

Public Organization Leadership Style in Provincial Engineer's Office of Bataan

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Abstract: - The study of leadership defines as a practice of a problem-solving ability but not limited to organizational, administrative, legal and planning abilities of the human resources involved in an organization. It aims mainly to oversee the operational performance of the organization as a whole. The study will focus on the strengths and different opportunity areas evolving the engineering and architectural sector. This includes people management and its day-to-day operations. The psychological, social and occupational aspects related to these studies is yet to be discussed.

Key Words: *Leadership Style, Public Organization, human resources, architectural sector.*

I. INTRODUCTION

Engineering and Architectural management nowadays is mostly compared into a business administration profession it is because of the way the leaders handled their human resources. This interdisciplinary form of management is come in to a high- end approach of fostering professional and technical skills. This is a kind of reinforcing job to further develop soft and hard skills of an individual especially to the white-collar jobs continuously dominating the infrastructure and development industry.

Expressing author's thoughts in leadership among public organization, there are two management styles that are dominating not just the engineering industry but it almost conquers all kinds of enterprises these are the Transactional and Transformational forms of leadership. However, the researchers will mainly focus on the public organization that practices the above-mentioned leadership styles.

Transactional Leadership is effective on a specific situation where life and safety are involved. Perhaps, engineers, architects and other related industries citing as example mostly tapped his subordinates to conduct road assessment and repairs for the safety of the people in the community. Moreover, this kind of management style focuses more on employee's work.

Furthermore, Transactional Managers mostly abide with company rules and regulation. This authoritarian approach may lead to high employee turnovers. We could not assume for a longer or satisfying employee retention since for every task that have been done, employees are deeply feel guarded.

Transformational Leadership on the other hand, mainly empowers the employees to work independently. Empowered employees are those belong in the workforce that can be decisive weighting the correctness of work being done and efficiently delivers it. Happy employees are those who can make their companies as a serious spot for a daily living at the same time, this companies can be their playground as well for enjoyment.

Transformational Managers are delegate task among employees, distributing work equally, and balances a work life balance as part of the company culture. They enshrine trust to them and confidently leads diplomatically and level mindedly.

1.1 REVIEW OF RELATED LITERATURE AND STUDIES

The literature review will generally focus on the different management or leadership styles of the hiring

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managers for both government and private organizations. It will also tackle workforce condition on a different managerial perspective and how does it affect the retention rate of the employees, work emotionality and department success. It will help us determine also what kind of work values is being instilled throughout the organization.

The study will foster the differences between private and public managers and be able to assess their overall leadership styles. According to Andersen, (2010) There are multiple studies conducted about leadership differences yet we do not know how much as we should. This study will aim to determine if there is a direct impact of employees work behavior towards the different kinds of leadership styles. According to Boardman, (2010) that even though employees work in a private setting, if he or she switch job quickly, it actually correlates with his or her job satisfaction. It also applies if the employee work in a public setting.

1.2 THEORETICAL FRAMEWORK

The study will be conducted in a selective procedure. Employees is selected randomly in Bataan Provincial Engineering Office. The researchers without any biases want to determine the level of comfortability of the workforce while being engaged in the job while in the site or even in a work from home set up.

Provincial Engineering Office in Bataan which is based in the business district of Balanga City has 200 employees as well including the casual and seasonal staff will be the primary respondents of the study. It will cover various employees from top management down to the entry-level employees. Moreover, efficiency and effectivity of the task that has to be done will reflect on this study because the researchers will conduct a survey thru a correlative process.

The COVID 19 Pandemic made a drastic change in company culture set up especially on how the employer federation will run the business. It is a roller coaster ride for the employer and employee since they have to adjust their daily set of living because of this public health emergency. To save of the employee turn overs or job loss, employers have to do a salary cut that is still agreeable with their staff.

Secondly, proactive hiring managers chooses their employee to multitask to save on the time and operational cost. This is to simply maximize the compensation given among the workers and to avoid employee lay- offs. Further, at the end of study it will determine if the management styles of the subject organization that aforementioned above has the drastic change towards employee behavior.

These identifying factors are job satisfaction, retention and people's morale. Is there any effect that might affect the employee in embracing this kind of management styles? This main query of the researchers will definitely answer that question.

1.3 STATEMENT OF THE PROBLEM

Management Styles among Public Organizations may differ depending on the company culture. The culture mentality being fostered in an organization either to benefit the team as a whole is extremely relevant until today. The study will focus on the leadership styles being implemented in a public office. Afterwards, we will compare this management styles on the employees work behaviors such as job satisfaction, retention, morale respectively.

Combined employees Bataan Provincial Engineering Office were required to answer the following queries:

- How may the socio demographic profile of the employees in terms of:
 - Age
 - Gender
 - Civil Status
 - Position in the Company
- What is the management style implemented in the government offices?
 - Transactional Approach
 - Transformational Approach
- What are the work behaviors of the employee in terms of:
 - Job Satisfaction
 - Job Retention
 - Employee morale
- Is there significant relationship between the management style of the leaders in the organization and the work factors of the employees?

1.4 SCOPE AND LIMITATIONS OF THE STUDY

The study and the researchers aim to penetrate the small group of employees in the company employee through a selective process. The selected employees of the engineering office in Balanga, City of Bataan in the north of the Philippines will be the main participants of the study.

1.5 SIGNIFICANCE OF THE STUDY

The study aims to raise awareness among employed individuals in the mentioned public office. The research will for see comparative-constructive feedback among them through a relative study by defining the different management or leadership styles and how does it affect the entire organization. At the end of the study, it will be served as a starting tool to make important decision-making towards achieving a strong, enjoyable and purposeful work in an organization.

For Tenured Employees. To raise awareness on efficiency, effectivity and professionalism in dealing with their jobs. Work attitude and acceptable behavior are always on top of intelligent and skills. Moreover, soft skills are also be needed. This can be reflected on how a certain individual will exceptionally relate to each other. Good people management is on top of the game. Empathy, encouraging a work-life balance or even inviting your staff over coffee will put smile on their faces.

For Young Professionals. Discovering your career path will be the highlight of your productive and purposeful adulthood. Not limited to the compensation advantages, this research will help you realize that happiness in staying in the company is not all about the greener pastures. It's about the kindest people in the company that you get along with. The people served as your mentor, family and friend.

For Students. Learning is a life- long process. So, reading this research wishes you to be locally effective and globally competitive individuals. It actually prepares you in a difficult and challenging work outside school. It will make you emotionally stable in a sense. "Office issues" or disagreement cannot be avoided because of our creative differences but it may be lessened if we approach it positively, we just have to be aware of the circumstances.

1.6 DEFINITION OF TERMS

Leadership. It is more about one's attitude and not about one's knowledge. It is a mindset of being self- aware of the people around you. It is a capability of a person to trust, delegate and empower people that they can do the job right even if you are not around.

Engineering Management. This is an interdisciplinary branch of management that brings together the technological problem-solving ability of engineering especially in the aspects of organizational, administrative, legal and planning.

Architectural Management. This is an interdisciplinary form of management that focus on how to develop knowledge and skill in the fundamental skills, strategies, and relevant information

to conduct professional architectural practice. It is in lined with on focusing in project management and procurement. The essence of architectural management is to ensure that work on a project is cost-effective, to achieve a balance between profitability and design quality.

Public Sector. It is a government controlled- organization that plays an important role in the economy of the state.

Transactional Leadership. It is a kind of leadership that focuses on results, conforms to the existing structure of an organization and measures success according to organizational system of rewards and penalties.

Transformational Leadership. It is a leadership approach that causes change and individuals and social systems. It creates valuable and positive change of the followers, and eventually these followers become a leader.

Job Satisfaction. It defines as level of contentment employees feel with their job. This goes beyond their daily duties to cover satisfaction with team members, company policies and the impact of this to their daily lives.

Retention. It is the process by which a company ensures that its employees quit their job.

Morale. It is an employee's emotion on how your team members feel about your working environment and their role on it.

II. METHODS AND PROCEDURES

2.1 Research Design

The study will use a quantitative descriptive correlational approach. This will be a major tool on collection of data. It aims to study and describe the information regarding the subject under investigation. The data is collected using soft copy survey questionnaire which has been validated by three professionals: The statistician that gives thoughts and accuracy on the data collected, Academic Professional for proof reading the research material, and one field expert that will give insights on the subject being taught.

Once the data is obtained, it will treat in the utmost confidentiality and anonymousness of the respondents involved. The test was voluntarily administered among the selected young professionals.

2.2 Locale of the Study

The research was conducted across Bataan particularly in the business district of Balanga City- Capitol Drive. The

researchers equally distributed a survey questionnaire that measures their work behaviors in the workplace. Also, to prevent schedule inconveniences and work interruption, the researchers asked the respondents on their “free day” to answer the validated survey.

2.3 Samples and Sampling Procedure

Simple Random Technique is the procedure being used in this study. A probability sampling method used in Statistics. To get the accuracy of this procedure, the researchers will consolidate more or less 34 respondents to get significant figures and results.

2.4 Respondents of the Study

Participating respondents are mostly people in the workforce that penetrated tenured positions that is employed in the public sector. This employee has rendered credited years of service of at least 5 years and up. Tenured employees of the subject company are included in the study.

2.5 Research Instruments

The researches use a 21- item questionnaire to be given to the respondents. Prior to the test administration, we get the consent of the respondents through a mock interview. Moreover, the research instrument was divided into two components. On the first part, the questionnaire was focused on respondent’s demographic profile. The latter was to determine their work behavior towards their employees. The researchers used the Likert scale, in which they can select a number from the scale that corresponds to the degree of their agreement the respondents had to answer the following.

- 0 - Not at all
- 1 - Once in a while
- 2 = Sometimes
- 3 = Fairly often
- 4 = Frequently

Please see the questionnaire below.

Name: _____ Gender: _____
 Civil Status: _____ Position: _____

Kindly encircle your answers genuinely. Go over with the questions with the best of your knowledge. Please take note that all information gathered in this form will be keep confidential.

2.6 Multifactor Leadership Questionnaire (MLQ) Form 6S

INSTRUCTIONS: This questionnaire provides a description of your leadership style. Twenty-one descriptive statements are listed below. Judge how frequently each statement fits you. The word others may mean your followers, clients, or group members.

- 0 - Not at all
- 1 - Once in a while
- 2 = Sometimes
- 3 = Fairly often
- 4 = Frequently

1. I make others feel good to be around me.....0 1 2 3 4
2. I express with a few simple words what we could and should do.0 1 2 3 4
3. I enable others to think about old problems in new ways.....0 1 2 3 4
4. I help others develop themselves.....0 1 2 3 4
5. I tell others what to do if they want to be rewarded for their work.0 1 2 3 4
6. I am satisfied when others meet agreed-upon standards.....0 1 2 3 4
7. I am content to let others continue working in the same ways always.0 1 2 3 4
8. Others have complete faith in me.....0 1 2 3 4
9. I provide appealing images about what we can do.....0 1 2 3 4
10. I provide others with new ways of looking at puzzling things.0 1 2 3 4
11. I let others know how I think they are doing.0 1 2 3 4
12. I provide recognition/rewards when others reach their goals.....0 1 2 3 4
13. As long as things are working, I do not try to change anything.0 1 2 3 4
14. Whatever others want to do is OK with me0 1 2 3 4
15. Others are proud to be associated with me.0 1 2 3 4
16. I help others find meaning in their work.0 1 2 3 4
17. I get others to rethink ideas that they had never questioned before.....0 1 2 3 4
18. I give personal attention to others who seem rejected.....0 1 2 3 4
19. I call attention to what others can get for what they accomplish.....0 1 2 3 4
20. I tell others the standards they have to know to carry out their work.0 1 2 3 4
21. I ask no more of others than what is absolutely essential.....0 1 2 3 4

SCORING

The MLQ-6S measures your leadership on seven factors related to transformational leadership. Your score for each factor is determined by summing three specified items on the questionnaire.

For example, to determine your score for factor 1, Idealized influence, sum your responses for items 1, 8, and 15. Complete this procedure for all seven factors.

TOTAL

Idealized influence (items 1, 8, and 15) _____ Factor 1

Inspirational motivation (items 2, 9, and 16) _____ Factor 2

Intellectual stimulation (items 3, 10, and 17) _____ Factor 3

Individual consideration (items 4, 11, and 18) _____ Factor 4

Contingent reward (items 5, 12, and 19) _____ Factor 5

Management-by-exception (items 6, 13, and 20) _____ Factor 6

Laissez-faire leadership (items 7, 14, and 21) _____ Factor 7

Score range: HIGH = 9 - 12, MODERATE = 5 - 8, LOW = 0 - 4

2.7 Multifactor Leadership Questionnaire (MLQ) Form 6S

SCORING INTERPRETATION

Factor 1 – IDEALIZED INFLUENCE indicates whether you hold subordinates’ trust, maintain their faith and respect, show dedication to them, appeal to their hopes and act as their role model.

Factor 2 – INSPIRATIONAL MOTIVATION measures the degree to which you provide a vision, use appropriate symbols and images to help others focus on their work, and try to make others feel their work is significant.

Factor 3 – INTELLECTUAL STIMULATION shows the degree to which you encourage others to be creative in looking at old problems in new ways, create an environment that is tolerant of seemingly extreme positions, and nurture people to question their own values and beliefs of those of the organization.

Factor 4 – INDIVIDUALIZED CONSIDERATION indicates the degree to which you show interest in others’ well-being, assign projects individually, and pay attention to those who seem less involved in the group.

Factor 5 – CONTINGENT REWARD shows the degree to which you tell others what to do in order to be rewarded, emphasize what you expect from them, and recognize their accomplishments.

Factor 6 – MANAGEMENT-BYEXCEPTION assesses whether you tell others the job requirements, are content with standard performance, and are a believer in “if it ain’t broke, don’t fix it.”

Factor 7 – LAISSEZ-FAIRE measures whether you require little of others, are content to let things ride, and let others do their own thing.

2.8 Data Gathering Procedure

Before the researchers conducted the test, the research adviser first to approve the validity of the questionnaire. The researchers establish rapport to the prospective respondents and made sure to meet the professional, social and demographic requirements. Afterwards, the experimenters send the questionnaire through their respective email addresses. The respondents able to answer the test administered in the best of their knowledge.

2.9 Data Analysis Technique

The data gathered had been tallied and were analyzed and interpreted using the following statistical methods:

Frequency and Percentage Distribution. A percentage frequency distribution is a display of data that specifies the percentage of observations that exist for each data point or grouping points. The process of creating a percentage frequency distribution involves first identifying the total number of observations to be represented; then counting the total number of observations within each data point; and then dividing the number of observations with each data point or grouping of data points by the total number of observations.

Formula: Percentage (%) = $f/N * 100$

Where:

P= percentage

f = frequency

N= number of respondents

III. RESULTS AND DISCUSSIONS

This chapter shows the presentation, analysis and interpretation of the data that have been gathered from the survey questionnaire distributed to the employees of Provincial Engineering’s Office in Balanga City, Bataan. The variables were presented in tables following the sequence of the specific research problem regarding the two major management styles towards on how this affects employee behavior in the aspects of job satisfaction, retention and employee morale.

Demographic Profile of the Respondents in Public Organization.

3.1 According to Age

Growth Stages	Age Group	Percentage
Adult Professional (Public)	20 to 39 years old	35.29%
Middle Aged Professional (Public)	40 to 59 years old	47.06%
Pre-Retirees (Public)	60 years old and up	17.65%

Based on the data presented, employees working in the state-run offices is dominated by middle aged professionals. They are the group of workers who confidently secured a job tenure through the years. In the Philippines, those who passed the board exams in academic courses need not to take government examinations unless required. Furthermore, with the difference of 11.77% weighing in the age bracket of Middle-aged professionals versus entry level professionals in the government we could say that they are significantly competitive looking for a stable job.

Pre retirees on the other hand might proactively prepare with their enjoyable retirement years. With 17.65% of the total workforce in the engineering office, they are required to comply with the mandatory 65-year-old retirement. It actually remains significant retirees after employment needs to train another batch of employees

3.2 According to Gender

Upon administering an itemized test, the respondents in the public organization have been invaded by both male and female professionals with a fifty-percentage rate (50%). It is obviously reflecting that state run offices preferred any employees outside their gender preferences. In connection to the table above, government offices have an exceptional system of hiring personnel in terms of performing a job. It might be in a skilled set of professional experience, knowledge and technical know-how of the job required. Nowadays, it could be a long process to penetrate a government position due to the long intervals of interview and examinations. Government employee per se excluding their outside connections needs to pass the civil service exams required by the state.

3.3 According to Age

Civil Status	Percentage
Single Professional (Public)	8.82%
Married (Public)	91.18%

With 91.18% of the total respondents in the public organization, the researchers could see that most of them are family man and women of the households that provides something to survive a daily living. While, single professional men and women joining the state-run offices is in their early stage of discovering their career paths with 8.82%. It will also be a reason of rigid selection process of prospective applicants because applying in the government offices are really challenging.

3.4 All of the respondents participated in the survey questionnaires has penetrated supervisory and managerial positions.

Table.1. Management Styles in Public Organizations

Specific Leadership Styles	Transformational Approach of Management	Transactional Approach of Management	Percentage (%)
1. Idealized	2	N/A	5.88%
2. Inspirational	2	N/A	5.88%
3. Int. Stimulation	4	N/A	11.76%
4. Ind. Cons	7	N/A	20.60%
5. Cont. reward	N/A	10	29.41%
6. Management exception	N/A	4	11.76%
7. Laissez Fair	N/A	5	14.71%

People working in the public sector tends to be more challenged workers in a sense. With a significant figure of 29.41% Continuous reward system is the key factor for them to be motivated. More than work comfortability, it can be due to a relatively high salary or state offices can simply provide their statutory benefits. Government offices can go beyond the salary of a public sector worker as prescribed and approved by our Philippine law. However, Individual consideration among public office workers stated that this particular work values is not being fostered. They tend to embrace a difficult and challenging jobs in exchange of relatively high compensation. With 14.71% of the respondents in the public organizations, employees with tenured status are somewhat becoming complacent in their jobs.

Still on the public organization, they are dominantly practicing transactional leadership due to system monopolizing themselves. With a relatively high 55.88% most of the workers here are system dependent employees. However, in some departments of the public offices is happily reinforcing simple

decision making among employees to be able to solve a problem.

With a summary percentage of the respondents in public organization, 55.88% practices transactional form of leadership among government employees. This is relatively high. This form of management style has both advantage and disadvantages. The disadvantage of this includes: discomfort of the employees that might be afraid of committing mistakes, they definitely can't stand with their boss, and indecisiveness towards performing a job.

Likewise, organization that fosters transactional management is needed as a brighter side to perform a job correctly and accurately. It must be practice in an organizational situation where accountability matters.

Transformational management style among public sector is also been practice. With 44.12%, leaders of government offices started to be more innovative and accepting in these aspects. People engaged with this kind of leadership tends to be more decisive at work.

IV. FINDINGS, CONCLUSIONS, RECOMMENDATIONS

4.1 Summary of Findings

For this particular section, Summary of Findings, Conclusion and Recommendation are deemed presented. Summary of findings are directly reflected on the final statistical data made using an appropriate statistical method. Conclusion on the other hand, are the results based on the standardized test administered to the respondents. Recommendations or the final words of the researchers are hereby proposed after all the data has been collected and validated. Hereunder the summary of the findings.

4.1.1 Demographic Profile

- The age bracket of the respondents is from 20 to 49 years old with a percentage of 47.06%.
- Participant- respondent strike a balance of 50%. This is male and female respectively without occurring discriminatory acts of selection process.
- Primarily, most of the respondents were family man and woman dominating a 91.18% of the total research population in the public sector.
- Respondents of the study are successfully employed with security of tenure status from their respective department.

4.1.2 Transactional Leadership in Public Organization in terms of:

Job Satisfaction. Transactional leaders are much more comfortable in spearheading an organization through a reward system approach. They are more oriented with company policies rather than dealing with their own guts or initiative. Some of the respondents might quickly leave their company in less than a year because of "culture mentality" and policy dependence of the people in the workforce. Satisfy and happy employees don't just look on the green pastures but rather to look on their colleagues that they can work with as a professional and friend.

Retention of employee in the company. The researchers see a significant turnover rate among employees. Mostly, people in the workforce last only for 2 years according to the researchers mock interview. Although majority of the respondents have their security of tenure, the data as presented in the previous chapter shows that the respondents leaving the organization in a speedy manner is a last option but yet a consideration. Micromanagers prefers to follow company policies in a firm manner and assumes every detail of the work is organized. The implication of this work culture towards the employee is that they are feel unsafe and guarded expressing a sad and worrying feeling, that they're afraid of making mistakes again.

Employee Morale. Transactional Leaders are authoritarian in a sense. Leaders with this management styles were detailed oriented individuals. They assumed that for every small detail of the work, organization has to be done on employee's part. In effect, people in the workforce tends to be more pessimistic on work making them indecisive in simple decision that is need to be done, in a day-to-day operation and situations in the company that requires problem solving. Employee morale is significantly lower based on the previously presented chart.

4.1.3. Transformational Leadership in Public Organization in terms of:

Job satisfaction. Based on the findings, Job satisfaction does not go across by the compensation and benefits at all. However, professional contentment in a job goes beyond how the company treats the workforce in general. Exceptional and top-billed employees are the one who chooses to embrace a company culture that encourage them to grow and learn as a person. The positivity of the transformational leaders is deemed successful and encouraging because they are creating another batch of leaders.

Their authoritative and diplomatic approach of leadership makes every work to be done easily, proactively and well. 44.12% of the combined respondents of a different department in public setting is faithfully satisfied with their jobs. Not that high, but it is almost significantly improved.

Retention of employee in the company. Employee retention in transformational way of leadership is relatively high as reflected in the previously presented data in chapter 3. The employees that choose to join the workforce in a public sector seems to have job contentment.

Employee morale. When the employee morale is high, it is an indicative that employees that experiencing a transformational leadership in an organization. This tends to be more positive and decisive towards work. Every employee enshrines positivity making the company is a happy place for both employer and employees. Happy employees make their company as their playground as well after a long day of work. As a results, the work that has to be done were properly delivered and done.

4.2 Conclusions

As the final word, people in the workforce plays an important role in deciding the career path that they want to pursue. Having a stable job or work adds dignity in everyone's life. It's not just about putting some food for our table for a living or landing a lucrative job to sustain our wants, it is about our productivity and it matters at all. Work also helps us to grow as a person. For every colleague that we met in the workplace, this is an endless opportunity of learning. It raises our awareness to interact with others humanely. Tolerating one's differences and act to them professionally are the contributing factors for a professional success.

Moreover, it increases our connections. It's either the people you have met in managerial or supervisory department down to the rank-and-file employees, they are all assets. Connecting to people means you are giving them a chance to help and collaborate with you in the important situations of your life.

Transformational Leadership dominates industry nowadays. Employees who rendered a long-credited years of service in the company simply stay because they are genuinely happy and satisfied. Gladiators in suits that belongs to this kind of leadership were the most motivated individuals to infect people in and out of the enterprise. Transactional Leadership on the other hand, should not left behind, they are also the driving forces to maintain the authenticity and correctness of one's product and services.

Recommendations:

For Tenured Employees. Consider to delegate task to your subordinates especially when you belong to an upper management team. Assigning task to someone promotes learning. It actually builds trust that work can be delivered effectively and efficiently. It is good to preserve as well the traditions of the company on how the work should be done, but remember working in a company is a two-way street. Working collaboration is an important tool not just for the company's success but for the well-being of all the parties that is involved.

For Young Professionals. Aside from looking for a greener pasture, try to consider a purposeful career or jobs. This way, you will be able to help yourself better in determining your strengths and areas for improvement. When we work, we don't just do it for some monetary advantages but it will definitely realize in a long run that giving our services and products are the simple ways in helping our community.

For Students. This research about engineering and architectural management will be along stand to raise awareness among the academic community. By reading this depict of learning, students particularly the aspiring engineers will help them realize that successful career path will depends on skill efficiency and effectivity with the combination of the correct and fair people management.

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