or before the deadline;” and “The Cooperative conducts elections for Board of Directors District Representative every three years.” And in the remaining indicator, this group of respondents considered SAMELCO II as “poor compliant” with a weighted mean of 2.00. Taken as a whole, the managers considered SAMELCO II as “highly compliant” being manifested by the grand weighted mean of 4.18.

Furthermore, Table 17 presents that from the point of view of the Board of Directors, SAMELCO II was “not compliant” on all the indicators considered in this area with the same weighted mean of 1.00. Taken as a whole, SAMELCO II

was “not compliant” as viewed by the BODs being indicated by the grand weighted mean of 1.00.

The foregoing data showed that the employees and managers arrived at the same assessment on the extent of compliance of SAMELCO II to the regulatory requirements that affect productivity. They considered it as “highly compliant.” However, they differed in the numerical assessment. While the employees arrived at a grand weighted mean of 4.04, the managers came up with a grand weighted mean of 4.18. Furthermore, the BODs differed in their assessment on the extent of compliance of SAMELCO II to the regulatory requirements that affect productivity. They considered it “not compliant” with a grand weighted mean of 1.00.

Level of Performance of SAMELCO II in the Last Three Years

Table 18 contains the information on the level of performance of SAMELCO II employees, managers, and board of directors in the last three years. There were eight indicators considered in this area whereby the respondents assessed their level of performance for the last three years.

Table 18 shows that the employees considered all the indicators as “always performed” by them with weighted means ranging from 4.08 to 4.37. The indicators that obtained the highest and the least weighted means corresponded to the statement stating: “I perform my job without supervision;”

Table 18

**Level of Performance of SAMELCO II in the
Last Three Years**

Indicators	Employees		Managers		BOD	
	WM	I	WM	I	WM	I
1. I arrive for work on time.	4.22	AP	4.50	AP	1.60	PP
2. I perform my job without supervision.	4.37	AP	4.67	HP	2.00	PP
3. I demonstrate appropriate knowledge of SAMELCO II practices and policies relevant to position.	4.23	AP	4.50	AP	2.60	SP
4. I demonstrate initiative as appropriate.	4.20	AP	4.50	AP	2.80	SP
5. When in work, I use time effectively and efficiently.	4.34	AP	4.67	HP	2.80	SP
6. I proficiently use work related equipment, tools and technology.	4.08	AP	4.67	HP	2.00	PP
7. I possess required skills and knowledge to perform job effectively.	4.27	AP	4.83	HP	1.80	PP
8. I consistently adhere to set work schedule.	4.26	AP	4.67	HP	1.80	PP
Grand Weighted Mean	4.25	AP	4.63	HP	2.18	PP

Legend:	4.51 – 5.00	Highly Performed	(HP)
	3.51 – 4.50	Always Performed	(AP)
	2.51 – 3.50	Slightly Performed	(SP)
	1.51 – 2.50	Poorly Performed	(PP)
	1.00 – 1.50	Never Performed	(NP)

and I proficiently use work related equipment, tools and technology,” respectively. Taken as a whole, this group of respondents considered their level of performance as “always performed” being shown by the grand weighted mean of 4.25.

On the other hand, Table 18 presents the level of performance of SAMELCO II managers in the last three years. Using the same indicators, the table shows that this group of respondents considered five indicators as “highly

performed” by them with weighted means ranging from 4.67 to 4.83. The indicator stating, “I possess required skills and knowledge to perform job effectively” obtained the highest weighted mean. In the remaining three indicators, the managers considered them “highly performed” with the same weighted mean of 4.50. Taken as a whole, this group of respondents considered their level of performance as “highly performed” being proven by the grand weighted mean of 4.63.

Also, Table 18 discloses the level of performance of SAMELCO II board of directors in the last three years. It can be gleaned from the table that the BOD considered three indicators as “slightly performed” by them with indicators stating, “I demonstrate initiative as appropriate;” “When in work, I use time effectively and efficiently;” and “I demonstrate appropriate knowledge of SAMELCO II practices and policies relevant to position,” with weighed means of 2.80, 2.80, and 2.60, respectively. The remaining five indicators were considered “poorly performed” by them with weighted means ranging from 1.60 to 2.00. The indicator stating, “I arrive for work on time” obtained the least weighted mean. Taken as a whole, the BOD considered their level of performance as “poorly performed” being indicated by the grand weighted mean of 2.18.

The foregoing data showed that the three groups of respondents arrived at a despaired level of performance in the last three years. The employees “always performed” with a grand weighted mean of 4.25 while the managers

“highly performed” with a grand weighted mean of 4.63 and the BOD “poorly performed” with a grand weighted mean of 2.18.

Level of Performance of SAMELCO II as Rated by Consumers

Table 19 presents the level of performance of SAMELCO II as rated by the consumers. There were 25 indicators considered in this area. It can be gleaned from Table 19 that the consumers were “satisfied” along the 23 indicators with weighted means ranging from 3.53 to 4.25. Indicators Number 6 and 9 obtained the highest and the least weighted means with statements stating: “Payment of electric bills can be done in the SAMELCO II Office/Service Centers or through banks, Bayad Centers, pay online or in any nearest payment centers available in the locality for convenience; and SAMELCO II extends support and linkages to its member-consumers and other stakeholders respectively.

In the remaining two indicators, the consumers were “unsure” which corresponded to Indicators Numbers 16 and 25 with statements stating, “SAMELCO II rate charges are reasonable; and “My complaint on my electric meter was responded to or answered within three days after I filed my complaint” with weighted means of 3.47 and 3.46, respectively.

Taken as a whole, the consumers expressed that they were “satisfied” with the performance of SAMELCO II its services as well as its employees, managers, and board of directors. This was indicated by the grand weighted mean of 3.71 which signified that the organization served its consumers well.

Table 19

Level of Performance of SAMELCO II as Rated by the Consumers

Indicators	WM	I
1. SAMELCO II has provided me 24 hours, 7 days a week electric service.	4.19	S
2. SAMELCO II responds timely to outages and service issues in my area.	3.79	S
3. I, as a consumer receive relevant information through texts on all issues and power shortages/ maintenance ahead of time.	3.57	S
4. SAMELCO II has any means of reaching out to me through social media or through its website.	3.68	S
5. SAMELCO II gives me consideration and enough time in paying electric bills.	3.82	S
6. Payment of electric bills can be done in the SAMELCO II Office/Service Centers or through banks, Bayad Centers, pay online or in any nearest payment centers available in the locality for convenience.	4.25	S
7. My Electric bills are sent through e-mails, paper bills or directly given by the meter-reader.	4.21	S
8. SAMELCO II provides me a proper venue to be heard through annual assembly.	3.59	S
9. SAMELCO II extends support and linkages to its member-consumers and other stakeholders.	3.53	S
10. SAMELCO II has provided me service with value and maintains right-of-way	3.57	S
11. SAMELCO II employees are well trained in terms of dealing with the consumers.	3.62	S
12. SAMELCO II employees adhere to professional standards of conduct.	3.68	S
13. SAMELCO II employees act in my best interest.	3.56	S
14. SAMELCO II responds to my concerns/ inquiries in a sensible manner.	3.88	S
15. SAMELCO II has provided me electric bill that clearly explains the charges and can be easily understood.	3.75	S
16. SAMELCO II rate charges are reasonable.	3.47	U
17. SAMELCO II billing statements are accurate.	3.62	S
18. SAMELCO II responds to emergency calls right away in my area.	3.54	S

Indicators	WM	I
19. Reconnection of my service due to disconnection is done within twenty-four (24) hours.	3.54	S
20. Restoration of electric service in my area after line fault is done within twenty-four (24) hours.	3.60	S
21. Processing/approval of service connections (with complete requirements) is done within one (1) day upon receipt of my application.	3.61	S
22. SAMELCO II conducts Pre-membership Educational Seminar (PMES) in all its offices.	3.89	S
23. I am notified 48 hours before disconnection of electric service.	3.67	S
24. My Service Drop Connection was completed within two (2) days after payment of Connection charges.	3.54	S
25. My complaint on my electric meter was responded to or answered within 3 days after I filed my complaint.	3.46	U
Grand Weighted Mean	3.71	S

Legend:

4.51 - 5.00	Very Satisfied (VS)
3.51 - 4.50	Satisfied (S)
2.51 - 3.50	Unsure (U)
1.51 - 2.50	Dissatisfied (D)
1.00 - 1.50	Very Dissatisfied (VD)

Extent of Administrative Experiences of Samar II Electric Cooperative (SAMELCO II) Employees Managers and Board of Directors

Extent of administrative experiences. This section appraises the extent of administrative experiences of SAMELCO II employees, managers, and board of directors as regards rewards and recognition, training/ career development, customer orientation, leadership and quality, fairness and treatment of others, and employee involvement.

Rewards and recognition. Table 20 contains the information on the extent of administrative experiences of SAMELCO II employees, managers, and board of directors as regards rewards and recognition. There were eight indicators considered in this area.

Table 20

**Extent of Administrative Experiences as Regards to
Rewards and Recognition**

Indicators	Employees		Managers		BOD	
	WM	I	WM	I	WM	I
1.High performing employees receive monetary rewards (e.g., cash awards, bonuses, quality step increases).	3.33	N	4.50	N	1.00	SD
2.High performing employees receive non-monetary rewards (e.g., plaques, letters of appreciation, public recognition).	3.00	N	4.67	SA	1.00	SD
3.High performing employees are promoted.	3.18	N	4.67	SA	1.00	SD
4.Supervisors personally recognize the contributions of individuals and team .	3.46	N	4.00	A	1.00	SD
5.Supervisors are fair in recognizing individual and team accomplishments.	3.48	N	4.67	SA	1.00	SD
6.Pay raises depend on how well employees perform their jobs.	3.02	N	4.67	SA	1.00	SD
7.Cash awards depend on how well employees perform their jobs.	2.90	N	4.17	A	1.00	SD
8.Employees are rewarded for providing high quality products and services to customers.	3.07	N	4.33	A	1.00	SD
Grand Weighted Mean	3.18	N	4.46	A	1.00	SD
Legend:	4.51 - 5.00	Strongly Agree		(SA)		
	3.51 - 4.50	Agree		(A)		
	2.51 - 3.50	Nether Disagree nor Agree		(N)		
	1.51 - 2.50	Disagree		(D)		
	1.00 - 1.50	Strongly Disagree		(SD)		

From the table, it can be gleaned that the SAMELCO II employees “neither disagree nor agree” on all the indicators reflecting the extent of administrative experiences of SAMELCO II employees as regards rewards and recognition with weighted means ranging from 2.9 to 3.48. Indicators Numbers 5 and 7 obtained the highest and the least weighted means, respectively, with statements stating: “Supervisors are fair in recognizing individual and team accomplishments;” and “Cash awards depend on how well employees perform their jobs.” Taken as a whole, the employees “neither disagree nor agree” on their extent of administrative experiences as regards rewards and recognition being shown by the grand weighted mean of 3.18.

Furthermore, Table 20 presents that the SAMELCO II managers “strongly agree” on four indicators with the same weighted mean of 4.67 corresponding to the statements stating: “High performing employees receive non-monetary rewards (e.g., plaques, letters of appreciation, public recognition); “High performing employees are promoted;” “Supervisors are fair in recognizing individual and team accomplishments;” and “Pay raises depend on how well employees perform their jobs.” The three indicators were “agreed” by this group of respondents with weighted means of 4.00 to 4.33. Indicator Number 8 obtained the highest weighted mean of the three with statement stating, “Employees are rewarded for providing high quality products and services to customers.” And in the remaining indicator, the managers “neither disagree or agree” which corresponded to the statement, “High performing employees

receive monetary rewards (e.g., cash awards, bonuses, quality step increases),” with a weighted mean of 4.50.

Taken as a whole, the managers “agree” on their extent of administrative experiences as regards rewards and recognition being supported by the grand weighted mean of 4.46.

Moreover, Table 20 reveals that the board of directors “strongly disagree” on all the indicators in this area with the same weighted mean of 1.00. Consequently, the board of directors “strongly disagree” on their over-all assessment of their extent of administrative experiences as regards rewards and recognition being indicated by the grand weighted mean of 1.00.

The three groups of respondents arrived at a dissimilar perception on the extent of their administrative experiences as regards rewards and recognition. While the employees “neither disagree nor agree,” with a grand weighted mean of 3.18, the managers “agree” with a grand weighted mean of 4.46, and the board of directors “strongly disagree” with a grand weighted mean of 1.00.

Training/career development. Table 21 shows the extent of administrative experiences of SAMELCO II employees, managers, and board of directors as regards training/career development. There were six indicators considered in this area.

Table 21 presents that the SAMELCO II employees “neither disagree nor agree” in all indicators reflecting the extent of administrative experiences of

Table 21

**Extent of Administrative Experiences as Regards
Training/Career Development**

Indicators	Employees		Managers		BOD	
	WM	I	WM	I	WM	I
1. Employees receive the training they need to perform their jobs (e.g., on-the-job training, conferences, workshops).	3.22	N	4.33	A	1.00	SD
2. Employees receive the everyday guidance and assistance they need to perform their jobs (e.g., help from supervisors, team leaders, or co-workers).	3.38	N	4.00	A	1.00	SD
3. Employees are provided with training that enhances their career advancement opportunities (e.g., through cross-training, detail assignments).	3.25	N	4.33	A	1.00	SD
4. Education and training programs are developed based on an assessment of employees' training needs.	3.19	N	4.50	A	1.00	SD
5. Supervisors/team leaders support employee efforts to learn outside the job (e.g., membership in trade or professional organizations, course work).	3.40	N	4.17	A	1.00	SD
6. Employees receive training and guidance in providing high quality customer service.	3.37	N	4.17	A	1.00	SD
Grand Weighted Mean	3.30	N	4.25	A	1.00	SD

Legend:

4.51 – 5.00	Strongly Agree	(SA)
3.51 – 4.50	Agree	(A)
2.51 – 3.50	Nether Disagree nor Agree	(N)
1.51 – 2.50	Disagree	(D)
1.00 – 1.50	Strongly Disagree	(SD)

SAMELCO II employees as training/career development with weighted means ranging from 3.19 to 3.40. Indicators Numbers 5 and 4 obtained the highest and the least weighted means, respectively, with statements stating: "Supervisors/team leaders support employee efforts to learn outside the job (e.g., membership in trade or professional organizations, course work);" and "Education and training programs are developed based on an assessment of employees' training needs." Taken as a whole, this group of respondents "neither disagree nor agree" on their extent of administrative experiences as regards training/career development being indicated by the grand weighted mean of 3.30.

The results further show that the SAMELCO II managers "agree" in all indicators along this area with weighted means ranging from 4.00 to 4.50. Eventually, Indicators Numbers 4 and 2 obtained the highest and the least weighted means, respectively, with statements stating: "Education and training programs are developed based on an assessment of employees' training needs;" and "Employees receive the everyday guidance and assistance they need to perform their jobs (e.g., help from supervisors, team leaders, or co-workers)." Taken as a whole, the managers "agree" on their extent of administrative experiences as regards training/career development being supported by the grand weighted mean of 4.25.

Meantime, Table 21, too, reflects that the SAMELCO II board of directors "strongly disagree" in all indicators showing the extent of administrative

experiences of SAMELCO II employees as regards training/career development with the same weighted mean of 1.00. Taken as a whole, this group of respondent “strongly disagree” on their extent of administrative experiences as regards training/career development being shown by the grand weighted mean of 1.00.

Again, the three groups of respondents arrived at a despaired perception on the extent of their administrative experiences as regards training/career development. The employees “neither disagree nor agree,” with a grand weighted mean of 3.30 while the managers “agree” with a grand weighted mean of 4.25, and the board of directors “strongly disagree” with a grand weighted mean of 1.00.

Customer orientation. Table 22 reflects the extent of administrative experiences of SAMELCO II employees, managers, and board of directors as regards customer orientation. There were seven indicators considered in this area.

In Table 16, it can be noted that the SAMELCO II employees “agree” in all indicators reflecting the extent of administrative experiences of SAMELCO II employees as regards customer orientation with weighted means ranging from 3.72 to 3.92. Indicator Number 5 obtained the highest weighted mean stating, “Customers are informed about the process for seeking assistance, commenting, and/or complaining about products and services.” On the other hand,

Table 22
Extent of Administrative Experiences as Regards
Customer Orientation

Indicators	Employees		Managers		BOD	
	WM	I	WM	I	WM	I
1. There are service goals aimed at meeting customer expectations.	3.72	A	4.50	A	1.00	SD
2. Employees have a good understanding of who their customers are.	3.85	A	4.50	A	1.00	SD
3. Employees use suggestions from their customers to improve the quality of products and services.	3.77	A	4.00	A	1.00	SD
4. Products, services, and work processes are designed to meet customer needs and expectations.	3.80	A	4.33	A	1.00	SD
5. Customers are informed about the process for seeking assistance, commenting, and/or complaining about products and services.	3.92	A	4.50	A	1.00	SD
6. Customers have access to information about products and services.	3.72	A	4.50	A	1.00	SD
7. There are well-defined systems for linking customer feedback and complaints to employees who can act on this information.	3.77	A	4.33	A	1.00	SD
Grand Weighted Mean	3.79	A	4.38	A	1.00	SD

Legend:

4.51 - 5.00	Strongly Agree (SA)
3.51 - 4.50	Agree (A)
2.51 - 3.50	Nether Disagree nor Agree (N)
1.51 - 2.50	Disagree (D)
1.00 - 1.50	Strongly Disagree (SD)

Indicators Numbers 1 and 6 equally obtained the least weighted mean with statements stating: "There are service goals aimed at meeting customer expectations;" and "Customers have access to information about products and services," respectively. Taken as a whole, this group of respondents "agree" on their extent of administrative experiences as regards customer orientation being shown by the grand weighted mean of 3.79.

Likewise, Table 22 presents that the SAMELCO II managers "agree" in all indicators along this area with weighted means ranging from 4.00 to 4.50. Indicator Number 3 obtained the least weighted mean stating, "Employees use suggestions from their customers to improve the quality of products and services." As the result, the managers, also, "agree" on their over-all assessment of their extent of administrative experiences as regards customer orientation being manifested by the grand weighted mean of 3.79.

Moreover, Table 22 reveals that the SAMELCO II board of directors "strongly disagree" in all indicators showing the extent of administrative experiences of SAMELCO II employees as regards customer orientation with the same weighted mean of 1.00. As a whole, this group of respondent "strongly disagree" on their extent of administrative experiences as regards customer orientation being shown by the grand weighted mean of 1.00.

Corollary, the SAMELCO II employees and managers arrived at the same adjectival assessment of their extent of administrative experiences as regards customer orientation. Both groups "agree" on it but they differed in the

numerical assessment. The employees gave a grand weighted mean of 3.79 while the managers gave 4.38. The SAMELCO II board of directors arrived at a different assessment regarding this area. They “strongly agree” on their extent of administrative experiences as regards customer orientation with a calculated grand mean of 1.00.

Leadership and quality. Table 23 shows the extent of administrative experiences of SAMELCO II employees, managers, and board of directors as regards leadership and quality. There were seven indicators considered in this area.

From the table, it can be gleaned that the SAMELCO II employees “agree” in all indicators reflecting the extent of administrative experiences of SAMELCO II employees as regards leadership and quality with weighted means ranging from 3.53 to 3.75. Of these indicators, Number 4 obtained the least weighted mean stating, “Managers provide sufficient resources (e.g., time, training, money) to promote improvement throughout the organization.” Taken as a whole, this group of respondents “agree” on their extent of administrative experiences as regards leadership and quality being shown by the grand weighted mean of 3.68.

On the other hand, Table 23 manifests that the SAMELCO II managers “strongly agree” in four indicators along this area with the same weighted mean of 4.67 and they “agree” in the remaining three indicators with weighted means

Table 23
Extent of Administrative Experiences as
Regards Leadership and Quality

Indicators	Employees		Managers		BOD	
	WM	I	WM	I	WM	I
1. Managers communicate the organization's mission, vision, and values.	3.75	A	4.67	SA	1.00	SD
2. Managers demonstrate that quality is important in their day-to-day activities (e.g., hold meetings to discuss quality issues, interact with customers).	3.73	A	4.50	A	1.00	SD
3. Managers let employees know how their work contributes to the organization's mission and goals.	3.75	A	4.67	SA	1.00	SD
4. Managers provide sufficient resources (e.g., time, training, money) to promote improvement throughout the organization.	3.53	A	4.67	SA	1.00	SD
5. Managers follow up on employee suggestions for improvements in products, services, and work processes.	3.54	A	4.33	A	1.00	SD
6. Managers set challenging and attainable performance goals.	3.68	A	4.50	A	1.00	SD
7. Employees have an understanding of the organization's mission, vision, and values.	3.75	A	4.67	SA	1.00	SD
Grand Weighted Mean	3.68	A	4.57	SA	1.00	SD

Legend:

4.51 – 5.00	Strongly Agree	(SA)
3.51 – 4.50	Agree	(A)
2.51 – 3.50	Nether Disagree nor Agree	(N)
1.51 – 2.50	Disagree	(D)
1.00 – 1.50	Strongly Disagree	(SD)

ranging from 4.33 to 4.50. Of these indicators, Number 5 obtained the least weighted mean stating, "Managers follow up on employee suggestions for improvements in products, services, and work processes." Taken as a whole, this group of respondent "strongly agree" on their extent of administrative experiences as regards leadership and quality being indicated by the grand weighted mean of 4.57.

Also, Table 23 reveals that the SAMELCO II board of directors "strongly disagree" in all indicators showing the extent of administrative experiences of SAMELCO II employees as regards leadership and quality with the same weighted mean of 1.00. As a whole, this group of respondent "strongly disagree" on their extent of administrative experiences as regards leadership and quality being shown by the grand weighted mean of 1.00.

Consequently, the three groups of respondents arrived at a despaired perception on the extent of their administrative experiences as regards leadership and quality. The employees "agree," with a grand weighted mean of 3.68 while the managers "strongly agree" with a grand weighted mean of 4.57, and the board of directors "strongly disagree" with a grand weighted mean of 1.00.

Fairness and treatment of others. Table 24 provides the extent of administrative experiences of SAMELCO II employees, managers, and board of directors as regards fairness and treatment of others. There were seven indicators considered in this area.

Table 24

**Extent of Administrative Experiences as Regards
Fairness and Treatment of Others**

Indicators	Employees		Managers		BOD	
	WM	I	WM	I	WM	I
1. Disciplinary actions are applied fairly to employees.	3.35	N	4.67	SA	2.00	D
2. The distribution of work among employees is fair.	3.19	N	4.50	A	1.00	SD
3. Training and career development opportunities for employees are allocated fairly (e.g., job assignments).	3.15	N	4.17	A	1.00	SD
4. Disputes or conflicts (e.g., between co-workers, management and employees) are resolved fairly.	3.28	N	4.17	A	1.00	SD
5. Career advancement occurs for qualified individuals, regardless of gender, race, national origin, religion, age, cultural background, sexual orientation, or disability.	3.42	N	4.33	A	1.00	SD
6. Managers promote communication among different work units about projects, goals and needed resources.	3.56	A	4.33	A	1.00	SD
7. Managers keep employees informed about the organization's conditions and operations, as well as the choices it faces (e.g., budget cuts, downsizing, reorganizations).	3.62	A	4.33	A	1.00	SD
Grand Weighted Mean	3.37	N	4.36	A	1.14	SD

Legend:

4.51 – 5.00	Strongly Agree	(SA)
3.51 – 4.50	Agree	(A)
2.51 – 3.50	Nether Disagree nor Agree	(N)
1.51 – 2.50	Disagree	(D)
1.00 – 1.50	Strongly Disagree	(SD)

As presented in the aforesaid table, the SAMELCO II employees “agree” on two indicators with weighted means of 3.56 and 3.62. These corresponded to Indicators Numbers 6 and 7 with statements stating, “Managers promote communication among different work units about projects, goals and needed resources;” and “Managers keep employees informed about the organization’s conditions and operations, as well as the choices it faces (e.g., budget cuts, downsizing, reorganizations), respectively. In the remaining five indicators, this group of respondents “neither disagree nor agree” on these with weighted means ranging from 3.15 to 3.42. Indicators Numbers 5 and 3 obtained the highest and the least weighted means, respectively, with statements stating: “Career advancement occurs for qualified individuals, regardless of gender, race, national origin, religion, age, cultural background, sexual orientation, or disability;” and “Training and career development opportunities for employees are allocated fairly (e.g., job assignments).”

Taken as a whole, the employees “neither disagree nor agree” on their extent of administrative experiences as regards fairness and treatment of others being indicated by the grand weighted mean of 3.37.

On the other hand, Table 24 provides that the SAMELCO II managers “strongly agree” on one indicator corresponding to the indicator with the statement stating, “Disciplinary actions are applied fairly to employees,” with a weighted mean of 4.67 while they “agree” on the remaining six indicators with

weighted means ranging from 4.17 to 4.50. Indicator Number 2 obtained the highest weighted mean with statement stating, "The distribution of work among employees is fair." Taken as a whole, the managers "agree" on their extent of administrative experiences as regards fairness and treatment of others being supported by the grand weighted mean of 4.36.

Also, Table 24 reveals that the SAMELCO II board of directors "strongly disagree" in all indicators showing the extent of administrative experiences of SAMELCO II employees as regards fairness and treatment of others with the same weighted mean of 1.00. As a whole, this group of respondent "strongly disagree" on their extent of administrative experiences as regards fairness and treatment of others being shown by the grand weighted mean of 1.00.

In summary, the three groups of respondents arrived at a dissimilar perception on the extent of their administrative experiences as regards fairness and treatment of others. The employees "neither disagree nor agree," with a grand weighted mean of 3.37 while the managers "agree" with a grand weighted mean of 4.36, and the board of directors "strongly disagree" with a grand weighted mean of 1.00.

Employee involvement. Table 25 shows the extent of administrative experiences of SAMELCO II employees, managers, and board of directors as regards employee involvement. There were seven indicators considered in this area.

Table 25

**Extent of Administrative Experiences as Regards
to Employee Involvement**

Indicators	Employees		Managers		BOD	
	WM	I	WM	I	WM	I
1. Employees are involved in improving the quality of products, services, and work processes.	3.74	A	4.67	SA	1.00	SD
2. Employees have a feeling of personal empowerment and ownership of work processes.	3.64	A	4.33	A	1.00	SD
3. Employees are held accountable for achieving positive results.	3.73	A	4.50	A	1.00	SD
4. Supervisors/team leaders provide employees with the opportunity to demonstrate their leadership skills.	3.46	N	4.67	SA	1.00	SD
5. Supervisors/team leaders ask for employee ideas and opinions before making important work decisions.	3.68	A	3.83	A	1.00	SD
6. Managers provide an environment that supports employee involvement, contributions, and teamwork.	3.66	A	4.50	A	1.00	SD
7. Physical conditions (e.g., noise level, temperature, lighting, cleanliness) allow employees to perform their jobs well.	4.02	A	4.50	A	1.00	SD
Grand Weighted Mean	3.70	A	4.43	A	1.00	SD

Legend:

4.51 – 5.00	Strongly Agree	(SA)
3.51 – 4.50	Agree	(A)
2.51 – 3.50	Nether Disagree nor Agree	(N)
1.51 – 2.50	Disagree	(D)
1.00 – 1.50	Strongly Disagree	(SD)

Table 25 shows that the SAMELCO II employees “agree” on the six indicators along this area with weighted means ranging from 3.64 to 4.02. Indicators Numbers 7 and 2 obtained the highest and the least weighted means, respectively, corresponding to the statements stating: “Physical conditions (e.g., noise level, temperature, lighting, cleanliness) allow employees to perform their jobs well;” and “Employees have a feeling of personal empowerment and ownership of work processes.” In the remaining indicator, this group of respondent “neither disagree nor agree” on it with statement stating: “Supervisors/team leaders provide employees with the opportunity to demonstrate their leadership skills.” Taken as a whole, this group of respondents “agree” on their extent of administrative experiences as regards employee involvement being manifested by the grand weighted mean of 3.70.

Likewise, Table 25 presents that the SAMELCO II managers “strongly agree” on one indicator corresponding to the indicator with the statement stating, “Employees are involved in improving the quality of products, services, and work processes,” with a weighted mean of 4.67 while they “agree” on the remaining six indicators with weighted means ranging from 3.85 to 4.50. Indicator Number 5 obtained the least weighted mean with statement stating, “Supervisors/team leaders ask for employee ideas and opinions before making important work decisions.” Taken as a whole, the managers “agree” on their extent of administrative experiences as regards employee involvement being supported by the grand weighted mean of 4.43.

Table 25, too, reveals that the SAMELCO II board of directors “strongly disagree” in all indicators showing the extent of administrative experiences of SAMELCO II employees as regards employee involvement with the same weighted mean of 1.00. As a whole, this group of respondent “strongly disagree” on their extent of administrative experiences as regards fairness and treatment of others being shown by the grand weighted mean of 1.00.

Taken as a whole, the SAMELCO II employees and managers arrived at the same adjectival assessment of their extent of administrative experiences as regards employee involvement. Both groups “agree” on it but they differed in the numerical assessment. The employees gave a grand weighted mean of 3.70 while the managers gave 4.43. The SAMELCO II board of directors arrived at a different assessment regarding this area. They “strongly agree” on their extent of administrative experiences as regards employee involvement with a calculated grand mean of 1.00.

Chapter 5

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

This chapter presents the summary of findings with the drawn conclusion and recommendation based on the conclusions drawn from the findings of the study.

Summary of Findings

The following were the salient findings of the study:

1. The mean age of the SAMELCO II employees was posted at 38.76 years old with a standard deviation (SD) of 9.27 years while the mean age of the managers registered at 47.20 years with a SD of 8.23 years and the mean age of the BOD-respondents was posted at 62.33 years old with a SD of 14.22 years.
2. Majority of the SAMELCO II employees and managers belonged to the male sex while the board of directors were composed by majority of the female.
3. Majority of the SAMELCO II employees were married accounting for 122 or 73.05 per cent while all the managers were married, also, and a number of the board of directors were single.
4. Among the SAMELCO II employee-respondents, majority of them were college graduates accounting for 123 or 73.65 percent while majority of the

managers of SAMELCO II were college graduates accounting for five or 83.33 per cent and of the five Board of Directors, four or 80.00 percent disclosed that they were college graduates.

5. A number of the SAMELCO II employees, that is, 31 or 18.56 percent had the rank of eight Minimum while three of the managers 50.00 percent had the rank of 20 Minimum.

6. Among the SAMELCO II employee-respondents, a number of them, that is 34 or 20.36 percent were appointed to the position of Lineman I while each one of the six manager-respondents were appointed to the different managerial positions and on the part of the board of directors, one of them or 20.00 percent was elected as President, one or 20.00 percent was elected as Secretary/PIO, the other one or 20.00 percent was the Treasurer, one or 20.00 percent was the Auditor.

7. The mean number of years of service of the SAMELCO II employees was posted at 11.48 years with a SD 7.86 years while the mean number of years of service of the managers was 11.50 years with a SD 11.56 years and the mean number of years of service of the BOD was posted at 3.33 years with a SD of 2.08 years.

8. Majority of the SAMELCO II employee-, manager-, and board of director-respondents did not have performance rating the past three years (2015-2017).

9. A number of the SAMELCO II employees, that is, 51 or 30.54 percent had attended 1-3 relevant trainings while only one of the managers of SAMELCO II or 16.67 per cent was able to attend more than 12 relevant trainings and only one or 20.00 percent of the BOD had attended 1-3 relevant trainings.

10. The SAMELCO II employees “agreed” on the indicators reflecting their ethics and values toward productivity with a weighted mean of 4.13 while the managers “strongly agreed” with a weighted mean of 4.73, and the BODs “neither disagreed nor agreed” with a weighted mean of 3.40.

11. The employees arrived at a grand weighted mean of 4.04 (highly compliant) in their assessment of the extent of compliance of SAMELCO II to the regulatory requirements that affect productivity while the managers came up with a grand weighted mean of 4.18 (highly compliant) and the BODs gave a grand weighted mean of 1.00 (not compliant).

12. The SAMELCO II employees “always performed” their duties and responsibilities with a grand weighted mean of 4.25 while the managers “highly performed” with a grand weighted mean of 4.63 and the BOD “poorly performed” with a grand weighted mean of 2.18.

13. The consumers expressed that they were “satisfied” with the performance of SAMELCO II its services as well as its employees, managers, and board of directors. This was indicated by the grand weighted mean of 3.71.

14. The employees “neither disagree nor agree” on their extent of administrative experiences as regards rewards and recognition with a grand weighted mean of 3.18, while the managers “agree” with a grand weighted mean of 4.46, and the board of directors “strongly disagree” with a grand weighted mean of 1.00.

15. The employees “neither disagree nor agree” on their extent of administrative experiences as regards training/career development with a grand weighted mean of 3.30 while the managers “agree” with a grand weighted mean of 4.25, and the board of directors “strongly disagree” with a grand weighted mean of 1.00.

16. In the assessment of extent of administrative experiences as regards customer orientation, the employees gave a grand weighted mean of 3.79 while the managers gave 4.38 with the same interpretation of “agree” while the board of directors arrived at a different assessment regarding this area. They “strongly disagree” with a calculated grand mean of 1.00.

17. The employees “agree” on their assessment on their extent of administrative experiences as regards leadership and quality with a grand weighted mean of 3.68 while the managers “strongly agree” with a grand weighted mean of 4.57, and the board of directors “strongly disagree” with a grand weighted mean of 1.00.

18. The three groups of respondents arrived at a dissimilar perception on the extent of their administrative experiences as regards fairness and

treatment of others. The employees, in the assessment of the extent of their administrative experiences as regards fairness and treatment of others, “neither disagree nor agree” on it with a grand weighted mean of 3.37 while the managers “agree” with a grand weighted mean of 4.36, and the board of directors “strongly disagree” with a grand weighted mean of 1.00.

19. The employees gave a grand weighted mean of 3.70 on the assessment of the extent of administrative experiences as regards employee involvement while the managers gave 4.43 and the BOD gave a calculated grand mean of 1.00.

Conclusions

From the findings of the study, the following conclusions were drawn:

1. The SAMELCO II employees and managers were relatively young, at their late 30s and 40s, respectively while the board of directors were in their early 60s. The three groups of respondents were at the prime of their age.

2. Male dominance existed among the SAMELCO II employees and managers which was obvious because the organization focused on the transmission of electricity and its maintenance which culls for mostly male work force in the field, while female dominance existed among board of directors.

3. The SAMELCO II employees, managers, and board of directors have their respective families which may be dependent upon the income they derived from their employment with SAMELCO II.

4. The SAMELCO II employees, managers, and board of directors possessed the educational qualifications required for their respective positions based on the qualification standards set by the company.

5. The SAMELCO II employees and managers were distributed in the different ranks established by the SAMELCO II depending upon their qualifications and years in service.

6. The SAMELCO II employees, managers, and Board of Directors were tapped to the different positions necessary to make the SAMELCO II functional and productive in offering its services to the consumers.

7. The employee- and manager-respondents of SAMELCO II had been in the service for a longer number of years enough for them to be well-versed with their functions while the BODs were just new to the positions they were in which suggested that they were just newly appointed.

8. Most of the SAMELCO II employees, managers, and board of directors did not have performance rating they obtained for the past three years (2015-2017) which suggested that SAMELCO II does not have an established system to monitor performance of its employees, managers, and BODs.

9. The majority of the SAMELCO II employees, managers, and board of directors had no relevant trainings which suggested that SAMELCO II had to identify their training needs and send them to trainings as budget warrants.

10. The employees and managers arrived at the same assessment on the extent of compliance of SAMELCO II to the regulatory requirements that

affect productivity as “highly compliant” but the board of directors differed in its assessment; they considered SAMELCO II as “not compliant”.

11. The objective of the creation SAMELCO II was fully attained as manifested by the satisfaction of the consumers to its services discharged by the employees, managers, and board of directors.

12. Of the responses given by the manager and employee-respondents during the focused group discussion, most of the employees and managers said that they need to be trained and retrained to update themselves on the recent strategies in coping with the electric distribution.

13. The survey and focus group conducted resulted with the conceptualization of a proposed administrative program that will work hand-in-hand with the Office of the Manager in the monitoring and operations aspect of SAMELCO II.

Recommendations

Based on the conclusions drawn from the findings of the study, the following are the recommendations:

1. As it was uncovered in this study, the SAMELCO II has no performance evaluation tool, it is recommended that the cooperative should develop one that will evaluate the performance of all managers and employees that will guide the policy-makers and managers in enhancing their productivity.

2. As it was discovered in this study the SAMELCO II employees, managers, and board of directors are wanting in-service trainings, SAMELCO II should conduct training needs assessment for its executives and rank-and-file employees and to provide the opportunity to attend the identified training needs in order to boost their productivity.

3. As ethics and values toward productivity significantly influence the performance of the SAMELCO II employees this should be enhanced and sustained so that the employees' performance would be maintained also.

4. There should be reconciliation of the administrative experiences toward productivity so that the employees, managers, and board of directors would have the same views. This could be done by establishing standards of performance being aligned with the company's mission, vision, and goals and regularly monitoring their accomplishments.

5. A restructuring of the organizational structure may be conducted based on the standards that will be set by the organization to realign all views to the organizational mission, vision, goals, and core values.

6. The need of having a proposed administrative program has to be realized as it will strengthen the overall implementation and supervision that will meet the goals set by SAMELCO II to achieve the performance level mandated by NEA.

7. Another study may be conducted considering other variables on productivity.

8. A comparative study may be conducted with other electric cooperative across provinces and regions.

Chapter 6

POTENTIAL ADMINISTRATIVE PROGRAM FOR SAMELCO II

Rationale

The Samar II Electric Cooperative (SAMELCO II) administrative program has been developed based on the results and findings of the study. Firstly, as revealed in this study, of the profile variates of the employees and manager-respondents, their ethics and values toward productivity, number of related in-service trainings attended, posed significant influence on the productivity of the cooperative. Secondly, since it was found out that both employees and managers need capability and enhancement trainings related to their job. Finally, since it was discovered also that employees' administrative experiences significantly influenced the productivity of SAMELCO II.

This potential administrative program is anchored on the Memorandum No. 005, series 2018 which is the "Enhanced Electric Cooperative Overall Performance Assessment Criteria" under Section 58 of the Republic Act 9136 otherwise known as the Electric Power Industry Reform Act (EPIRA) of 2001 mandated the National Electrification Administration (NEA) to do the following: 1) the electric cooperatives must be prepared in operating and competing under the deregulated electricity market; 2) electric cooperatives should strengthen the technical capability and financial viability of the rural electric cooperatives, and

3) review and upgrade regulatory policies with a view to enhancing the viability of rural electric cooperatives as electric utilities.

Further, the Republic Act 10531 also mandated the NEA to promote the sustainable development in the rural areas through rural electrification, pursue electrification program and bring electricity through the electric cooperatives to the countryside even in missionary or economically unviable areas and empower electric cooperatives to cope with the changes brought about by the restructuring of the electric power industry.

This Employees' Training Design will focus on the employees and managers and is anchored on the performance evaluation based on the standards of SAMELCO II, where productivity means being able to help all types of consumers and business partners to achieve the cooperative goals outlined in the SAMELCO II's vision and mission. To be productive, professional development should be of high quality and relevant to the consumers' needs.

As a whole, based on the foregoing rationale, this potential administrative program for SAMELCO II managers and employees has evolved to improve the productivity of SAMELCO II as shown in Figure 3.

Description of the Program

The proposed administrative program of SAMELCO II has incorporated the Administrative Department, under the Office of the General Manager, will

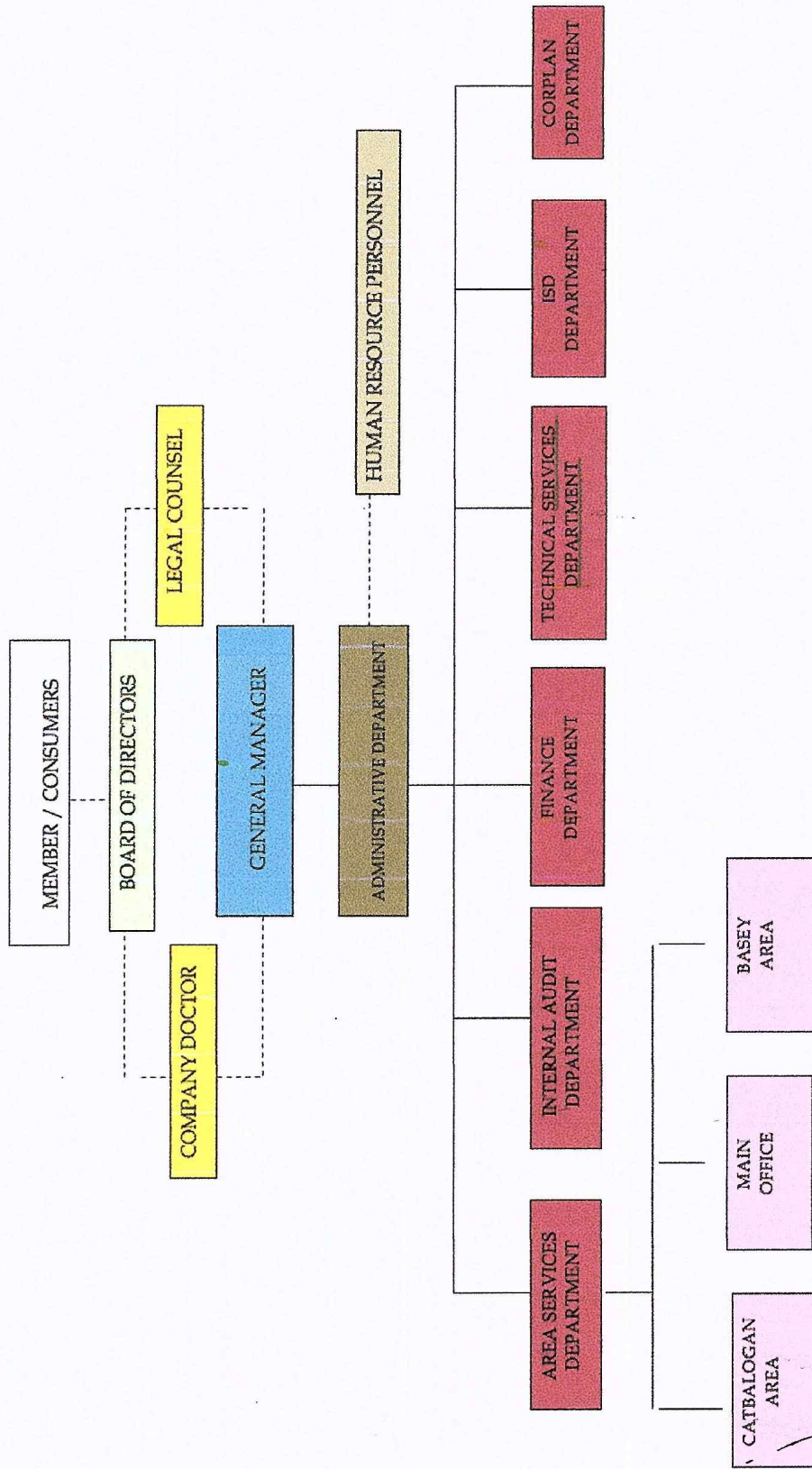


Figure 3. Potential Organizational Structure of SAMELCO II

oversee all the functions/duties and responsibilities of its branches which include the following:

As shown on the Figure 3, the administrative department will be headed by the Administrative Department Manager who is responsible in the supervision of all the departments under him. He will be responsible in the efficient operation of the Cooperative in terms of administrative personnel development planning, organizing and control and takes charge of implementing the Cooperative's policies and regulations related to personnel matters. He will assist the General Manager in developing programs and promoting the effective implementation of coop's policies.

Under him are the Area Services Department that will supervise and monitor the two service centers, Catbalogan and Basey Areas including Paranas Main Office. He has to look into the Internal Audit Department, Finance Department, Technical Services Department, Institutional Services Department and the Corporate Planning Department.

Further, the Administrative Manager shall in all its functions check and counter-check the performance parameters of SAMELCO II to ensure that the parameters prescribed by NEA are met to achieve more than the "triple A" classification. Thus, it should focus on the following assessment criteria (see Appendix 12: NEA Memo 2018-005/January 5, 2018).

Financial parameters. This criterion which makes up the 32.00 percent of the total assessment criteria set by NEA must be handled meticulously and effectively by the Finance and Internal Audit Department to ensure that leverage, liquidity ratio, efficiency and net margin must meet the NEA performance level 5 which should not be less than 90.00 percent.

Institutional/governance parameters. This part which comprises the 38.00 percent of the total assessment criteria set by NEA must be taken-care of the Institutional Services and Corporate Planning Department who will look into the human resource aspect of the cooperative such as, SAMELCO II's leadership and management, its good governance and capacity building; the stakeholders, its customer service and members' participation/involvement; the formation of consumer-member organization; action on consumer complaints/requests, sanitation of the SAMELCO II's master list and customer satisfaction survey which must meet the NEA standard performance level.

Technical parameters. This part that comprises 27.00 percent of the total assessment criteria must be handled by the prime movers of the cooperative which is the Technical and Area Services Department responsible for the power reliability and system loss in meeting the electricity needs of the end-user customers.

Table 26

The Year-long Administrative Program Design for SAMELCO II Managers and Employees

Programs/ Activities	Objectives	Strategies	Modes Of Verification	Time Frame	Persons Involved
<i>Pre-implementation Phase:</i>					
Orientation Program of SAMELCO II Vision, Mission & Core Values	<ul style="list-style-type: none"> To revisit the culture of SAMELCO II Vision, Mission and Core Values. 	<ul style="list-style-type: none"> Introduce the SAMELCO II Organizational Structure from the BoDs, Managers to the rank in file. 	<ul style="list-style-type: none"> Monthly Evaluation Accomplishment Report 	1 st Quarter of the Fiscal Year	SAMELCO II Managers, Old and Newly-hired Employees
		<ul style="list-style-type: none"> Discuss the roles and functions of the managers and other heads. 			
		<ul style="list-style-type: none"> Discuss each duties and responsibilities based on its job description 			

Table 26 continued

Programs/ Activities	Objectives	Strategies	Modes Of Verification	Time Frame	Persons Involved
SAMELCO II's Best Practices	<ul style="list-style-type: none"> • Create a harmonious relationship in the company. 	<ul style="list-style-type: none"> • Discuss the various Office Management Practices employed in dealing with the consumers and business partners. 	<ul style="list-style-type: none"> • Monthly Evaluation 	1 st Quarter of the Fiscal Year	SAMELCO II Managers, Old and Newly-hired Employees
			<ul style="list-style-type: none"> • Accomplishment Report 		
Goal/Target Setting	<ul style="list-style-type: none"> • Set goals and directions to achieve cooperatives' objectives 	<ul style="list-style-type: none"> • Discuss the various behaviors and developmental tasks of the employees 	<ul style="list-style-type: none"> • Employees' Work plan 		SAMELCO II Managers and Human Resource Management Office
			<ul style="list-style-type: none"> • Managers' Work Plan 		

Table 26 continued

Programs/ Activities	Objectives	Strategies	Modes Of Verification	Time Frame	Persons Involved
<i>Implementation Phase:</i>					
Monitoring and Supervision based on the NEA assessment criteria:	<ul style="list-style-type: none"> • Awareness of developmental tasks • Review strategies and approaches for proper implementation. 	<ul style="list-style-type: none"> • Carry out duties and responsibilities effectively and efficiently. • Proper guidance and mentoring to achieve good/ positive results 	<ul style="list-style-type: none"> • Employees' Work Plan • Managers' Work Plan 	2 nd and 3 rd Quarter of the Fiscal Year or on a daily or weekly basis	SAMELCO II Managers and Department Heads
<ul style="list-style-type: none"> • Financial • Institutional • Technical • Reportorial 					
<i>Post-Implementation Phase:</i>					
Evaluation	<ul style="list-style-type: none"> • Evaluate employees' and managers job functions 	<ul style="list-style-type: none"> • Use appropriate Evaluation Tools to measure employees' efficiency. 	<ul style="list-style-type: none"> • Employees' Evaluation Tool • Managers' Evaluation Tool • NEA Performance Criteria 	4 th Quarter of the Fiscal Year or on a monthly basis	SAMELCO II Managers and Department Heads and NEA Personnel

Table 26 continued

Programs/ Activities	Objectives	Strategies	Modes Of Verification	Time Frame	Persons Involved
Year-end Cooperative's Awards & Recognition	<ul style="list-style-type: none"> To recognize employees' and managers great contributions to the achievements of SAMELCO II 	<ul style="list-style-type: none"> Year-end Awarding Program 	<ul style="list-style-type: none"> Performance Evaluation results NEA Assessment Results 	Year-end of the Fiscal Year	SAMELCO II Managers, Employees, BOD, NEA Personnel and Guests

Reportorial/other parameters. This part which comprises 3.00 percent of the total assessment criteria must be done by the secretaries of each department head responsible in the submission of reports and should follow the proper formats and timeline set by NEA standards.

Objectives

The general objective of this Administrative program are as follows:

1. Establish enhanced overall performance assessment criteria to measure the electric cooperatives' financial, institutional and technical performance, thus determining credit worthiness, level of development, protection, empowerment and satisfaction of member-consumer-owners;
2. Serve as basis for crafting performance incentive mechanisms for electric cooperative officials/managers and employees, and
3. Promote accountability and responsibility in its compliances and fiduciary obligations.

Specific Objectives

Specifically, the administrative program intends to:

1. update the SAMELCO II employees and managers on the various concepts, issues and concerns;
2. improve values and ethics toward productivity;
3. improve employee performance of SAMELCO II in the Performance Evaluation or any appraisal instrument;

4. update the managers and employees on the various strategies and skills in consumer relations;
5. improve the productivity of the managers and employees as reflected on the Evaluation Tool, and
6. improve the productivity of SAMELCO II among the electric cooperatives in the country as a whole.

The Administrative Program Design shown in Table 26, is focused on improving the productivity of the SAMELCO II managers and employees in the six administrative experiences identified by the researcher, namely: (1) Rewards and Recognition; (2) Training/Career Development; (3) Customer Orientation; (4) Leadership and Quality; (5) Fairness and Treatment of Others; and (6) Employee Involvement.

It is a year-round series of administrative program designed to help the managers and employees from Samar II Electric Cooperative (SAMELCO II), become effective, efficient, and competent in implementing its duties and responsibilities under its proposed potential administrative department, which is to be conducted on a quarterly basis or as scheduled by the cooperative until the end of the fiscal year as reflected on the matrix.

Strategies for Implementation

The program is designed for implementation on a year-long format wherein every quarter there is a program or activity basically designed to attain

the objectives identified before-hand. The program identified every quarter may be conducted as scheduled by the cooperative's administration.

Funding Source

To comply with the budgetary requirements of the program, the cooperative shall be held responsible to defray expenses for meals and snacks, conference materials, honorarium of the speakers, training venue, backdrop and other incidental expenses.

All the expenses to include travel and per diem of the participants and registration fees shall be charged to SAMELCO II, subject to usual accounting and auditing rules and regulations.

The expenses that the managers and employees may incur in connection with their travel could be charged against cooperative funds subject to the accounting and auditing rules and regulations.

Monitoring and Evaluation

In monitoring and evaluation of the proposed program, the following can be used as tools: 1) office supervision, 2) submission of monthly accomplishment reports; 3) results of the Performance Evaluation or any similar instrument; and 4) recognition of Outstanding Employee of the Year (based on the Performance Evaluation Tool or similar instrument).

Moreover, it is expected that the proposed administrative program will be able to provide desirable changes on the part of the managers and employees.

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APPENDICES

APPENDIX - 1

LETTER TO RESPONDENTS

December 15, 2017

THE EMPLOYEE-RESPONDENT

SAMELCO II
Paranas, Samar

Sir/Madame,

This questionnaire is a part of Maria Athenelyn D. Gonzaga's Thesis Proposal entitled *The Potential Reorganization of SAMAR II ELECTRIC COOPERATIVE (SAMELCO II) Structure Towards Employees' Productivity* at the Samar State University as a final requirement for her Master in Public Management Course. This questionnaire was constructed to learn more on the potential reorganization of SAMAR II ELECTRIC COOPERATIVE, INC. (SAMELCO II) structure, how employees respond to its implementation and to measure the extents of its impact on the employees' productivity. The insights that you would contribute will enhance the body of knowledge of the study.

Your response will be used only for research purposes, and all information collected in the study will remain anonymous. Participation is voluntary, and no one in your company will ever know how (or even whether) you respond. Please try to answer every question, even if you are not sure about or confident of your answer. Although some of the questions in this questionnaire may sound similar, please respond to each carefully because they ask for slightly different information.

Thank you very much, in advance, for completing this questionnaire.

Very truly yours,

MARIA ATHENELYN D. GONZAGA
Researcher

APPENDIX - 2

SURVEY QUESTIONNAIRE FOR THE EMPLOYEE-RESPONDENTS

Directions:

This questionnaire consists of two main parts. Read each item carefully and answer as truthfully as possible. Do not leave an item unanswered.

PART I. EMPLOYEE-RESPONDENT'S PERSONAL PROFILE**Directions:**

Answer the following items pertaining to your personal profile by filling in the needed information or by putting a check (/) mark on the spaces provided for each item.

1. Name(Optional): _____ Age: _____

2. Sex () Male () Female

3. Civil Status

() Single () Married
() Widow/er () Live-in
() Separated () Annulled

4. Educational Qualification

() Elem. Undergraduate () Elem. Graduate
() High School Level () High School Graduate
() College Level () College Graduate

Pls. indicate degree/course: _____

() M.A./M.P.M./M.S Units () M.A./M.P.M/M.S Graduate

Pls. indicate degree/course: _____

Post Graduate: () DM () Ph. D.

Others please specify: _____

5. Rank/Position:

() 4 minimum () 8 minimum () 12 minimum () 16 minimum
() 4 maximum () 8 maximum () 12 maximum () 16 maximum
() 5 minimum () 9 minimum () 13 minimum

- | | | |
|------------------------------------|-------------------------------------|-------------------------------------|
| <input type="checkbox"/> 5 maximum | <input type="checkbox"/> 9 maximum | <input type="checkbox"/> 13 maximum |
| <input type="checkbox"/> 6 minimum | <input type="checkbox"/> 10 minimum | <input type="checkbox"/> 14 minimum |
| <input type="checkbox"/> 6 maximum | <input type="checkbox"/> 10 maximum | <input type="checkbox"/> 14 maximum |
| <input type="checkbox"/> 7 minimum | <input type="checkbox"/> 11 minimum | <input type="checkbox"/> 15 minimum |
| <input type="checkbox"/> 7 maximum | <input type="checkbox"/> 11 maximum | <input type="checkbox"/> 15 maximum |

Position:

- | | |
|--|--|
| <input type="checkbox"/> Accountant | <input type="checkbox"/> MRBC Supervisor |
| <input type="checkbox"/> Accounting Clerk | <input type="checkbox"/> MSD Clerk |
| <input type="checkbox"/> Administrative Clerk | <input type="checkbox"/> MSD Driver |
| <input type="checkbox"/> Audit Aide | <input type="checkbox"/> MSE Supervisor |
| <input type="checkbox"/> BAPA Coordinator | <input type="checkbox"/> Payroll Clerk |
| <input type="checkbox"/> BAPA/MR Collector | <input type="checkbox"/> Personnel |
| <input type="checkbox"/> Bill Custodian | <input type="checkbox"/> Posting Clerk |
| <input type="checkbox"/> Billing Clerk | <input type="checkbox"/> Radio Operator |
| <input type="checkbox"/> Bookkeeper I | <input type="checkbox"/> Regulatory Compliance Officer |
| <input type="checkbox"/> Bookkeeper II | <input type="checkbox"/> SDD Supervisor |
| <input type="checkbox"/> Cashier | <input type="checkbox"/> Secretary |
| <input type="checkbox"/> Clerk-Consumer Sanitation | <input type="checkbox"/> Service Center Head |
| <input type="checkbox"/> Consumer Welfare Desk Officer | <input type="checkbox"/> Special Equipment Technician |
| <input type="checkbox"/> Driver | <input type="checkbox"/> Staking Crew Chief |
| <input type="checkbox"/> Gen. Services Supervisor | <input type="checkbox"/> Stock Clerk |
| <input type="checkbox"/> Ground Tender | <input type="checkbox"/> Substation Tender |
| <input type="checkbox"/> Ground man | <input type="checkbox"/> System & Network Adm. |
| <input type="checkbox"/> House wiring Comptroller | <input type="checkbox"/> Teller |
| <input type="checkbox"/> Lineman I | <input type="checkbox"/> Utility man |
| <input type="checkbox"/> Lineman II | <input type="checkbox"/> Warehouse Helper |
| <input type="checkbox"/> Lineman III | <input type="checkbox"/> Warehouse man |
| <input type="checkbox"/> MED Supervisor | <input type="checkbox"/> Welder |
| <input type="checkbox"/> Meter lab Helper | <input type="checkbox"/> Work Order Officer |
| <input type="checkbox"/> Motor pool Helper | <input type="checkbox"/> Others please specify _____ |

6. No. of years in service as an employee: _____

7. Performance Rating for 2015-2017 _____

8. No. of Relevant Trainings Attended _____

No. of Hours Attended _____

Trainings Attended:

- () Customer Handling Training
- () Financial Management Training
- () Meter Reading Training
- () Occupational Safety Training
- () Power Supply Contracting Training
- () Technical Training
- () Internal Control Systems Training
- () Others please specify_____

Part II. Ethics and Values towards Productivity

Using the scale below, indicate the extent to which you agree or disagree with each of the following statement. Please use the following scale to make your ratings:

5 = Strongly Agree (SA)

4 = Agree (A)

3 = Neither Disagree nor Agree (N)

2 = Disagree (D)

1 = Strongly Disagree (SD)

Statements	5 (SA)	4 (A)	3 (N)	2 (D)	1 (SD)
1. I am willing to be retrained and moved to other positions in the organization.					
2. My work gives me a feeling of personal accomplishment.					
3. I feel that SAMELCO II values my work contribution.					
4. I feel encouraged to come up with new and better ways of doing things.					
5. I like the kind of work I do.					
6. I submit my reports on time.					
7. I am willing to put in great deal of effort beyond that is normally expected in order to be productive.					
8. I have positive interactions with my co-workers and consumers.					

Part III. Level of Performance for the Last Three (3) years

Using the scale below, indicate the extent to which you performed with each of the following statement. Please use the following scale to make your ratings:

5 = Highly Performed (HP)

4 = Always Performed (AP)

3 = Slightly Performed (SP)

2 = Poorly Performed (PP)

1 = Never Performed (NP)

Statements	5 (HP)	4 (AP)	3 (SP)	2 (PP)	1 (NP)
1. I arrive for work on time.					
2. I perform my job without supervision.					
3. I demonstrate appropriate knowledge of SAMELCO II practices and policies relevant to position.					
4. I demonstrate initiative as appropriate.					
5. When in work, I use time effectively and efficiently.					
6. I proficiently use work related equipment, tools and technology.					
7. I possess required skills and knowledge to perform job effectively.					
8. I consistently adhere to set work schedule.					

PART IV. Compliance to Regulatory Requirements

Using the scale below, indicate the extent to which you comply with each of the following statement. Please use the following scale to make your ratings:

5 = 100% Compliant (submitted on time) (100%C)

4 = Highly Compliant (HC)

3 = Moderately Compliant (MC)

2 = Poor Compliant (PC)

1 = Non-Compliant (N)

Statements	5 (100%C)	4 (HC)	3 (MC)	2 (PC)	1 (N)
1. The Cooperative submits Monthly Financial Statement reports to NEA on or before the deadline.					
2. The Cooperative submits Monthly Institutional Reports to NEA on or before the deadline.					
3. The Cooperative submits Monthly Engineering Reports to NEA on or before the deadline.					
4. The Cooperative submits Monthly Performance Standard Monitoring Report to NEA on or before the deadline.					
5. The Cooperative submits Status of Energization Report to NEA on or before the deadline.					
6. The Cooperative submits Sitio Electrification Report to NEA on or before the deadline.					
7. The Cooperative pays its power suppliers on time.					
8. The Cooperative conducts yearly Annual General Membership Assembly as per NEA's mandate.					
9. The Cooperative conducts elections for Board of Directors District Representative every three (3) years.					
10. The Cooperative maybe registered to					

Statements	5 (100%C)	4 (HC)	3 (MC)	2 (PC)	1 (N)
the Cooperative Development Authority of the Philippines.					

PART V. Administrative Experiences

Using the scale below, indicate the extent to which you agree or disagree with each of the following questions. Please use the following scale to make your ratings:

- 5 = Strongly Agree (SA)
- 4 = Agree (A)
- 3 = Neither Disagree nor Agree (N)
- 2 = Disagree (D)
- 1 = Strongly Disagree (SD)

A. Rewards/Recognition

Statements	5 (SA)	4 (A)	3 (N)	2 (D)	1 (SD)
1. High performing employees receive monetary rewards (e.g., cash awards, bonuses, quality step increases).					
2. High performing employees receive non-monetary rewards (e.g., plaques, letters of appreciation, public recognition).					
3. High performing employees are promoted.					
4. Supervisors personally recognize the contributions of individuals and team .					
5. Supervisors are fair in recognizing individual and team accomplishments.					
6. Pay raises depend on how well employees perform their jobs.					
7. Cash awards depend on how well employees perform their jobs.					
8. Employees are rewarded for providing high quality products and services to customers.					

B. Training/Career Development

Statements	5 (SA)	4 (A)	3 (N)	2 (D)	1 (SD)
1. Employees receive the training they need to perform their jobs (e.g., on-the-job training, conferences, workshops).					
2. Employees receive the everyday guidance and assistance they need to perform their jobs (e.g., help from supervisors, team leaders, or co-workers).					
3. Employees are provided with training that enhances their career advancement opportunities (e.g., through cross-training, detail assignments).					
4. Education and training programs are developed based on an assessment of employees' training needs.					
5. Supervisors/team leaders support employee efforts to learn outside the job (e.g., membership in trade or professional organizations, course work).					
6. Employees receive training and guidance in providing high quality customer service.					

C. Customer Orientation

Statements	5 (SA)	4 (A)	3 (N)	2 (D)	1 (SD)
1. There are service goals aimed at meeting customer expectations.					
2. Employees have a good understanding of who their customers are.					
3. Employees use suggestions from their customers to improve the quality of products and services.					
4. Products, services, and work processes are designed to meet customer needs and expectations.					
5. Customers are informed about the process for seeking assistance, commenting, and/or complaining about products and services.					
6. Customers have access to information about products and services.					

Statements	5 (SA)	4 (A)	3 (N)	2 (D)	1 (SD)
7. There are well-defined systems for linking customer feedback and complaints to employees who can act on this information.					

D. Leadership and Quality

Statements	5 (SA)	4 (A)	3 (N)	2 (D)	1 (SD)
1. Managers communicate the organization's mission, vision, and values.					
2. Managers demonstrate that quality is important in their day-to-day activities (e.g., hold meetings to discuss quality issues, interact with customers).					
3. Managers let employees know how their work contributes to the organization's mission and goals.					
4. Managers provide sufficient resources (e.g., time, training, money) to promote improvement throughout the organization.					
5. Managers follow up on employee suggestions for improvements in products, services, and work processes.					
6. Managers set challenging and attainable performance goals.					
7. Employees have an understanding of the organization's mission, vision, and values.					

E. Fairness and Treatment of Others

Statements	5 (SA)	4 (A)	3 (N)	2 (D)	1 (SD)
1. Disciplinary actions are applied fairly to employees.					
2. The distribution of work among employees is fair.					
3. Training and career development opportunities for employees are allocated fairly (e.g., job assignments).					
4. Disputes or conflicts (e.g., between co-workers, management and employees) are resolved fairly.					
5. Career advancement occurs for qualified individuals, regardless of gender, race, national origin, religion, age, cultural background, sexual orientation, or disability.					

Statements	5 (SA)	4 (A)	3 (N)	2 (D)	1 (SD)
6. Managers promote communication among different work units about projects, goals and needed resources.					
7. Managers keep employees informed about the organization's conditions and operations, as well as the choices it faces (e.g., budget cuts, downsizing, reorganizations).					

F. Employee Involvement

Statements	5 (SA)	4 (A)	3 (N)	2 (D)	1 (SD)
1. Employees are involved in improving the quality of products, services, and work processes.					
2. Employees have a feeling of personal empowerment and ownership of work processes.					
3. Employees are held accountable for achieving positive results.					
4. Supervisors/ team leaders provide employees with the opportunity to demonstrate their leadership skills.					
5. Supervisors/ team leaders ask for employee ideas and opinions before making important work decisions.					
6. Managers provide an environment that supports employee involvement, contributions, and teamwork.					
7. Physical conditions (e.g., noise level, temperature, lighting, cleanliness) allow employees to perform their jobs well.					

Thank you for completing this questionnaire!!!

APPENDIX - 3

SURVEY QUESTIONNAIRE FOR THE MANAGER-RESPONDENTS

Directions:

This questionnaire consists of two main parts. Read each item carefully and answer as truthfully as possible. Do not leave an item unanswered.

PART I. MANAGER-RESPONDENT'S PERSONAL PROFILE**Directions:**

Answer the following items pertaining to your personal profile by filling in the needed information or by putting a check (/) mark on the spaces provided for each item.

1. Name (Optional): _____ Age: _____

2. Sex () Male () Female

3. Civil Status

() Single () Married
 () Widow/er () Live-in
 () Separated () Annulled

4. Educational Qualification

() Elem. Undergraduate () Elem. Graduate
 () High School Level () High School Graduate
 () College Level () College Graduate

Pls. indicate degree/course: _____

M.A./M.P.M./M.S Units M.A./M.P.M/M.S Graduate

Pls. indicate degree/course: _____

Post Graduate: DM Ph.D

Others please specify: _____

5. Rank:

20 minimum 20 maximum

Others please specify _____

6. Position:

Corplan Manager

ISD Manager

Finance Manager

General Manager

Internal Auditor

TSD Manager

7. No. of years in service as a manager: _____

8. Performance Rating for 2015-2017 _____

9. No. of Relevant Trainings Attended _____

No. of Hours Attended _____

Trainings Attended:

Customer Handling Training

Financial Management Training

Meter Reading Training

Occupational Safety Training

Power Supply Contracting Training

Technical Training

Internal Control Systems Training

Others please specify _____

Part II. Ethics and Values towards Productivity

Using the scale below, indicate the extent to which you agree or disagree with each of the following statement. Please use the following scale to make your ratings:

5 = Strongly Agree (SA)

4 = Agree (A)

3 = Neither Disagree nor Agree (N)

2 = Disagree (D)

1 = Strongly Disagree (SD)

Statements	5 (SA)	4 (A)	3 (N)	2 (D)	1 (SD)
1. I am willing to be retrained and moved to other positions in the organization.					
2. My work gives me a feeling of personal accomplishment.					
3. I feel that SAMELCO II values my work contribution.					
4. I feel encouraged to come up with new and better ways of doing things.					
5. I like the kind of work I do.					
6. I submit my reports on time.					
7. I am willing to put in great deal of effort beyond that is normally expected in order to be productive.					
8. I have a positive interactions with my co-workers and consumers.					

Part III. Level of Performance for the Last Three (3) years

Using the scale below, indicate the extent to which you performed with each of the following statement. Please use the following scale to make your ratings:

5 = Highly Performed (HP)

4 = Always Performed (AP)

3 = Slightly Performed (SP)

2 = Poorly Performed (PP)

1 = Never Performed (NP)

Statements	5 (HP)	4 (AP)	3 (SP)	2 (PP)	1 (NP)
1. I arrive for work on time.					
2. I perform my job without supervision.					
3. I demonstrate appropriate knowledge of SAMELCO II practices and policies relevant to position.					
4. I demonstrate initiative as appropriate.					
5. When in work, I use time effectively and efficiently.					
6. I proficiently use work related equipment, tools and technology.					
7. I possess required skills and knowledge to perform job effectively.					
8. I consistently adhere to set work schedule.					

PART IV. Compliance to Regulatory Requirements

Using the scale below, indicate the extent to which you comply with each of the following statement. Please use the following scale to make your ratings:

5 = 100% Compliant (submitted on time) (100%C)

4 = Highly Compliant (HC)

3 = Moderately Compliant (MC)

2 = Poor Compliant (PC)

1 = Non-Compliant (N)

Statements	5 (100%C)	4 (HC)	3 (MC)	2 (PC)	1 (N)
1. The Cooperative submits Monthly Financial Statement reports to NEA on or before the deadline.					
2. The Cooperative submits Monthly Institutional Reports to NEA on or before the deadline.					
3. The Cooperative submits Monthly Engineering Reports to NEA on or before the deadline.					
4. The Cooperative submits Monthly Performance Standard Monitoring Report to NEA on or before the deadline.					
5. The Cooperative submits Status of Energization Report to NEA on or before the deadline.					
6. The Cooperative submits Sitio Electrification Report to NEA on or before the deadline.					
7. The Cooperative pays its power suppliers on time.					
8. The Cooperative conducts yearly Annual General Membership Assembly as per NEA's mandate.					
9. The Cooperative conducts elections for Board of Directors District Representative every three (3) years.					
10. The Cooperative maybe registered to the Cooperative Development Authority of the Philippines.					

PART V. Administrative Experiences

Using the scale below, indicate the extent to which you agree or disagree with each of the following questions. Please use the following scale to make your ratings:

5 = Strongly Agree (SA)

4 = Agree (A)

3 = Neither Disagree nor Agree (N)

2 = Disagree (D)

1 = Strongly Disagree (SD)

A. Rewards/Recognition

Statements	5 (SA)	4 (A)	3 (N)	2 (D)	1 (SD)
1. High performing employees receive monetary rewards (e.g., cash awards, bonuses, quality step increases).					
2. High performing employees receive non-monetary rewards (e.g., plaques, letters of appreciation, public recognition).					
3. High performing employees are promoted.					
4. Supervisors personally recognize the contributions of individuals and team .					
5. Supervisors are fair in recognizing individual and team accomplishments.					
6. Pay raises depend on how well employees perform their jobs.					
7. Cash awards depend on how well employees perform their jobs.					
8. Employees are rewarded for providing high quality products and services to customers.					

B. Training/Career Development

Statements	5 (SA)	4 (A)	3 (N)	2 (D)	1 (SD)
1. Employees receive the training they need to					

Statements	5 (SA)	4 (A)	3 (N)	2 (D)	1 (SD)
perform their jobs (e.g., on-the-job training, conferences, workshops).					
2. Employees receive the everyday guidance and assistance they need to perform their jobs (e.g., help from supervisors, team leaders, or co-workers).					
3. Employees are provided with training that enhances their career advancement opportunities (e.g., through cross-training, detail assignments).					
4. Education and training programs are developed based on an assessment of employees' training needs.					
5. Supervisors/ team leaders support employee efforts to learn outside the job (e.g., membership in trade or professional organizations, course work).					
6. Employees receive training and guidance in providing high quality customer service.					

C. Customer Orientation

Statements	5 (SA)	4 (A)	3 (N)	2 (D)	1 (SD)
1. There are service goals aimed at meeting customer expectations.					
2. Employees have a good understanding of who their customers are.					
3. Employees use suggestions from their customers to improve the quality of products and services.					
4. Products, services, and work processes are designed to meet customer needs and expectations.					
5. Customers are informed about the process for seeking assistance, commenting, and/or complaining about products and services.					
6. Customers have access to information about products and services.					
7. There are well-defined systems for linking customer feedback and complaints to employees who can act on this information.					

D. Leadership and Quality

Statement	5 (SA)	4 (A)	3 (N)	2 (D)	1 (SD)
1. Managers communicate the organization's mission, vision, and values.					
2. Managers demonstrate that quality is important in their day-to-day activities (e.g., hold meetings to discuss quality issues, interact with customers).					
3. Managers let employees know how their work contributes to the organization's mission and goals.					
4. Managers provide sufficient resources (e.g., time, training, money) to promote improvement throughout the organization.					
5. Managers follow up on employee suggestions for improvements in products, services, and work processes.					
6. Managers set challenging and attainable performance goals.					
7. Employees have an understanding of the organization's mission, vision, and values.					

E. Fairness and Treatment of Others

Statements	5 (SA)	4 (A)	3 (N)	2 (D)	1 (SD)
1. Disciplinary actions are applied fairly to employees.					
2. The distribution of work among employees is fair.					
3. Training and career development opportunities for employees are allocated fairly (e.g., job assignments).					
4. Disputes or conflicts (e.g., between co-workers, management and employees) are resolved fairly.					
5. Career advancement occurs for qualified individuals, regardless of gender, race, national origin, religion, age, cultural background, sexual orientation, or disability.					
6. Managers promote communication among different work units about projects, goals and needed resources.					
7. Managers keep employees informed about the organization's conditions and operations, as well as the choices it faces (e.g., budget cuts, downsizing, reorganizations).					

F. Employee Involvement

Statements	5 (SA)	4 (A)	3 (N)	2 (D)	1 (SD)
1. Employees are involved in improving the quality of products, services, and work processes.					
2. Employees have a feeling of personal empowerment and ownership of work processes.					
3. Employees are held accountable for achieving positive results.					
4. Supervisors/team leaders provide employees with the opportunity to demonstrate their leadership skills.					
5. Supervisors/team leaders ask for employee ideas and opinions before making important work decisions.					
6. Managers provide an environment that supports employee involvement, contributions, and teamwork.					
7. Physical conditions (e.g., noise level, temperature, lighting, cleanliness) allow employees to perform their jobs well.					

Thank you for completing this questionnaire

APPENDIX - 4

SURVEY QUESTIONNAIRE FOR THE BOD-RESPONDENTS

Directions:

This questionnaire consists of two main parts. Read each item carefully and answer as truthfully as possible. Do not leave an item unanswered.

PART I. BOD-RESPONDENT'S PERSONAL PROFILE

Directions:

Answer the following items pertaining to your personal profile by filling in the needed information or by putting a check (/) mark on the spaces provided for each item.

() EPIRA 102 Seminar/Training

Part II. Ethics and Values towards Productivity

Using the scale below, indicate the extent to which you agree or disagree with each of the following statement. Please use the following scale to make your ratings:

- 5 = Strongly Agree (SA)
- 4 = Agree (A)
- 3 = Neither Disagree nor Agree (N)
- 2 = Disagree (D)
- 1 = Strongly Disagree (SD)

Statements	5 (SA)	4 (A)	3 (N)	2 (D)	1 (SD)
1. I am willing to be retrained and moved to other positions in the organization.					
2. My work gives me a feeling of personal accomplishment.					
3. I feel that SAMELCO II values my work contribution.					
4. I feel encouraged to come up with new and better ways of doing things.					
5. I like the kind of work I do.					
6. I submit my reports on time.					
7. I am willing to put in great deal of effort beyond that is normally expected in order to be					

Statements	5 (SA)	4 (A)	3 (N)	2 (D)	1 (SD)
productive.					
8. I have positive interactions with my co-workers and consumers.					

Part III. Level of Performance for the Last Three (3) years

Using the scale below, indicate the extent to which you performed with each of the following statement. Please use the following scale to make your ratings:

5 = Highly Performed (HP)

4 = Always Performed (AP)

3 = Slightly Performed (SP)

2 = Poorly Performed (PP)

1 = Never Performed (NP)

Statement	5 (HP)	4 (AP)	3 (SP)	2 (PP)	1 (NP)
1. I arrive for work on time.					
2. I perform my job without supervision.					
3. I demonstrate appropriate knowledge of SAMELCO II practices and policies relevant to position.					
4. I demonstrate initiative as appropriate.					
5. When in work, I use time effectively and efficiently.					
6. I proficiently use work related equipment, tools and technology.					
7. I possess required skills and knowledge to perform job effectively.					
8. I consistently adhere to set work schedule.					

PART IV. Compliance to Regulatory Requirements

Using the scale below, indicate the extent to which you comply with each of the following statement. Please use the following scale to make your ratings:

5 = 100% Compliant (submitted on time) (100%C)

4 = Highly Compliant (HC)

3 = Moderately Compliant (MC)

2 = Poor Compliant (PC)

1 = Non-Compliant (N)

Statements	5 (100%C)	4 (HC)	3 (MC)	2 (PC)	1 (N)
1. The Cooperative submits Monthly Financial Statement reports to NEA on or before the deadline.					
2. The Cooperative submits Monthly Institutional Reports to NEA on or before the deadline.					
3. The Cooperative submits Monthly Engineering Reports to NEA on or before the deadline.					
4. The Cooperative submits Monthly Performance Standard Monitoring Report to NEA on or before the deadline.					
5. The Cooperative submits Status of Energization Report to NEA on or before the deadline.					
6. The Cooperative submits Sitio Electrification Report to NEA on or before the deadline.					
7. The Cooperative pays its power suppliers on time.					
8. The Cooperative conducts yearly Annual General Membership Assembly as per NEA's mandate.					

Statements	5 (100%C)	4 (HC)	3 (MC)	2 (PC)	1 (N)
9. The Cooperative conducts elections for Board of Directors District Representative every three (3) years.					
10. The Cooperative maybe registered to the Cooperative Development Authority of the Philippines.					

PART V. Administrative Experiences

Using the scale below, indicate the extent to which you agree or disagree with each of the following questions. Please use the following scale to make your ratings:

5 = Strongly Agree (SA)

4 = Agree (A)

3 = Neither Disagree nor Agree (N)

2 = Disagree (D)

1 = Strongly Disagree (SD)

A. Rewards/Recognition

Statement	5 (SA)	4 (A)	3 (N)	2 (D)	1 (SD)
1. High performing employees receive monetary rewards (e.g., cash awards, bonuses, quality step increases).					
2. High performing employees receive non-monetary rewards (e.g., plaques, letters of appreciation, public recognition).					
3. High performing employees are promoted.					
4. Supervisors personally recognize the contributions of individuals and team .					
5. Supervisors are fair in recognizing individual and team accomplishments.					
6. Pay raises depend on how well employees perform					

Statement	5 (SA)	4 (A)	3 (N)	2 (D)	1 (SD)
their jobs.					
7. Cash awards depend on how well employees perform their jobs.					
8. Employees are rewarded for providing high quality products and services to customers.					

B. Training/Career Development

Statements	5 (SA)	4 (A)	3 (N)	2 (D)	1 (SD)
1. Employees receive the training they need to perform their jobs (e.g., on-the-job training, conferences, workshops).					
2. Employees receive the everyday guidance and assistance they need to perform their jobs (e.g., help from supervisors, team leaders, or co-workers).					
3. Employees are provided with training that enhances their career advancement opportunities (e.g., through cross-training, detail assignments).					
4. Education and training programs are developed based on an assessment of employees' training needs.					
5. Supervisors/ team leaders support employee efforts to learn outside the job (e.g., membership in trade or professional organizations, course work).					
6. Employees receive training and guidance in providing high quality customer service.					

C. Customer Orientation

Statements	5 (SA)	4 (A)	3 (N)	2 (D)	1 (SD)
1. There are service goals aimed at meeting customer expectations.					
2. Employees have a good understanding of who their customers are.					
3. Employees use suggestions from their customers to improve the quality of products and services.					
4. Products, services, and work processes are designed to meet customer needs and expectations.					
5. Customers are informed about the process for					

Statements	5 (SA)	4 (A)	3 (N)	2 (D)	1 (SD)
seeking assistance, commenting, and/or complaining about products and services.					
6. Customers have access to information about products and services.					
7. There are well-defined systems for linking customer feedback and complaints to employees who can act on this information.					

D. Leadership and Quality

Statements	5 (SA)	4 (A)	3 (N)	2 (D)	1 (SD)
1. Managers communicate the organization's mission, vision, and values.					
2. Managers demonstrate that quality is important in their day-to-day activities (e.g., hold meetings to discuss quality issues, interact with customers).					
3. Managers let employees know how their work contributes to the organization's mission and goals.					
4. Managers provide sufficient resources (e.g., time, training, money) to promote improvement throughout the organization.					
5. Managers follow up on employee suggestions for improvements in products, services, and work processes.					
6. Managers set challenging and attainable performance goals.					
7. Employees have an understanding of the organization's mission, vision, and values.					

E. Fairness and Treatment of Others

Statements	5 (SA)	4 (A)	3 (N)	2 (D)	1 (SD)
1. Disciplinary actions are applied fairly to employees.					
2. The distribution of work among employees is fair.					
3. Training and career development opportunities for employees are allocated fairly (e.g., job assignments).					
4. Disputes or conflicts (e.g., between co-workers, management and employees) are resolved fairly.					
5. Career advancement occurs for qualified					

Statements	5 (SA)	4 (A)	3 (N)	2 (D)	1 (SD)
individuals, regardless of gender, race, national origin, religion, age, cultural background, sexual orientation, or disability.					
6. Managers promote communication among different work units about projects, goals and needed resources.					
7. Managers keep employees informed about the organization's conditions and operations, as well as the choices it faces (e.g., budget cuts, downsizing, reorganizations).					

F. Employee Involvement

Statement	5 (SA)	4 (A)	3 (N)	2 (D)	1 (SD)
1. Employees are involved in improving the quality of products, services, and work processes.					
2. Employees have a feeling of personal empowerment and ownership of work processes.					
3. Employees are held accountable for achieving positive results.					
4. Supervisors/team leaders provide employees with the opportunity to demonstrate their leadership skills.					
5. Supervisors/team leaders ask for employee ideas and opinions before making important work decisions.					
6. Managers provide an environment that supports employee involvement, contributions, and teamwork.					
7. Physical conditions (e.g., noise level, temperature, lighting, cleanliness) allow employees to perform their jobs well.					

Thank you for completing this questionnaire!

APPENDIX - 5

SURVEY QUESTIONNAIRE FOR THE MEMBER-CONSUMERS
SURVEY PARA HA MGA MEMBER-CONSUMER-OWNERS
HAN SAMELCO II

Directions:

This questionnaire consists of two main parts. Read each item carefully and answer as truthfully as possible. Do not leave an item unanswered.

(May duha ka parte ini nga mga pakiana. Alayon pagbasa hin maupay ngan batuna hin tinuod an kada pakiana. Ayaw pagbaya-I an usa nga pakiana nga waray ka ginbubutang nga kabatunan).

PART I. MEMBER-CONSUMERS' RESPONDENT PERSONAL PROFILE**Directions:**

Answer the following items pertaining to your personal profile by filling in the needed information or by putting a check (/) mark on the spaces provided for each item.

(Batuna an masunod nga mga personal ngapakiana pinaagi hin pagsurat han kaangayan nga mga impormasyon o check nga marka).

1. Name (Optional): _____

2. Address _____
(Lugar kun hain an imo kuntador).

3. No. of years from Connection as subscriber _____
(Pira ka na ka-tuig nga may kuntador).

PART II. CUSTOMER SATISFACTION SURVEY

Using the scale below, indicate the extent to which you are satisfied with each of the following questions. Please use the following scale to make your ratings:

5 = Very Satisfied (VS)

4 = Satisfied (S)

3 = Unsure (U)

2 = Dissatisfied (D)

1 = Very Dissatisfied (VD)

An mga masunod nga pakiana babatunon pinaagi pagsurat hin:

5 = Kun makusog an imo pag-abuyon

4 = Kun naabuyon ka

3 = Kun diri ka maaram kun maabuyon ka o diri

2 = Kun diri ka naabuyon

1 = Kun makusog an imo diri pag-abuyon

NOTE: In the last three (3) years from 2015-2017 of being a SAMELCO II subscriber.

(An imo eksperyensya komo konsumidor han SAMELCO II ha naglabay nga 3 ka tuig (2015-2017)).

Statements	5 (Makusog nga abuyon)	4 (Abuyon)	3 (Diri sigurado)	2 (Diri naabuyon)	1 (Makusog nga diri nabuyon)
1. SAMELCO II has provided me 24 hours, 7 days a week electric service. <i>(An SAMELCO II naghahatag ha akon hin maupay nga serbisyo)</i>					
2. SAMELCO II responds timely to outages and service issues in my area. <i>(An SAMELCO II largo nagtatrabaho ha akon lugar nga napaparungan kuryente)</i>					
3. I, as a consumer receive relevant information through texts on all issues and power shortages/ maintenance ahead of time. <i>(Nahibabaro ako hin temprano kun pinaagi hin text message kun mapaparung an kuryente tungod hit pag ayad hit linya hit kuryente)</i>					

Statements	5 (Makusog nga abuyon)	4 (Abuyon)	3 (Diri sigurado)	2 (Diri naabuyon)	1 (Makusog nga diri nabuyon)
<p>3. SAMELCO II has any means of reaching out to me through social media or through its website. <i>(An SAMELCO II naghahatag impormasyon ha akon pinaagi ha Facebook o website)</i></p>					
<p>4. SAMELCO II gives me consideration and enough time in paying electric bills. <i>(An SAMELCO II naghahatag ha akon hin 9 ka adlaw tikang ighatag ha akon an bill, agud makaandam ako hin igbarayad han akon bill)</i></p>					
<p>5. Payment of electric bills can be done in the SAMELCO II Office/Service Centers or through banks, Bayad Centers, pay online or in any nearest payment centers available in the locality for convenience. <i>(An akon bill pwede ko baydan ha Palawan, o ha opisina han SAMELCO II, o ha mga bangko, o ha mga naruta nga mga SAMELCO II Collectors, nga komportable para ha akon)</i></p>					
<p>6. My Electric bills are sent through e-mails, paper bills or directly given by the meter-reader. <i>(An bill han SAMELCO II gindudulong ha akon han Meter Reader/Collector)</i></p>					
<p>7. SAMELCO II provides me a proper venue to be heard through annual assembly. <i>(An SAMELCO II naghahatag hin higayon ha akon nga magpaabot an akon mga ungara pinaagi hin Annual General Membership Assembly)</i></p>					

Statements	5 (Makusog nga abuyon)	4 (Abuyon)	3 (Diri sigurado)	2 (Diri naabuyon)	1 (Makusog nga diri nabuyon)
8. SAMELCO II extends support and linkages to its member-consumers and other stakeholders. <i>(An SAMELCO II nasuporta ngan nakikigsumpay ha mga Member-Consumer-Owners ngan ha magkadurodilain nga mga grupo)</i>					
9. SAMELCO II has provided me service with value and maintains right-of-way <i>(An SAMELCO II naghahatag ha akon hin maupay nga serbisyo ngan gintitimangno an mahawan nga linya han kuryente)</i>					
10. SAMELCO II employees are well trained in terms of dealing with the consumers. <i>(An mga empleyado han SAMELCO II maaram makig-atubang ha mga Member-Consumer-Owners)</i>					
11. SAMELCO II employees adhere to professional standards of conduct. <i>(An mga empleyado han SAMELCO II nagtutuman han mga kaangayan nga pamatasan ha pagtrabaho)</i>					
12. SAMELCO II employees act in my best interest. <i>(An mga empleyado han SAMELCO II nagtatrabaho para ha akon kaupayan komo Member-Consumer-Owner)</i>					
13. SAMELCO II responds to my concerns/ inquiries in a sensible manner. <i>(An mga empleyado han SAMELCO II nabaton han akon mga pakiana ha maupay nga pakig-isturya)</i>					

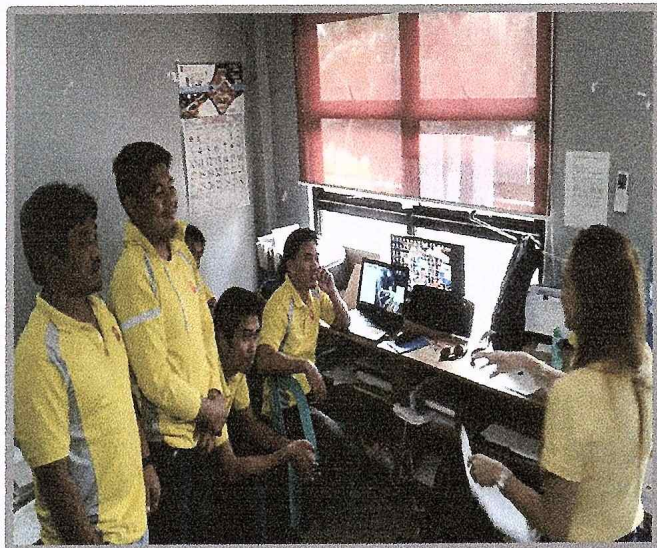
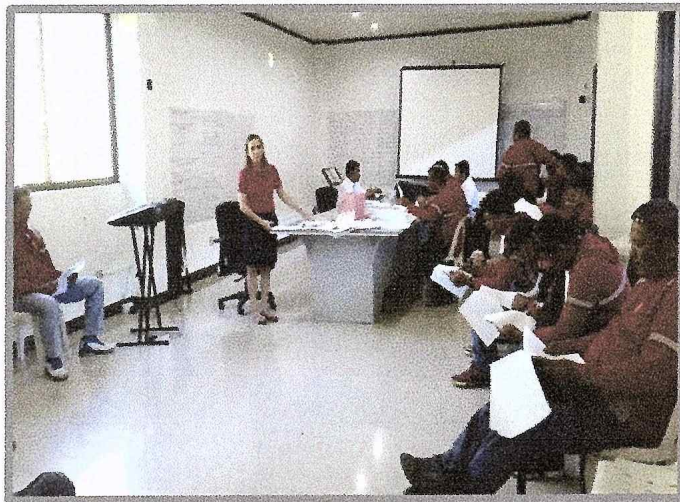
Statements	5 (Makusog nga abuyon)	4 (Abuyon)	3 (Diri sigurado)	2 (Diri naabuyon)	1 (Makusog nga diri nabuyon)
14. SAMELCO II has provided me electric bill that clearly explains the charges and can be easily understood. <i>(An bill han SAMELCO II klaro nga nagpapakita han mga kwentada)</i>					
15. SAMELCO II rate charges are reasonable. <i>(An panukot o taripa han SAMELCO II may basaranan ngan barato)</i>					
16. SAMELCO II billing statements are accurate. <i>(An bill han SAMELCO II esakto an kantidad/kwentada)</i>					
17. SAMELCO II responds to emergency calls right away in my area. <i>(An SAMELCO II largo naaksyon kun may emergency ha amon lugar)</i>					
18. Reconnection of my service due to disconnection is done within twenty-four (24) hours. <i>(An pagpa reconnect han akon kuntador gintatrabaho han SAMELCO II sakub hin 24 ka oras)</i>					
19. Restoration of electric service in my area after line fault is done within twenty-four (24) hours. <i>(Ha oras nga na brownout ha amon lugar, an SAMELCO II nagtatrabaho nga mahibalik an kuryente sakob hin 24 ka oras)</i>					
20. Processing/approval of service connections (with complete requirements) is done within one (1) day upon receipt of my application. <i>(Dida han akon pagpataud kuntador, nahuman hin 1 la ka adlaw an akon Service Connection Order)</i>					

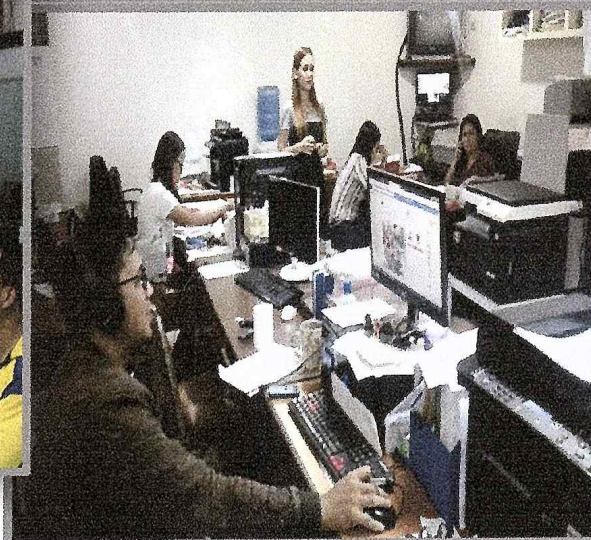
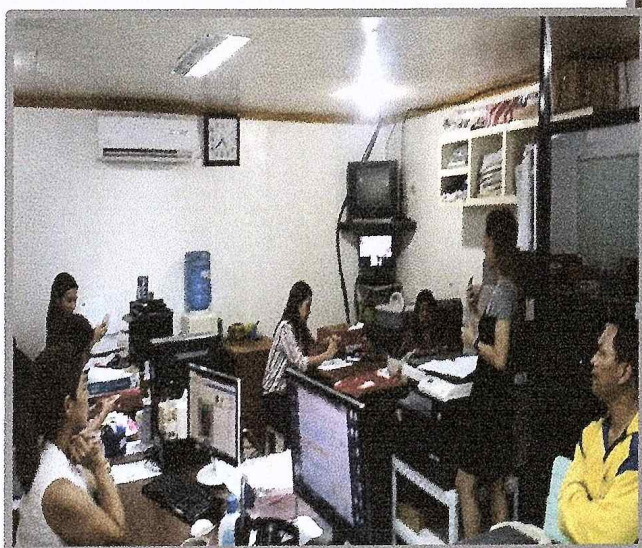
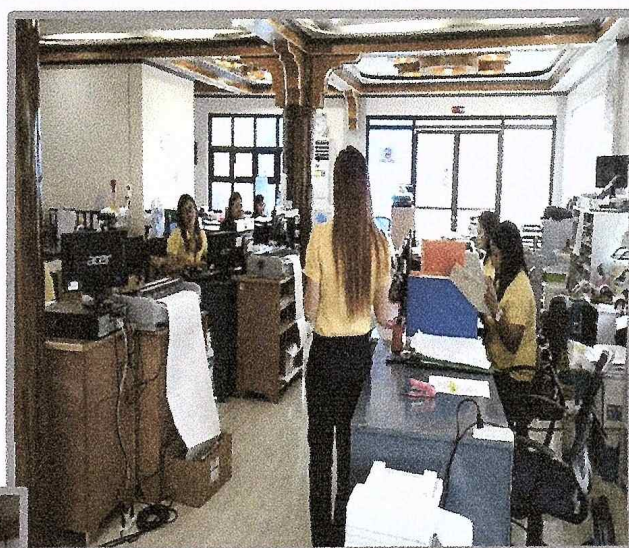
Statements	5 (Makusog nga abuyon)	4 (Abuyon)	3 (Diri sigurado)	2 (Diri naabuyon)	1 (Makusog nga diri nabuyon)
21. SAMELCO II conducts Pre-membership Educational Seminar (PMES) in all its offices. <i>(An SAMELCO II nagseseminar ha mga interesado magpataud hin kuntador ha ira mga opisina (Main Office, Catbalogan SC, Basey SC))</i>					
22. I am notified 48 hours before disconnection of electric service. <i>(Kun diri ako nakakabayad largo, ginsusumatan ako han SAMELCO II duha kaadlaw antes nira utdon an kuntador)</i>					
23. My Service Drop Connection was completed within two (2) days after payment of Connection charges. <i>(Dida han akon pagpataud kuntador, gintauran ako 2 ka adlaw tikang han adlaw han akon pagbayad)</i>					
24. My complaint on my electric meter was responded to or answered within 3 days after I filed my complaint. <i>(An akon reklamo han akon kuntador ginbaton o gintagan aksyon han SAMELCO II sakub han 3 ka adlaw tikang ako magpahibaro ha ira opisina)</i>					

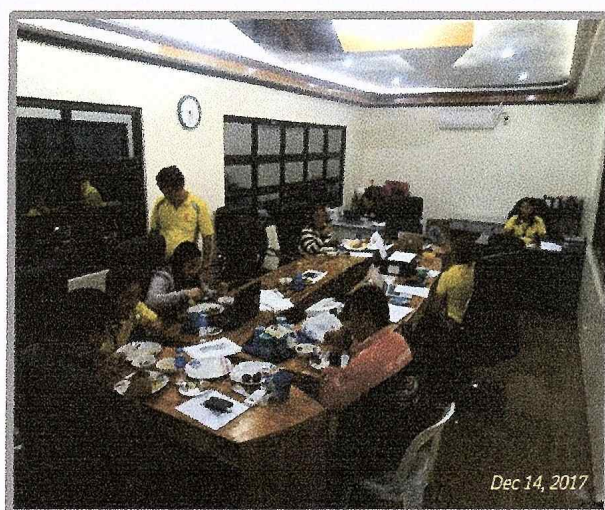
Thank you very much for responding to this survey
(Damo nga Salamat han iyo pagbaton hin nga mga paki-ana)

APPENDIX - 6

DOCUMENTATIONS OF THE FOCUSED GROUP DISCUSSIONS







November 28, 2017

APPENDIX-7

JOEY L. TALON, CPA
 General Manager
 SAMELCO II

APPROVED!


Sir;

Warm Greetings!

I am currently enrolled at the Samar State University on Masters of Public Management Course. As one of the requirements of the program, all students must undergo a study related to his/her workplace. Presently, I am working on my thesis with an approved title "The Potential Reorganization of Samar II Electric Cooperative (SAMELCO II) Organizational Structure towards Employees' Productivity".

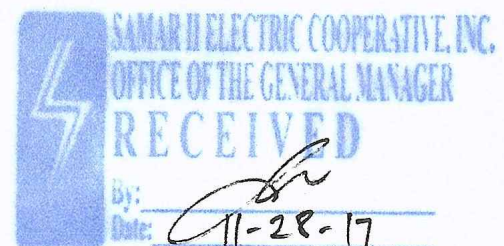
Relative thereto, I respectfully seek approval from your end to conduct a study/research through a series of interview particularly a Focused Group Discussion (FGD) with the Coop employees from three offices, and different departments including the department managers and the supervisors; distribution of questionnaires; and documentary analysis.

Rest assured that any information disclosed on the activities stated above will be treated with utmost confidentiality and will be presented only during my final defense.

Thank you for a positive response on my request.

Very truly yours,


 MARIA ATHENELY D. GONZAGA
 Audit Staff



November 28, 2017

APPENDIX-8

DIR. DOLORES G. CAYASBoard President
SAMELCO II

Madamme:

Warm Greetings!

I am currently enrolled at the Samar State University on Masters of Public Management Course. As one of the requirements of the program, all students must undergo a study related to his/her workplace. Presently, I am working on my thesis with an approved title "The Potential Reorganization of Samar II Electric Cooperative (SAMELCO II) Organizational Structure towards Employees' Productivity".

Relative thereto, I respectfully seek approval from your end to conduct a study/research through a series of interview particularly a Focused Group Discussion (FGD) with the Coop Board of Directors, distribution of questionnaires, and documentary analysis.

On the conduct of the FGD with the Board, may I do it on December 1, 2017 before your Regular Board Meeting? It will only last for about 30 minutes of informal discussion on the above-mentioned topic.

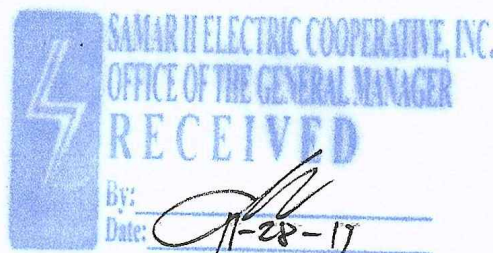
Rest assured that any information disclosed on the activities stated above will be treated with utmost confidentiality and will be presented only during my final defense.

Thank you for a positive response on my request.

Very truly yours,



MARIA ATHENE LYN D. GONZAGA
Audit Staff



December 6, 2017

APPENDIX-9

PLACIDA Z. BALLOS

General Manager
SAMELCO I
Calbayog, Samar

Madame:

Warm Greetings!

I am an Audit Staff of SAMELCO II. I am currently enrolled at the Samar State University on Masters of Public Management Course. As one of the requirements of the program, all students must undergo a study related to his/her workplace. Presently, I am working on my thesis with an approved title "The Potential Reorganization of Samar II Electric Cooperative (SAMELCO II) Organizational Structure towards Employees' Productivity".

Relative thereto, since we have similar organizational structure, I have chosen your Cooperative to conduct the validation of my questionnaires through a pilot testing before fielding them out to my actual respondents who are the employees of SAMELCO II.

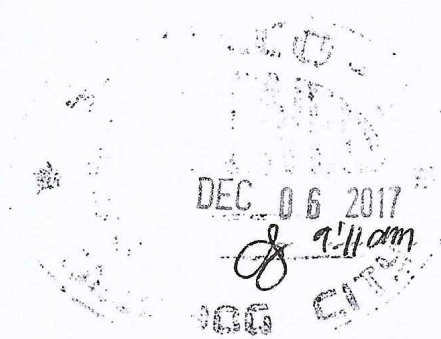

It is in this regard that I respectfully seek approval from your end to distribute my questionnaires to be answered by the selected employees, supervisors, managers and board of directors of your Cooperative.

Rest assured that any information disclosed on the activities stated above will be treated with utmost confidentiality and will be presented only during my final defense.

Thank you for a positive response on my request.

Very truly yours,

MARIA ATHENELEIN D. GONZAGA
Researcher



DEC 06 2017
9:11 am



APPENDIX-10



Republic of the Philippines
 SAMAR STATE UNIVERSITY
 COLLEGE OF GRADUATE STUDIES

Catbalogan City, Samar

Telephone Numbers (055) 543-8394 / (055) 251-2139 / 251-3436

Website: www.ssu.edu.ph

December 2, 2017

THE PANNEL OF EXAMINERS

DR. FELISA GOMBA
DR. RONALD ORALE
DR. EMILIO CEBU
PROF. EDGARDO GUYA

Gentlemen/Madame,

Respectfully submitting herewith my questionnaires for your review and approval in line with my thesis entitled "THE POTENTIAL REORGANIZATION OF SAMAR II ELECTRIC COOPERATIVE'S (SAMELCO II) STRUCTURE TOWARDS EMPLOYEES' PRODUCTIVITY".

This is in partial fulfillment of the requirements for the degree in Master of Public Management.

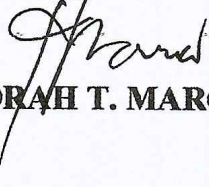
Thank You.

Very truly yours,

MARIA ATHENE VYN D. GONZAGA
 MPM Student

A handwritten signature in black ink, appearing to read "Maria Athene Vyn D. Gonzaga".

Recommended by,




DR. DEBORAH T. MARCO, CSEO
Adviser


Approved by:



DR. FELISA GOMBA
Chairperson, Panel of Examiners



DR. EMILIO CEBU 12/4/2017
Panel Member



DR. RONALD ORALE
Panel Member



PROF. EDGARDO GUYA, MPM
Panel Member



APPENDIX-11



Republic of the Philippines
 SAMAR STATE UNIVERSITY
 COLLEGE OF GRADUATE STUDIES

Catbalogan City, Samar

Telephone Numbers (055) 543-8394 / (055) 251-2139 / 251-3436

Website: www.ssu.edu.ph

November 18, 2017

DR. FELISA GOMBA
 Dean
 College of Graduate Studies
 Samar State University
 Catbalogan, City



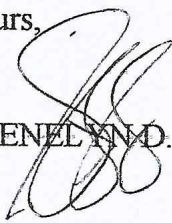
Madamme,

Respectfully submitting my chapter 1-3 with an approved title "THE POTENTIAL REORGANIZATION OF SAMAR II ELECTRIC COOPERATIVE'S (SAMELCO II) STRUCTURE TOWARDS EMPLOYEES' PRODUCTIVITY " set for pre-oral defense on November 23, 2017, at 8:00 AM, CGS office.

This is in partial fulfillment of the requirements for the degree in Master of Public Management.

Thank You.

Very truly yours,


 MARIA ATHENLYNN D. GONZAGA
 MPM Student



January 25, 2018

MEMORANDUM No. 2018-005

TO : ALL ELECTRIC COOPERATIVES (ECs)

SUBJECT : ENHANCED EC OVERALL PERFORMANCE ASSESSMENT CRITERIA

I. RATIONALE

Section 58 of RA 9136 otherwise known as the Electric Power Industry Reform Act (EPIRA) of 2001 mandated NEA to:

1. Prepare the ECs in operating and competing under the deregulated electricity market;
2. Strengthen the technical capability and financial viability of rural ECs; and
3. Review and upgrade regulatory policies with a view to enhancing the viability of rural ECs as electric utilities.

On the other hand, RA 10531 mandated NEA to:

1. Promote the sustainable development in the rural areas through rural electrification;
2. Pursue electrification program and bring electricity through the ECs to the countryside even in missionary or economically unviable areas; and
3. Empower ECs to cope with the changes brought about by the restructuring of the electric power industry.

Pursuant to the said mandates and to address the heightened demands for power rate reduction, reliability of service, good governance, and member-consumer-owners' empowerment, it is imperative to formulate an enhanced EC Overall Performance Assessment Criteria.

II. OBJECTIVES

1. To establish enhanced overall performance assessment criteria to measure the ECs' financial, institutional, and technical performance, thus determining credit worthiness, level of development, protection, empowerment, and satisfaction of member-consumer-owners (MCOs);
2. To serve as basis for crafting performance incentive mechanisms for EC officials and employees; and
3. To promote accountability and responsibility in its compliances and fiduciary obligations.

III. POLICY

It shall be the policy of NEA to implement a set of performance parameters for ECs that will serve as basis in the assessment of the EC Overall Annual Performance.

IV. SCOPE

The performance parameters shall cover all ECs which shall include those that are connected with the main grid and those situated in small islands and are not connected with the said grid.

V. ASSESSMENT CRITERIA

FINANCIAL PARAMETERS (32%)

Performance Indicators	Performance Level	Weight
1. Leverage		<u>4</u>
a. Debt Service Coverage Ratio	At least 1.20	2
b. Debt Ratio	Up to 0.60	2
2. Liquidity Ratio		
Quick Ratio	At least 1.00	<u>3</u>
3. Efficiency		<u>15</u>
a. Payment to Power Suppliers/ Transmission (Main Grid)/Sub- Transmission (Consortium)	Current	6
b. Payment to NEA	Current	2.5
c. Payment to Banks and Other Financing Institutions	Current	2.5
d. Collection Efficiency	Not less than 97%	4
4. Result of Financial Operation (Net Margin After RFSC)	Positive	<u>5</u>
5. NEA Audit Rating	Not less than 90%	<u>5</u>

A. DEFINITION OF TERMS, FORMULA AND SCORING SYSTEM

1. Leverage

- a. **Debt Service Coverage Ratio** measures the EC's ability to service its current debts.

$$\text{Debt Service Cover} = \frac{\text{Operating Margin} + \text{Reinvestment Fund for Sustainable CAPEX}}{\text{Amortization Due (Principal + Interest) for the Year}^*}$$

* Includes Long Term Loans/Restructured Long Term Loans from NEA, Banks, and other Financial Institutions, and Restructured Accounts Payable from Power Suppliers and Others

Debt Service Coverage Ratio	Point Score
1.20 and above	2
1.00 to 1.19	1
0.99 and below	0

- b. **Debt Ratio** measures the level of indebtedness or financial leverage of the EC. It is used to measure the proportion of total assets that are financed by creditors.

$$\text{Debt Ratio} = \frac{\text{Total Liabilities}^*}{\text{Total Assets}}$$

* Excluding Accounts Payable - Subsidy

Debt Ratio	Point Score
0.60 and below	2
0.61 to 0.70	1
0.71 and above	0

2. Liquidity Ratio

Quick Ratio measures the EC's ability to meet its short term obligations as they become due.

$$\text{Quick Ratio} = \frac{\text{Working Capital Funds}^* + \text{Consumers Accounts Receivables, Net}^{**}}{\text{Current Liabilities}^{***}}$$

* Including Cash and Cash Equivalent, Investment in Associate Organization, Security Deposits, Power Bill Deposits, Retirement Fund, Share Capital (for ECs registered as stock cooperatives)

** Inclusive of VAT, UC, FIT All, and RFSC (Net of Allowance for Doubtful Accounts)

*** Excluding Accounts Payable - Subsidy

Allowance for doubtful accounts and accounts to be written-off shall not exceed 5% of the Accounts Receivables based on NEA Memorandum dated June 10, 2016.

Quick Ratio	Point Score
1.00 and above	3
0.90 to 0.99	2
0.80 to 0.89	1
0.79 and below	0

Demerit Points

Unliquidated Subsidy Funds

As a measure to facilitate liquidation of subsidy funds as required in the Memorandum of Agreement (MOA) between NEA and the EC, demerit points shall be given to ECs with unliquidated subsidy funds (excluding new releases, on-going projects that do not exceed the implementation schedule and completed projects for Final Inspection and Acceptance).

Status	Demerit Point
a. Unliquidated subsidy funds for two (2) years and above	1.00
b. Unliquidated total amount (Php)	
100M and above	2.00
60M to 99M	1.50
20M to 59M	1.00
Below 20M	0.50

3. Efficiency

- a. **Payment to Power Suppliers/Transmission (Main Grid)/Sub-Transmission (Consortium)** refers to the EC's ability to pay its Power Accounts to GENCO/s, NGCP, Sub-Transmission and PEMC, including EVAT.

On Grid ECs:

Status of Payment	GENCO/s	NGCP	Sub-Transmission	Point Score
Current/Restructured-Current	2.5	2.5	1	6
Arrears	0	0	0	0

Off Grid ECs:

Status of Payment	Point Score
Current/Restructured-Current	6
Arrears	0

- b. **Payment to NEA** refers to the EC's ability to pay its maturing loans to NEA.

Payment to NEA	Point Score
Current/Restructured-Current	2.5
Arrears	0

- c. **Payment to Banks and Other Financing Institutions** refers to the EC's ability to pay its maturing loans to Banks and other Financing Institutions.

Payment to Banks and Other Financing Institutions	Point Score
Current/Restructured-Current	2.5
Arrears	0

- d. **Collection Efficiency** refers to the capability of EC to collect Consumer Accounts Receivables.

$$\text{Collection Efficiency} = \frac{\text{Collection for the Year}}{\text{Gross CAR Beg.} + \text{Gross Sales for the Year} - \text{Gross Current Month Sales}}$$

Gross Consumer Accounts Receivable Beginning, Gross Sales, Gross Current Month Sales and Collection for the Year are inclusive of VAT, UC, FIT All, and RFSC.

Collection Efficiency (%)	Point Score
97 and above	4
96	3
95	2
94	1
93 and below	0

4. **Result of Financial Operation** refers to the amount of revenue left after deducting all costs and expenses.

Result of Operation (Net Margin after RFSC)	Point Score
Positive	5
Negative	0

5. **NEA Audit Rating** refers to the EC's final score on itemized audit findings by the NEA-Electric Cooperative Audit Department (ECAD).

NEA Audit Rating (%)	Point Score
90 and above	5
80 to 89	4
70 to 79	3
60 to 69	2
50 to 59	1
49 and below	0

B. GENERAL REQUIREMENTS

The assessment of financial parameters shall be based on the following:

1. Monthly Financial and Statistical Reports submitted through the NEA-BIT
2. Status of NEA Loan Repayments
3. Status of Power Accounts with GENCO/s, NGCP, Sub-Transmission Consortium (if any), NPC-SPUG, and PEMC

INSTITUTIONAL-GOVERNANCE PARAMETERS (38%)

Performance Indicators	Performance Level			Weight
I. Human Resource: Leadership & Management				<u>10</u>
1. Good Governance				
a. Performance Rating of BOD	Very Satisfactory			5
b. Performance Rating of GM	Very Satisfactory			4
2. Capacity Building	At least two (2) relevant trainings per employee per year			1
II. Stakeholders				<u>28</u>
1. Customer Service	Compliant to seven (7) parameters			7
2. Members' Participation/Involvement				
a. AGMA	2018	2019	2020 onwards	3
	5% of total billed consumers	7.5% of total billed consumers	10% of total billed consumers	
b. District Election	<ul style="list-style-type: none"> • 25% of bona fide member-consumers (average of all district elections conducted within the year) • With NEA Approved Deferment • Failure of Election 			3
c. Active & Transparent Information and Interaction with Consumer Representatives at District or Barangay Levels	At least three (3) EC activities participated in by consumer representatives			3
3. Formation of Member-Consumer-Owners Organization	Provincial/Franchise Wide down to the City/Municipality/Barangay Levels			3
4. Action on Consumer Complaints/Requests	Compliant			2
5. Sanitation of EC Masterlist	Compliant			2
6. Customer Satisfaction Survey	Very Satisfactory			5

A. DEFINITION OF TERMS AND SCORING SYSTEM

I. HUMAN RESOURCE: Leadership and Management

1. **Good Governance** measures performance and capability anchored on actual duties and responsibilities based on mandate under relevant laws.

a. Performance Rating of Board of Directors (BOD)

The BODs' performance rating shall be determined using the following:

EC Board of Directors Performance Evaluation			
Parameters	Performance Level	Required Document/s	Rating
I. Attendance/Performance of Mandatory Activities			
1. BOD Meetings	80% of the total no. of Board meetings conducted within the year should be with proper quorum	Summary of Board meetings conducted duly certified under oath by the Board Secretary	10
2. Annual General Membership Assembly (AGMA)	All members of the Board must have attended the AGMA	Certification of AGMA attendance certified under oath by the ISD Manager, validated by the Internal Auditor and confirmed by the Board Secretary	10
3. Trainings/Seminars	Attendance to mandatory trainings: CMC 1, 2 (Good Governance) & 3; EPIRA 101; and Power Supply Contracting	List of trainings/seminars attended duly certified under oath by the HR Manager/copy of Certificate of Attendance	10
4. IEC Activities Conducted	Conducted at least 1 IEC activity per district within the year to be reported during the BOD meeting	Certification from the Board Secretary	10
II. BOD Decisions Formalized through Board Resolutions	80% of Board Resolutions/policies should be geared towards the improvement of EC operation	List of Board Resolutions passed within the year certified under oath by the Board Secretary	10
III. Board's Strategic Initiatives	At least 2 New Programs/Projects/Innovation	List of Programs/Projects/Innovations certified under oath by the Board Secretary	10
IV. No Penalties Imposed by NEA Board	No member of the Board had been sanctioned by the NEA Board of Administrators (ADCOM, NEA Bulletin No. 35)	Report from NEA Corporate Secretary	20

EC Board of Directors Performance Evaluation			
Parameters	Performance Level	Required Document/s	Rating
V. Leadership Functions	United Board, Management and Employees	No pending labor cases or conflicts as certified under oath by the HR Manager and Board Secretary	10
VI. Self/Peer/Subordinate Rating	All members of the Board must have attained a Very Satisfactory Rating	Performance review survey questionnaire	10
Total			100

Rating	Point Score	Adjectival Rating
100 - 90	5	Very Satisfactory
89 - 80	4	Satisfactory
79 - 70	3	
69 - 60	2	Fair
59 and below	1	Poor

b. Performance Rating of General Manager

The performance rating of the General Manager shall be determined through the EC Board of Directors, Department Managers/Area Managers and Self-Rating Scheme using the following weights:

Key Components	Weight
1. BOD Rating	35%
2. Department Managers/Area Managers Rating	35%
3. Self-Rating	30%
Total	100%

The GM's Performance Level shall be determined using the following scheme:

Rating	Point Score	Adjectival Rating
100 - 90	4	Very Satisfactory
89 - 80	3	Satisfactory
79 - 70	2	Fair
69 and below	1	Poor

2. Capacity Building (At Least 2 Trainings per Employee per Year)

This refers to employee participation to either in-house or external training programs related to the job supported by Certificate of Attendance/Participation and duly certified by the HRD Manager.

Status	Point Score
Compliant	1
Non-Compliant	0

II. STAKEHOLDERS

1. **Customer Service Parameters** measure the EC's timely delivery of basic services to its customers.

Parameters	Performance Level	Point Score
1. Processing/Approval of applications for service connection (with complete requirements)	Within one (1) day upon receipt of application	1
2. Service-drop connection	Within two (2) days upon payment of fees	1
3. Restoration of service after line fault on the secondary side, including service drop/lateral	Within four (4) hours upon on-site arrival	1
4. Response time on consumer complaints (billing, payment and meter complaints)	Within twenty-four (24) hours after receipt of complaints	1
5. Timeframe in informing customers on scheduled power interruptions	At least three (3) days before scheduled interruptions	1
6. Response time to emergency calls	Within thirty (30) minutes after receipt of call	1
7. Response time to reconnection of service due to disconnection	Within twenty-four (24) hours after settlement of amount due/compromise agreement	1

2. **Members' Participation** aims to intensify involvement and maximize participation of the MCOs in the EC annual affair and district election.

a. **Annual General Membership Assembly (AGMA) Attendance**

a.1 **Major Criteria**

Attendance			Point Score
2018	2019	2020*	
5%	7.5%	10%	3
Below 5%	Below 7.5%	Below 10%	0

* 2.5% increase every year onwards

a.2 **Incentive Points**

One (1) incentive point will be given for every 2.5% higher than the required AGMA attendees for the period under review **but not to exceed two (2) points**.

Attendance			Point Score
2018	2019	2020*	
10% and above	12.5% and above	15% and above	2
7.5% - 9.9%	10% - 12.4%	12.5% - 14.9%	1

* 2.5% increase every year onwards

b. **District Election Voters Turn-Out**

b.1 **Major Criteria**

Voters Turn-Out	Point Score
25% of total bona fide member-consumers (average of all district elections conducted within the year) With NEA Approved Deferment Failure of Election	3
Unopposed candidate	1
Below 25%	0

b.2 **Incentive Points**

One (1) incentive point will be given for every 10% higher than the required 25% baseline in voters' turn-out **but not to exceed two (2) points**.

Voters Turn-Out	Incentive Points
2018 onwards	
45% and above	2
35%- 44.9%	1

c. Active & Transparent Information and Interaction with Consumer Representatives at District or Barangay Levels

This refers to the participation of member-consumer-owners representatives on district or barangay levels on various EC affairs such as approval of EC's CAPEX by the General Assembly, public hearing regarding Power Rate application, identification/development of Livelihood Program for the marginalized member-consumes, assistance in securing right-of-way and grant of permits/clearances of SEP/BLEP beneficiaries from LGUs, campaign for improvement of collection and/or non-pilferage of electricity, membership information, education and communication program, representative of member-consumer-owners in CBA/CNA negotiations, and other service-oriented activities.

EC Activities	Point Score
At least 3 activities participated in	3
2 activities participated in	2
1 activity participated in	1
Non-compliant	0

3. Formation of Member-Consumer-Owners Organization

This refers to the efforts and initiatives of the EC to organize and empower member-consumer-owners into a strong community-based organization such as MSEAC, MCO, BAPA for wider involvement and participation in the affairs of the electric cooperative towards sustainable rural electrification program.

Organized MCOs	Point Score
Provincial and/or Franchise Wide	1
City and/or Municipal Chapter	1
Barangay Level Chapter	1
Total	3

4. Action on Consumer Complaints/Requests

This refers to the number of complaints/requests received and acted upon by the EC to validate EC's performance in providing efficient service towards attaining customer satisfaction.

Action on Complaints/Requests	Point Score
Compliant	2
Non-Compliant	0

5. Sanitation of EC Masterlist

This refers to the masterlist of member-consumers as approved by the EC Board of Directors through a Board Resolution and certified by the Board Secretary duly validated by the Internal Auditor.

Sanitized Masterlist	Point Score
Compliant	2
Non-Compliant	0

6. Customer Satisfaction Survey

This refers to the survey conducted within the EC coverage area the level of customer satisfaction on its delivery of service to member-consumers-owners.

Customer Satisfaction Survey	Point Score
Very Satisfactory	5
Satisfactory	3
Fair	1
Poor	0

B. GENERAL REQUIREMENTS

The assessment of the institutional parameters shall be based on the following:

1. Reports on AGMA, District Election, Capacity Building, Consumer Groups Participation on EC Affairs, Customer Service Parameters, and Action on Consumer Complaints submitted through the NEA-BIT
2. Performance Evaluation Results for BODs and GMs
3. Reports on the Formation of MSEAC and MCO/s
4. Sanitized Masterlist of EC Member-Consumers
5. Customer Satisfaction Survey Result

TECHNICAL PARAMETERS (27%)

Performance Indicators	Performance Level	Weight
1. Power Reliability		<u>12</u>
a. System Average Interruption Frequency Index (SAIFI)	Below 10 Interruptions-Consumer-Year (Unplanned Interruptions)	6
b. System Average Interruption Duration Index (SAIDI)	Below 1,000 Minutes-Year (Unplanned Interruptions)	6
2. System Loss	Single Digit System Loss	<u>15</u>

A. DEFINITION OF TERMS, FORMULA, AND SCORING SYSTEM

1. **Power Reliability** is the ability to meet the electricity needs of end-user customers.

a. System Average Interruption Frequency Index (SAIFI)

$$\text{SAIFI} = \frac{\text{Total No. of Sustained Customer Power Interruptions within a Given Period}}{\text{Total No. of Customers Served within the Same Period}}$$

System Average Interruption Frequency Index (SAIFI) (No. of Interruptions Per Consumer Per Year)	Point Score
On & Off Grid: Below 10	6.0
On & Off Grid: 10 to 14.99	5.5
On & Off Grid: 15 to 19.99	5.0
On Grid: 20 to 25; Off Grid: 20 to 30	4.5
On Grid: Above 25; Off Grid: Above 30	0.0

b. System Average Interruption Duration Index (SAIDI)

$$\text{SAIDI} = \frac{\text{Total Duration of Sustained Customer Power Interruptions within a Given Period}}{\text{Total No. of Customers Served within the Same Period}}$$

System Average Interruption Duration Index (SAIDI) (No. of Minutes of Interruptions Per Year)	Point Score
On & Off Grid: Below 1,000	6.0
On & Off Grid: 1,000 to 1,999	5.5
On & Off Grid: 2,000 to 2,399	5.0
On Grid: 2,400 to 2,700; Off Grid: 2,400 to 3,375	4.5
On Grid: Above 2,700; Off Grid: Above 3,375	0.0

2. **System Loss** is the difference between energy input and energy output.

$$\text{System Loss} = \frac{\text{Input Energy} - \text{Output Energy}}{\text{Input Energy}} \times 100\%$$

Where:

Input Energy is the purchased energy measured at the Billing Determinant Energy (BDE) and generated energy measured at the connection point excluding the transmission loss and Site Specific Loss Adjustment (SSLA).

Output Energy is the energy sold, recovered and actual Coop consumption (metered)

a.1 Major Criteria

System Loss (%)	Point Score
Below 10.00	15
10.00 - 11.00	14
11.01 - 12.00	13
12.01 - 13.00	12
Above 13.00	0

a.2 Incentive Points

One (1) incentive point for every 1% reduction in System Loss from 9.99% **but not to exceed two (2) points**.

3. Other Incentive

One (1) incentive point shall be given to ECs for every innovative advance technology implemented to ensure power reliability and efficiency such as Supervisory Control and Data Acquisition (SCADA), embedded generation, underground cabling, automated meter reading, prepaid metering, and disaster preparedness through the development and submission of Vulnerability Risk Assessment (VRA) and Emergency Restoration Planning (ERP), **but not to exceed two (2) points**. This incentive shall be given on a one-time basis only.

B. GENERAL REQUIREMENTS

The assessment of the technical parameters shall be based on the following reports/documents submitted through the NEA-BIT:

1. Monthly Engineering Report for Power Reliability
2. Monthly Financial and Statistical Reports for System Loss

OTHER PARAMETER (3%)

Level of Consumer Connection shall be based on the reports/documents (Status of Energization) submitted through the NEA-BIT.

Level of Consumer Connection (%)	Point Score
90 and above	3
60 - 89	2
Below 60	1

VI. OVERALL PERFORMANCE RATING SCHEME

Performance Rating		Point Score
AAA	Highest	95 - 100
AA	High	90 - 94
A	Good	85 - 89
B	Average	75 - 84
C	Low	50 - 74
D	Poor	49 and below

VII. OTHER CONDITIONS


1. The ECs shall attain a Positive Result of Financial Operation, otherwise, the final result of overall performance assessment shall not be higher than "A - Good".
2. Incentive points shall be given based on the guidelines provided that the EC Overall Point Score shall not exceed 100%.

VIII. RESPONSIBILITY

1. The Committee on EC Overall Performance Assessment shall process, review and validate reports submitted by the ECs, and prepare a consolidated report.
2. The official release of the EC Overall Performance Assessment shall take effect only after the approval of the NEA Administrator.

IX. EFFECTIVITY

These guidelines shall be used in the evaluation of the EC Overall Annual Performance starting Calendar Year 2018.


EDGARDO R. MASONGSONG
Administrator



- Approved by the NEA Board of Administrators during its meeting on January 17, 2018 per Board Resolution No. 2
- Published in the UP Law Center on January 25, 2018



November 4, 2015

MEMORANDUM No. 2015-033

TO : ALL ELECTRIC COOPERATIVES

SUBJECT : 2014 SIZE CLASSIFICATION OF ELECTRIC COOPERATIVES

The electric cooperatives (ECs), as the implementing arm of the NEA in bringing electricity to the countryside, are able to spread the benefits of electrification on a wider scale through the expansion of distribution lines and dramatic increase in consumer connections.

The classification of the ECs according to size constitutes as one of the factors in determining the applicable benefits, allowances and incentives of EC officials and employees under NEA Memorandum No. 2015-007 series of 2015.

In determining the classification of ECs according to size for 2014, the average volume of MWH sales, consumer connections and kilometer of lines constructed for the three year period 2012 to 2014 were used as criteria. Fifty six (56) ECs are classified as Mega Large, thirty four (34) ECs as Extra Large, twenty one (21) ECs as Large, six (6) ECs as Medium and four (4) ECs as Small.

Below are the rating criteria applied with the corresponding point score.

I. RATING CRITERIA

1. Volume of Average MWH Sales

Average Sales Volume	Point Score
150,001 & above	40
100,001 - 150,000	35
50,001 - 100,000	30
25,001 - 50,000	25
25,000 & below	20

2. Number of Connections

Average Connections	Point Score
100,001 & above	30
50,001 - 100,000	25
20,001 - 50,000	20
10,001 - 20,000	15
10,000 & below	10

3. Average kms of lines

Average length of lines	Point Score
3,301 & above	30
2,201 - 3,300	25
1,001 - 2,200	20
501 - 1,000	15
500 & below	10

II. OVERALL POINT SCORE

Point Score	Classification
85 - 100	Mega Large
70 - 84	Extra Large
55 - 69	Large
45 - 54	Medium
44 & below	Small

III. FINAL RESULTS OF EVALUATION


Classification	Number of ECs	Percentage
Mega Large	56	46%
Extra Large	34	28%
Large	21	18%
Medium	6	5%
Small	4	3%
Total	121	100%

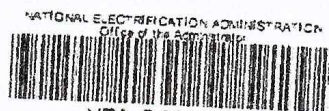
We attached herewith the following annexes:

- A. Size Classification of ECs per region
- B. Size Classification of ECs according to size
- C. Summary of Evaluation on EC Size Classification

The criteria being used shall be subject to a regular review in order to be more responsive to the demands and challenges of the power industry.

For your information and guidance.


EDITA S. BUENO
Administrator



NEA-OA22274R RL

11/6/15

2014 SIZE CLASSIFICATION OF ECS

Annex A

COOPERATIVES	Classification
REGION I	
INEC	ML
ISECO	ML
LUELCO	ML
CENPELCO	ML
PANELCO I	EL
PANELCO III	ML
CAR	
ABRECO	L
BENECO	ML
MOPRECO	L
IFELCO	L
KAELCO	L
REGION II	
BATANELCO	S
CAGELCO I	ML
CAGELCO II	ML
ISELCO I	ML
ISELCO II	ML
NUVELCO	EL
QUIRELCO	L
REGION III	
AURELCO	L
PENELCO	ML
NEECO I	EL
NEECO II - Area I	ML
NEECO II - Area II	EL
PELCO I	ML
PELCO II	ML
PELCO III	EL
PRESCO	L
SAJELCO	L
TARELCO I	ML
TARELCO II	ML
ZAMECO I	EL
ZAMECO II	EL

2014 SIZE CLASSIFICATION OF ECS

Annex A

COOPERATIVES	Classification
REGION IV	
BATELEC I	ML
BATELEC II	ML
BISELCO	M
FLECO	EL
LUBELCO	S
MARELCO	L
OMECO	EL
ORMECO	ML
PALECO	ML
QUEZELCO I	ML
QUEZELCO II	L
TIELCO	L
ROMELCO	M
REGION V	
ALECO	ML
CANORECO	ML
CASURECO I	EL
CASURECO II	ML
CASURECO III	EL
CASURECO IV	EL
FICELCO	L
MASELCO	EL
SORECO I	EL
SORECO II	EL
TISELCO	M
REGION VI	
AKELCO	ML
ANTECO	EL
CAPELCO	ML
CENECO	ML
GUIMELCO	L
ILECO I	ML
ILECO II	ML
ILECO III	EL
NOCECO	ML
NONECO	ML

2014 SIZE CLASSIFICATION OF ECS

Annex A

COOPERATIVES	Classification
REGION VII	
BANELCO	L
BOHECO I	ML
BOHECO II	ML
CELCO	M
CEBECO I	ML
CEBECO II	ML
CEBECO III	EL
NORECO I	EL
NORECO II	ML
PROSIELCO	L
REGION VIII	
BILECO	L
ESAMELCO	EL
NORSAMELCO	EL
SAMELCO I	EL
SAMELCO II	EL
LEYECO I/DORELCO	EL
LEYECO II	ML
LEYECO III	L
LEYECO IV	EL
LEYECO V	ML
SOLECO	EL
REGION IX	
ZAMCELCO	ML
ZANECO	ML
ZAMSURECO I	ML
ZAMSURECO II	ML
ARMM	
BASELCO	L
CASELCO	S
MAGELCO	EL
SIASELCO	S
SULECO	L
TAWELCO	M
LASURECO	EL

2014 SIZE CLASSIFICATION OF ECS

Annex A

COOPERATIVES	Classification
REGION X	
FIBECO	ML
BUSECO	ML
CAMELCO	M
LANECO	ML
MOELCI I	EL
MOELCI II	ML
MORESCO I	ML
MORESCO II	ML
REGION XI	
DANECO	ML
DASURECO	ML
DORECO	EL
REGION XII	
COTELCO	ML
COTELCO-PPALMA	EL
SOCOTECO I	ML
SOCOTECO II	ML
SUKELCO	ML
CARAGA	
ANECO	ML
ASELCO	ML
DIELCO	L
SIARELCO	L
SURNECO	EL
SURSECO I	EL
SURSECO II	EL

2014 CLASSIFICATION OF ELECTRIC COOPERATIVES
According to size

Annex B

NO.	COOPERATIVES	Point Score			TOTAL POINT SCORE	Classification
		SALES	CONNECTIONS	KM OF LINES		2014
1	INEC	40	30	30	100	ML
2	CENPELCO	40	30	30	100	ML
3	BENECO	40	30	30	100	ML
4	ISELCO I	40	30	30	100	ML
5	BATELEC I	40	30	30	100	ML
6	BATELEC II	40	30	30	100	ML
7	ORMECO	40	30	30	100	ML
8	ALECO	40	30	30	100	ML
9	CENECO	40	30	30	100	ML
10	ILECO I	40	30	30	100	ML
11	NOCECO	40	30	30	100	ML
12	CEBECO II	40	30	30	100	ML
13	NORECO II	40	30	30	100	ML
14	ZANECO	40	30	30	100	ML
15	ZAMSURECO I	40	30	30	100	ML
16	DANECO	40	30	30	100	ML
17	DASURECO	40	30	30	100	ML
18	SOCOTECO II	40	30	30	100	ML
19	ANECO	40	30	30	100	ML
20	ISECO	40	30	25	95	ML
21	PANELCO III	40	30	25	95	ML
22	CAGELCO I	40	30	25	95	ML
23	PENELCO	40	30	25	95	ML
24	PELCO II	40	30	25	95	ML
25	TARELCO I	40	30	25	95	ML
26	PALECO	40	30	25	95	ML
27	QUEZELCO I	35	30	30	95	ML
28	AKELCO	40	30	25	95	ML
29	CAPELCO	35	30	30	95	ML
30	ILECO II	35	30	30	95	ML
31	NONECO	35	30	30	95	ML
32	BOHECO I	35	30	30	95	ML
33	CEBECO I	35	30	30	95	ML
34	ZAMCELCO	40	30	25	95	ML
35	FIBECO	35	30	30	95	ML
36	COTELCO	35	30	30	95	ML
37	SOCOTECO I	40	30	25	95	ML
38	ASELCO	35	30	30	95	ML
39	LUELCO	35	30	25	90	ML
40	CAGELCO II	35	30	25	90	ML
41	ISELCO II	35	30	25	90	ML

2014 CLASSIFICATION OF ELECTRIC COOPERATIVES

According to size

Annex B

NO.	COOPERATIVES	Point Score				Classification
		SALES	CONNECTIONS	KM OF LINES	TOTAL POINT SCORE	2014
42	NEECO II - Area I	35	30	25	90	ML
43	CANORECO	35	30	25	90	ML
44	CASURECO II	40	30	20	90	ML
45	BOHECO II	30	30	30	90	ML
46	LEYECO II	40	25	25	90	ML
47	LEYECO V	35	30	25	90	ML
48	ZAMSURECO II	30	30	30	90	ML
49	BUSECO	35	25	30	90	ML
50	MORESCO I	40	25	25	90	ML
51	SUKELCO	35	25	30	90	ML
52	PELCO I	40	25	20	85	ML
53	TARELCO II	40	25	20	85	ML
54	LANECO	30	25	30	85	ML
55	MOELCI II	35	25	25	85	ML
56	MORESCO II	30	25	30	85	ML
1	PANELCO I	30	25	25	80	EL
2	NUVELCO	25	25	30	80	EL
3	NEECO I	35	25	20	80	EL
4	NEECO II - Area II	35	25	20	80	EL
5	PELCO III	35	25	20	80	EL
6	ZAMECO II	35	25	20	80	EL
7	OMEKO	30	25	25	80	EL
8	ANTECO	30	25	25	80	EL
9	CEBECO III	35	25	20	80	EL
10	DORECO	30	25	25	80	EL
11	SURNECO	35	25	20	80	EL
12	SURSECO II	30	25	25	80	EL
13	ZAMECO I	30	25	20	75	EL
14	FLECO	30	25	20	75	EL
15	CASURECO III	30	25	20	75	EL
16	MASELCO	30	25	20	75	EL
17	SORECO I	25	25	25	75	EL
18	SORECO II	30	25	20	75	EL
19	ILECO III	30	25	20	75	EL
20	NORECO I	25	25	25	75	EL
21	NORSAMELCO	30	25	20	75	EL
22	SAMELCO II	25	25	25	75	EL
23	SOLECO	30	25	20	75	EL
24	CASURECO I	25	25	20	70	EL
25	CASURECO IV	25	25	20	70	EL
26	ESAMELCO	25	25	20	70	EL

2014 CLASSIFICATION OF ELECTRIC COOPERATIVES
According to size

Annex B

NO.	COOPERATIVES	Point Score			TOTAL POINT SCORE	Classification
		SALES	CONNECTIONS	KM OF LINES		2014
27	SAMELCO I	25	25	20	70	EL
28	LEYECO II/DORELCO	25	25	20	70	EL
29	LEYECO IV	25	25	20	70	EL
30	MAGELCO	20	25	25	70	EL
31	LASURECO	30	25	15	70	EL
32	MOELCI I	25	25	20	70	EL
33	SURSECO I	25	25	20	70	EL
34	COTELCO-PPALMA	30	20	25	60	EL
1	FICELCO	25	20	20	65	L
2	SULECO	25	20	20	65	L
3	ABRECO	25	20	20	65	L
4	MOPRECO	20	20	25	65	L
5	QUIRELCO	25	20	20	65	L
6	AURELCO	25	20	20	65	L
7	SAJELCO	30	20	15	65	L
8	MARELCO	25	20	20	65	L
9	BASELCO	20	25	20	65	L
10	IFELCO	20	20	20	60	L
11	KAELCO	20	20	20	60	L
12	TIELCO	20	20	20	60	L
13	GUIMELCO	20	20	20	60	L
14	LEYECO III	20	20	20	60	L
15	PRESCO	25	15	15	55	L
16	QUEZELCO II	20	20	15	55	L
17	BANELCO	20	20	15	55	L
18	PROSIELCO	20	20	15	55	L
19	BILECO	20	20	15	55	L
20	DIELCO	20	20	15	55	L
21	SIARELCO	20	20	15	55	L
1	BISELCO	20	15	15	50	M
2	ROMELCO	20	15	15	50	M
3	CELCO	20	15	15	50	M
4	TAWELCO	20	20	10	50	M
5	CAMELCO	20	15	15	50	M
6	TISELCO	20	15	10	45	M
1	BATANELCO	20	10	10	40	S
2	LUBELCO	20	10	10	40	S
3	CASELCO	20	10	10	40	S
4	SIASELCO	20	10	10	40	S

SUMMARY OF EVALUATION ON EC SIZE CLASSIFICATION

Annex C

COOPERATIVES	SALES				SALES	CONNECTIONS				POINT SCORE				KM OF LINES	TOTAL POINT SCORE	CLASSIFICATION	
	2012	2013	2014	3 Year Average		2012	2013	2014	3 Year Average	CONNECTIONS	2012	2013	2014				3 Year Average
REGION I																	
INEC	205,595	220,893	226,703	217,730	40	142,604	147,400	150,068	146,891	30	4,872	4,908	4,908	4,896	30	100	ML
IUSECO	194,885	212,947	212,817	208,883	40	157,315	164,300	167,657	163,091	30	3,008	3,042	3,042	3,031	25	85	ML
IUELCO	140,058	153,154	154,886	149,365	36	123,199	124,200	131,541	129,643	30	2,479	2,525	2,525	2,510	25	90	ML
CENPELCO	248,952	259,693	271,395	260,013	40	197,591	210,200	212,720	206,827	30	4,068	4,119	4,119	4,108	30	100	ML
PANELCO I	72,125	79,278	85,550	78,986	30	64,392	67,540	72,287	68,073	25	2,373	2,416	2,416	2,407	25	80	EL
PANELCO III	162,071	254,527	259,033	225,077	40	146,766	154,852	160,897	154,202	30	2,472	2,551	2,624	2,549	25	95	ML
CAR																	
ABRECO	31,592	34,751	38,226	34,856	25	45,753	46,968	48,222	46,980	20	1,504	1,570	1,575	1,560	20	85	L
BENECO	326,309	341,684	355,728	341,234	40	161,618	168,100	166,737	162,152	30	4,956	5,122	5,122	5,067	30	100	ML
MOPRECO	14,071	15,797	17,695	16,054	20	29,308	34,100	33,245	32,218	20	2,057	2,449	2,449	2,318	25	85	L
IFELCO	12,570	13,917	16,023	14,170	20	25,181	37,200	30,457	30,940	20	1,264	1,716	1,716	1,567	20	80	L
KALCO	19,352	22,204	24,355	21,971	20	32,342	48,100	40,194	40,212	20	1,708	1,439	1,439	1,529	20	60	L
REGION II																	
BATANELCO	4,954	5,335	5,888	5,392	20	5,201	5,800	5,596	5,529	10	205	206	206	205	10	40	S
CAGELCO I	161,121	172,104	179,704	170,976	40	117,949	132,400	128,369	126,239	30	2,761	2,812	2,812	2,795	25	95	ML
CAGELCO II	102,929	107,102	106,331	105,454	35	102,103	120,100	111,994	111,399	30	3,235	3,313	3,313	3,287	25	90	ML
IUSECO I	242,171	267,724	268,782	266,226	40	170,534	179,400	187,638	178,991	30	4,014	3,940	3,940	3,868	30	100	ML
IUSECO II	121,571	134,976	147,943	134,830	35	107,654	107,654	125,758	113,689	30	2,782	2,762	2,942	2,822	25	90	ML
NUVELCO	18,402	18,402	99,424	42,409	25	71,669	71,669	78,856	74,085	25	4,653	4,653	4,653	4,653	30	80	EL
QUIRELCO	22,194	24,751	26,151	25,032	25	39,453	41,889	43,705	41,809	20	1,191	1,070	1,516	1,249	20	65	L
REGION III																	
AURELCO	24,921	27,337	32,731	28,330	25	41,577	45,700	46,928	44,402	20	1,432	1,488	1,488	1,468	20	65	L
PENELCO	314,512	357,432	378,318	350,087	40	159,696	169,100	172,276	167,024	30	2,570	2,518	2,618	2,602	25	95	ML
NEECO I	119,799	119,346	128,099	122,415	35	79,045	81,689	84,802	81,845	25	1,303	1,310	1,316	1,310	20	80	EL
NEECO II - Area I	117,616	128,318	139,148	128,361	35	102,328	107,724	113,265	107,772	30	2,741	2,554	2,696	2,664	25	90	ML
NEECO II - Area II	131,105	144,636	156,751	144,164	35	88,361	91,219	95,054	91,545	25	2,018	2,070	2,152	2,080	20	80	EL
PELCO I	154,878	169,409	184,187	169,425	40	89,490	93,100	96,811	93,134	25	1,714	1,772	1,772	1,753	20	85	ML
PELCO II	285,556	247,277	344,163	292,332	40	142,026	147,700	152,584	147,437	30	2,434	2,434	2,434	2,434	25	95	ML
PELCO III	124,412	132,811	136,634	131,286	35	65,484	69,700	68,737	67,974	25	1,154	1,156	1,156	1,156	20	80	EL
PRESCO	29,435	32,185	34,329	31,983	25	17,624	18,000	18,998	18,474	15	589	588	588	588	15	55	L
SAJELCO	51,295	66,066	71,293	62,871	30	30,290	31,384	32,346	31,342	20	586	732	778	699	15	65	L
TARELCO I	165,792	175,230	187,760	176,261	40	140,651	148,300	153,804	147,522	30	2,958	2,997	2,997	2,994	25	95	ML
TARELCO II	171,858	184,722	200,746	185,775	40	81,273	80,000	104,251	90,608	25	1,754	1,811	1,811	1,782	20	85	ML
ZAMECO I	71,480	78,734	85,054	78,426	30	53,696	57,300	57,570	55,189	25	1,567	1,595	1,595	1,586	20	75	EL
ZAMECO II	99,455	107,423	110,794	105,891	35	69,227	72,300	74,355	71,961	25	2,051	2,051	2,051	2,051	20	80	EL

SUMMARY OF EVALUATION ON EC SIZE CLASSIFICATION

Annex C

COOPERATIVES	SALES				SALES	CONNECTIONS				CONNECTIONS	POINT SCORE				KM OF LINES	TOTAL POINT SCORE	CLASSIFICATION 2014
	2012	2013	2014	3 Year Average		2012	2013	2014	3 Year Average		2012	2013	2014	3 Year Average			
	K M L I N E S																
REGION IV																	
BATELEC I	243,689	257,047	266,762	255,833	40	151,804	158,200	161,267	157,090	30	4,377	4,544	4,544	4,489	30	100	ML
BATELEC II	694,637	664,262	682,612	680,504	40	252,176	262,200	270,887	261,754	30	5,114	5,209	5,209	5,177	30	100	ML
BISELCO	9,696	10,640	13,101	11,148	20	9,727	17,800	11,469	12,999	15	630	826	826	728	15	50	M
FLECO	72,225	77,087	79,602	76,305	30	57,873	61,600	62,348	60,607	25	1,150	1,212	1,212	1,192	20	75	EL
LUBELCO	2,585	2,829	3,023	2,812	20	7,178	8,900	7,468	7,649	10	214	214	214	214	10	40	S
MARELCO	30,425	33,670	35,224	33,106	25	45,502	50,200	49,009	46,237	20	1,511	1,575	1,575	1,554	20	85	L
OMECCO	58,423	64,102	70,059	64,195	30	63,980	66,827	70,343	67,060	25	2,167	2,202	2,467	2,285	25	80	EL
ORMECCO	155,077	168,895	182,990	168,988	40	153,354	175,800	177,474	166,909	30	5,090	5,520	5,520	5,378	30	100	ML
PALECO	120,557	176,060	191,460	163,369	40	103,384	109,204	115,334	109,337	30	3,135	3,135	3,472	3,247	25	85	ML
QUEZELCO I	119,326	126,837	117,555	121,239	35	143,251	179,800	164,124	169,058	30	3,367	5,265	5,265	4,638	30	95	ML
QUEZELCO II	23,032	23,909	24,934	23,958	20	28,881	30,702	32,267	30,617	20	648	876	876	867	15	55	L
TIELCO	20,965	22,509	23,767	22,413	20	29,273	34,800	34,614	32,929	20	1,208	1,402	1,402	1,337	20	60	L
ROMELCO	11,661	12,279	12,547	12,162	20	14,603	19,000	18,517	17,373	15	703	827	827	788	15	50	M
REGION V																	
ALECO	253,690	253,680	263,690	253,690	40	223,891	249,700	221,511	231,701	30	5,066	5,066	5,066	5,066	30	100	ML
CANORECO	99,729	120,071	121,810	113,872	35	95,182	112,500	105,007	104,583	30	3,023	3,116	3,116	3,088	25	90	ML
CASURECO I	46,971	50,549	47,920	48,480	25	62,938	65,500	68,515	72,318	25	2,044	2,067	2,067	2,069	20	70	EL
CASURECO II	190,827	224,584	210,109	208,540	40	101,345	115,600	110,092	108,979	30	1,727	1,750	1,750	1,742	20	90	ML
CASURECO III	62,174	62,162	66,659	63,732	30	64,680	63,400	71,146	73,075	25	1,602	1,620	1,620	1,614	20	75	EL
CASURECO IV	34,340	37,811	37,057	36,435	25	51,593	69,300	55,996	57,935	25	1,537	1,642	1,642	1,607	20	70	EL
FICELCO	32,104	34,212	35,316	33,877	25	47,438	50,600	50,323	49,554	20	1,330	1,338	1,338	1,336	20	65	L
MASELCO	55,722	59,039	63,943	59,558	30	49,161	121,300	55,353	75,605	25	1,921	2,168	2,168	2,086	20	75	EL
SORECO I	33,713	35,885	35,993	35,197	25	57,146	63,300	66,732	63,060	25	2,758	2,815	2,815	2,798	25	75	EL
SORECO II	54,170	72,663	71,260	66,028	30	70,715	74,421	77,277	74,138	25	1,801	1,801	1,920	1,841	20	75	EL
TISELCO	4,029	4,819	5,262	4,703	20	6,773	17,400	8,879	11,017	15	264	273	273	270	10	45	M
REGION VI																	
AKELCO	206,185	205,527	220,304	210,672	40	108,937	124,500	115,016	116,151	30	2,920	3,045	3,045	3,033	25	95	ML
ANTECO	71,014	74,303	79,152	74,823	30	81,083	102,000	90,903	91,320	25	2,785	2,897	2,897	2,863	25	80	EL
CAPELCO	137,793	134,251	136,160	136,075	35	134,283	156,600	144,788	145,224	30	5,436	5,489	5,489	5,471	30	95	ML
CENECCO	576,389	593,082	610,885	593,455	40	185,907	241,400	206,623	209,310	30	3,586	3,753	3,753	3,691	30	100	ML
GUIMELCO	20,245	21,361	21,719	21,108	20	24,162	31,600	27,060	27,707	20	1,362	1,426	1,426	1,411	20	60	L
ILECO I	170,642	182,049	168,774	160,495	40	127,446	137,300	137,160	133,969	30	4,219	4,534	4,534	4,429	30	100	ML
ILECO II	105,842	110,227	116,823	110,997	35	97,762	128,200	109,953	111,974	30	3,361	3,405	3,405	3,380	30	95	ML
ILECO III	55,391	53,236	51,515	53,381	30	58,256	88,100	67,233	71,197	25	2,123	2,206	2,206	2,179	20	75	EL
NOCECO	160,348	167,988	180,802	169,713	40	146,243	153,959	162,377	154,193	30	5,283	5,739	5,941	5,654	30	100	ML
NONECO	143,281	140,066	146,901	144,089	35	119,215	169,600	132,939	140,251	30	3,365	3,429	3,429	3,409	30	95	ML

SUMMARY OF EVALUATION ON EC SIZE CLASSIFICATION

Annex C

COOPERATIVES	SALES				SALES	CONNECTIONS				CONNECTIONS	POINT SCORE				K.M LINES	K.M CP LINES	TOTAL POINT SCORE	CLASSIFICATION	2014
	2012	2013	2014	3 Year Average		2012	2013	2014	3 Year Average		2012	2013	2014	3 Year Average					
REGION VII																			
BANELCO	19,978	19,443	16,764	18,728	20	19,649	25,800	22,468	22,639	20	529	596	596	574	15	55	L		
BOHECO I	121,537	120,954	126,073	122,758	35	135,475	140,700	144,400	140,192	30	4,626	4,595	4,585	4,565	30	95	ML		
BOHECO II	71,891	73,088	78,073	74,351	30	108,688	124,500	120,090	117,086	30	3,442	3,722	3,722	3,629	30	90	ML		
CELCO	7,805	8,019	8,692	8,172	20	14,857	20,000	17,524	17,464	15	529	559	559	549	15	50	M		
CEBECO I	136,668	151,504	155,883	148,685	35	109,141	125,700	123,828	119,556	30	4,058	4,262	4,262	4,207	30	95	ML		
CEBECO II	238,332	253,257	279,577	257,055	40	127,794	140,200	140,179	136,058	30	4,103	4,227	4,227	4,180	30	100	ML		
CEBECO III	124,331	131,877	138,020	131,409	35	76,682	82,900	85,956	81,846	25	1,735	1,829	1,829	1,799	20	80	EL		
NORECO I	43,118	48,035	49,708	46,954	25	59,438	112,200	66,969	79,535	25	3,017	3,129	3,129	3,091	25	75	EL		
NORECO II	178,687	224,439	231,531	211,552	40	122,837	128,796	134,832	128,818	30	4,018	4,051	4,153	4,074	30	100	ML		
PROSIELCO	13,277	14,278	14,924	14,160	20	19,953	21,900	22,423	21,426	20	615	644	644	634	15	55	L		
REGION VIII																			
BILECO	24,333	23,281	24,295	23,971	20	26,887	31,000	30,109	29,332	20	687	730	730	716	15	55	L		
ESAMELCO	49,807	50,078	45,792	48,589	25	55,908	63,000	72,094	70,667	25	1,316	1,316	1,316	1,316	20	70	EL		
NORSAMELCO	52,422	55,162	54,351	53,978	30	57,706	105,000	61,459	74,722	25	1,618	1,618	1,616	1,616	20	75	EL		
SAMELCO I	44,576	45,169	42,635	44,127	25	48,551	59,800	52,137	53,529	25	1,175	1,216	1,216	1,203	20	70	EL		
SAMELCO II	49,102	48,651	49,908	49,220	25	58,139	70,300	67,826	67,422	25	2,586	2,588	2,588	2,581	25	75	EL		
LEYECO (DORELCO)	51,204	47,148	20,985	39,779	25	65,901	68,387	50,544	61,597	25	1,428	1,459	1,566	1,484	20	70	EL		
LEYECO I	193,322	187,571	117,323	169,605	40	62,543	64,419	52,685	59,876	25	2,317	2,317	2,316	2,316	20	90	ML		
LEYECO II	26,584	23,142	21,650	23,792	20	38,464	49,400	43,896	43,520	20	1,183	1,158	1,158	1,155	20	60	L		
LEYECO III	48,988	47,785	49,933	48,905	25	61,738	84,500	67,194	64,477	25	1,228	1,316	1,316	1,260	20	70	EL		
LEYECO V	135,705	127,475	105,591	124,257	35	101,617	126,500	107,846	111,988	30	2,518	2,541	2,541	2,534	25	90	ML		
SOLECO	69,647	70,955	74,276	71,396	30	78,690	82,655	87,755	83,034	25	2,018	2,018	2,042	2,026	20	75	EL		
REGION IX																			
ZAMELCO	430,393	425,310	447,892	434,532	40	130,241	159,000	129,831	139,691	30	2,679	2,917	2,917	2,836	25	95	ML		
ZANECO	150,531	156,189	158,508	155,076	40	83,543	161,600	130,465	116,543	30	6,530	6,734	6,734	6,689	30	100	ML		
ZAMSURECO I	153,493	158,851	163,152	157,835	40	94,017	165,200	110,195	123,471	30	5,207	5,508	5,508	5,408	30	100	ML		
ZAMSURECO II	89,229	86,054	90,894	86,392	30	96,214	150,500	105,546	117,420	30	3,386	3,621	3,621	3,546	30	90	ML		
ARMM																			
BASELCO	24,574	21,645	23,917	23,345	20	37,265	100,100	39,864	59,110	25	1,266	1,266	1,266	1,268	20	95	L		
CASELCO	0	0	0	0	20	1,895	6,200	1,861	3,352	10	93	0	0	31	10	40	S		
MAGELCO	21,741	19,376	18,093	19,737	20	23,415	204,500	27,485	85,133	25	2,472	2,472	2,472	2,472	25	70	EL		
SIASELCO	2,401	2,259	2,403	2,354	20	3,397	15,900	4,097	7,789	10	119	119	119	119	10	40	S		
SULECO	19,053	29,501	29,035	25,863	25	22,918	23,936	25,295	24,050	20	1,100	1,100	1,100	1,100	20	55	L		
TAWELCO	12,217	13,400	13,360	12,992	20	11,831	70,300	12,498	31,543	20	112	112	112	112	10	50	M		
LASURECO	120,453	97,911	35,182	84,509	30	56,357	185,300	56,357	92,671	25	951	951	951	951	15	70	EL		

SUMMARY OF EVALUATION ON EC SIZE CLASSIFICATION

Annex C

COOPERATIVES	SALES				SALES	CONNECTIONS				POINT SCORE				KM OF LINES	TOTAL POINT SCORE	CLASSIFICATION	
	2012	2013	2014	3 Year Average		2012	2013	2014	3 Year Average	CONNECTIONS	2012	2013	2014				3 Year Average
REGION X																	
BIBECO	129,369	140,043	141,054	136,832	35	116,006	124,077	131,481	123,855	30	4,755	5,033	5,504	5,097	30	95	ML
BUSECO	91,201	118,608	124,366	111,358	35	78,204	99,500	85,575	87,760	25	3,597	3,687	3,687	3,657	30	90	ML
CAMELCO	15,171	16,725	16,043	15,646	20	16,400	19,300	19,847	18,510	15	720	833	833	795	15	50	M
CANECO	58,978	56,175	64,182	59,779	30	79,049	102,800	85,075	88,975	25	3,083	4,012	4,012	4,002	30	85	ML
MOELCI I	40,854	43,162	43,687	42,501	25	48,683	53,000	53,499	51,691	25	1,455	1,598	1,598	1,550	20	70	EL
MOELCI II	108,917	114,938	116,119	113,325	35	74,988	78,500	79,918	77,775	25	2,212	2,233	2,233	2,226	25	65	ML
MORESCO I	136,520	311,452	303,486	250,496	40	69,518	75,200	79,450	74,389	25	3,165	3,258	3,258	3,227	25	90	ML
MORESCO II	84,741	95,131	85,252	88,708	30	59,014	75,400	66,666	66,827	25	5,571	6,108	6,108	5,929	30	85	ML
REGION XI																	
DANECO	144,888	334,712	356,716	278,772	40	155,687	250,200	169,289	191,725	30	7,130	7,130	7,130	7,130	30	100	ML
DASURECO	209,053	207,350	238,811	217,405	40	116,214	184,600	138,167	145,634	30	4,217	4,451	4,451	4,373	30	100	ML
DORECO	87,697	75,270	64,628	82,532	30	84,236	105,600	91,361	93,708	25	2,603	2,600	2,600	2,568	25	80	EL
REGION XII																	
COTELCO	140,443	143,985	152,590	145,683	35	160,395	157,900	130,075	146,123	30	6,706	8,004	8,004	8,172	30	95	ML
COTELCO-PPALMA	47,382	52,120	53,313	50,938	30	35,221	38,743	40,319	38,094	20	2,230	2,421	3,629	2,760	25	75	EL
COCOTECO I	169,341	176,666	187,365	176,797	40	90,363	136,300	100,514	109,066	30	2,745	2,799	2,799	2,781	25	95	ML
COCOTECO II	609,833	678,330	721,608	669,924	40	141,619	251,000	161,956	184,858	30	5,471	6,244	6,244	5,586	30	100	ML
SUKELCO	121,165	125,250	130,179	124,866	35	84,036	67,336	83,537	71,636	25	3,759	3,954	3,954	3,889	30	90	ML
CARAGA																	
ANECO	267,625	269,406	272,522	269,918	40	129,006	138,700	144,224	137,310	30	3,205	3,599	3,599	3,468	30	100	ML
ASELCO	119,486	133,220	166,410	139,372	35	97,365	124,300	110,052	113,662	30	3,746	4,249	4,249	4,081	30	95	ML
DELCO	8,355	9,426	10,834	9,538	20	18,588	23,000	22,335	21,941	20	688	726	726	704	15	55	L
SIARELCO	14,111	15,774	16,858	15,591	20	24,638	26,600	27,639	26,262	20	746	746	746	746	15	55	L
SURNECO	138,695	139,501	126,034	134,740	35	64,029	70,300	73,380	69,236	25	1,628	1,846	1,846	1,649	20	80	EL
SURSECO I	43,655	46,538	47,267	45,920	25	63,349	66,500	68,979	66,276	25	2,081	2,079	2,079	2,079	20	70	EL
SURSECO II	50,231	52,881	57,325	53,479	30	61,550	69,100	67,711	66,120	25	2,230	2,355	2,355	2,314	25	60	EL

CURRICULUM VITAE

CURRICULUM VITAE

Name : Maria Athenelyn D. Gonzaga

Gender : Female

Civil Status : Married

Date of Birth : April 20, 1986

Address : Blk 1, Lot 4, Phase 2, Executive Heights, Catbalogan City

Profession : Audit Staff

Employment : SAMELCO II

Education : Bachelor of Science in Accountancy
St. Mary's College of Catbalogan

SEMINARS ATTENDED

- Business Separation and Unbundling Seminar Workshop, held on June 7-9, 2016 at Hotel Alejandro, Tacloban City.
- Seminar-workshop on Employees' Productivity, held on July 19-20, 2016 at Casa Cristina Hotel, Catbalogan City.
- Audit and Investigation of Cooperatives and other Taxpayers, held on May 31, 2017, FRECOR8 RENAGMEC Office 3rd Floor Insular Life Bldg. Tacloban, City.
- Seminar on Tax Reform Inclusion and Acceleration (TRAIN) Law, held on January 31, 2018 to February 1, 2018 at Hotel Alejandro Tacloban City
- Pricing and Rate Setting Seminar-Workshop, held on February 12-14, 2018 and February 19-20, 2018 at FRECOR8 RENAGMEC Office 3rd Floor Insular Life Bldg. Tacloban, City.

LIST OF TABLES

LIST OF TABLES

Table	Page
1 Percentage Distribution of Respondents in the Locale of the Study	58
2 The Distribution of Respondents by Age.....	59
3 Distribution of Respondents According to Sex	61
4 The Distribution of Respondents by Civil Status.....	62
5 Distribution of Respondents by Educational Attainment.....	64
6 Distribution of Respondents According to Position.....	65
7 Distribution of Respondents According to Ranks	68
8 Distribution of Respondents According to Length of Service.....	70
9 Distribution of Respondents According to Performance Rating, From 2015-2017	72
10 Number of Relevant Trainings Attended by Respondents	74
11 Respondents Ethics and Values Towards Productivity	77
12 Size Categorization of Electric Cooperatives.....	80
13 Average Volume Sales (Mega Watt per Hour) Required for Every Size of Electric Cooperative as Compared with SAMELCO II.....	81

Table	Page
14 Number of Connections Required for Every Size of Electric Cooperative as Compared with SAMELCO II.....	83
15 Average Length of Electric Lines (in Kilometer) Required for Every Size of Electric Cooperative as Compared with SAMELCO II.....	84
16 2015 Performances of SAMELCO II Toward Achieving the “AAA” Lumens Award	85
17 Extent of Compliance of SAMELCO II to the Regulatory Requirements.....	87
18 Level of Performance of SAMELCO II in the Last Three Years.....	90
19 Level of Performance of SAMELCO II as Rated by the Consumers	93
20 Extent of Administrative Experiences as Regards to Rewards and Recognition.....	95
21 Extent of Administrative Experiences as Regards to Training/Career Development.....	98
22 Extent of Administrative Experiences as Regards to Customer Orientation.....	101
23 Extent of Administrative Experiences as Regards to Leadership and Quality.....	104
24 Extent of Administrative Experiences as Regards to Fairness and Treatment of Others.....	106
25 Extent of Administrative Experiences as Regards to Employee Involvement	109

Table	Page
26 The Year-Long Administrative Program Design for SAMELCO II Managers and Employees	126

LIST OF FIGURES

LIST OF FIGURES

Figure	Page
1 Conceptual Framework of the Study	12
2 Map Showing the SAMELCO II Service Centers Where the Survey Questionnaires Were Distributed.....	51
3 Potential Organizational Structure of SAMELCO II	123