

Competencies of Traffic Managers and Traffic Enforcers of the City of Malaybalay: Basis for an Intervention Plan

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IJSER

submitted in fulfillment of the requirements for the degree
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Bukidnon State University
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Master of Public Administration

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Above all, to the Almighty God, the source of life and wisdom, with
Him nothing is impossible.

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Dedication

Almighty God,

*My constant companion and confidant;
He, who always listens in times of solitude;
He's the ultimate source of life, strength, and wisdom.*

Danny,

*My dear husband and great provider
He, who have always been there in every journey that I take,
His unquestioned love and support never fail to amaze me.*

JD and DG,

*My greatest treasures
They, who have inspired me to never give up on achieving my dreams;
The love, the charm, and the happiness give me the reason to smile
despite the challenges.*

Papa Ben and Mama Jean,

*My ever loving parents
Their trust and belief that I am good in everything I do,
Make me crave to do better in my craft.*

My sisters, brothers, in-laws, nephews and nieces,

*Mr great supporters
They, who have always been there whenever I needed them the most,
They never have failed to inspire and encourage me most.*

My friends,

*My great confidantes,
They, who have always been there to listen and lessen every burden
that I carry,*

*You have been my greatest anchor to never give up
You have been my compass constantly giving me direction
And the steering wheel to keep me on track in every endeavor.*

This piece of work is heartily dedicated to you.

Ben

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List of Acronyms

ADB	Asian Development Bank
DMCs	Developing Member Countries
HB	House Bill
IPTMCMC	Intervention Plan for the Traffic Management Council of Malaybalay City
LO	Local Ordinance
LTR	Logistic Transport Research
MDBs	Multilateral Development Banks
MMDA	Metropolitan Manila Development Authority
POPSP	Peace and Order and Public Safety Plan
RA	Republic Act
REACT	Regional Emergency Assistance Communication Team
TCT	Traffic Citation Tickets
TE	Traffic Enforcement
TEs	Traffic Enforcers
TM	Traffic Management
TMC	Traffic Management Council
TMs	Traffic Managers

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Abstract

“Competencies of Traffic Managers and Traffic Enforcers of the City of Malaybalay: Basis for an Intervention Plan.” Unpublished Master’s Thesis, Bukidnon State University, City of Malaybalay, 2017.

The study assessed the level of competencies of the Traffic Managers (TMs) and Traffic Enforcers (TEs) of Malaybalay City between the first and second quarters of Calendar Year 2017. The study determined whether or not the TMs and TEs were competent to run the thoroughfares, primary and secondary highways, of the said city. The self-made assessment tool and diagnostic test were used to obtain the data. Preliminary semi-structured interviews were conducted to supplement the result. The statistical treatments used were descriptive statistics, t-test for individual sampling, and a 0.05 level of significance. The findings reveal that the TMs have very high level of competencies which means that the competency is more than adequate, but further training and development is beneficial to the traffic management. The result with the TEs shows moderate competencies. At this level, the TEs possess minimum knowledge, skills, and understanding thus training and development is a priority need. Further, the study reveals no significant difference in the competencies of TEs when grouped according to age, educational attainment, and length of service. Based on the result, an Intervention Plan is designed to enhance and develop the necessary skills and knowledge to promote efficient, effective and safe thoroughfares for the road users in the City of Malaybalay.

Keywords: *Competencies, Traffic Managers, Traffic Enforcers, Intervention plan*

Chapter 1

The Problem

Introduction

An efficient, effective and safe transportation service is one of the fundamental conditions of a flourishing economy and a high quality of life. According to the Local Ordinance No. 468 Series of 2000 of the City of Malaybalay, Traffic Enforcers and Traffic Managers are clothed with authority to implement and enforce traffic laws and orders to guarantee the aforementioned state of a city. The conduct of traffic directions and control must be optimized to appropriately police the primary highways and secondary streets of the said city (International Conference on Design and Decision Support System, 2014).

Experience has shown that economy depends fundamentally on the volume of trade and commerce. Trade and commerce depend on the efficiency and effectivity of Traffic Managers (TMs) and Traffic Enforcers' (TEs) delivery of basic transport management and services. To add, ensure the safety and mobility of people, services, and goods. The International Conference on Design and Decision Support System (2014) purports the maximization of support of traffic managers and local administration –

executive and legislative. Accordingly, proactive measures can prevent or limit the effect of transport urbanization problem.

Tendero (2000) cites two categories or activities of the Philippine Public Administration. First, the protection of the society as a whole of which Traffic Management and Traffic Enforcement is under it. Second, is to assist economic, academic and social group, the obligation of TM and TE. This obligation highlights good governance. Also, Lidasan, Espada, & De Leon (2009), claim that the increasing traffic problems in the Philippines are due to improper planning and inefficient traffic management and enforcement.

The capacity of Local Government Units (LGU) to deal with these issues is a critical element in the promotion of sustainable urban development and public safety. Consequently, enhancing capacity building in transport planning, enforcement and traffic management is not an alternative to being taken for granted. Moreover, Review of Self Diagnostic Tools for Managers cites that failures are frequent and often thought to be due to management and leadership weakness and helping improve the quality, caliber and capacity of leaders can have a significant impact on the economy.

Hon. Gatchalian (2017), author of H.B. No. 5242, otherwise known as “An Act Establishing the National Traffic Enforcement and Management Center, Defining Its Powers, Functions and Duties, and Appropriating Funds,” claims that traffic enforcers play a vital role in maintaining public

order and safety in our roads. A properly trained traffic enforcer coupled with the best practices in the enforcement of traffic laws will ensure a safer road for the public particularly to motorists and pedestrians, he added. Knowledge, accordingly, is not enough but optimizing it is a necessity to improve their skills. Solon (2014) preempts the mandate to build the capacity of the traffic enforcers by providing them formal training and instruction in all the areas.

The professionalization includes the principles of enforcement, road safety, accident investigation, post-accident management, and understanding traffic violations. Correspondingly, McQuerry (2011) cites that a professional traffic enforcer and manager take responsibility and commitment towards services and performance. Thus, TEs and TMs acknowledge mistakes or shortcomings and works to correct problems and situations. Consequently, when professionalism is institutionalized in an organization, an employee will do his/her best to positively represent the organization in public settings.

The 1995 Philippine Constitution, Section 5, clearly stipulates the protection of life and the general welfare of its people. However, insurance of this protection and welfare depends on the capacity of the enforcers tasked on this matter. This capacity, on the other hand, depends on how trained and how knowledgeable these people are. Under the mandates of the Philippine Constitution, R.A 4136 creates the basic law regulating rules and

the creation of land transportation commission in the Philippines. In congruent to these laws, Malaybalay City Local Ordinance (L.O) 468, Series of 2000, stipulates that recruitment of adequate members of the Traffic Aides (who function as enforcers) must be educationally, mentally, and physically qualified.

Vollmer (1953), the father of Law Enforcement Professionalism advanced that every enforcer must be enrolled in a pre-employment category to maintain professional standing. This stage will train the enforcers to gain competence and knowledge. Once an enforcer passes the qualification, only then he/she will be allowed to enforce laws and orders on the streets.

However, looking into the real scenario, there may be a need to revisit the orders and practices as cited especially Malaybalay City L.O 468 Series of 2000 in the area of recruitment process of Traffic Personnel. Also, RA 4136 may need to be reexamined to regulate car purchases and registrations to mitigate traffic volume. In addition, RA 4136 has no provisions on the parking rules of vehicles along narrow or of two-lane primary roads e.g. the Fortich Street of Malaybalay City. In addition, Malaybalay City L.O. no. 2001-476, Series of 2001 may need to be reexamined so activities along the economic and academic zones of Fortich St., Juan Melendez St. (Bahada section) entering Sawaga Bridge, and along Barangay Impalambong may be studied.

From interviews conducted, the TE and TM running the system may not be from the pool of qualifiers mandated by the Civil Service Commission (CSC) but whose appointments are based on the protocol as practiced by LGUs. Further, most enforcers from July 2000 to present are on a job order category whose tenure is not secured, and only one has a permanent position, the traffic operation officer, plantilla allocated on May of 2017.

Framework of the Study

Safe system approach recognizes that a successful road safety management system in a country should ensure the safety of the human, the vehicle, and the roadway as a system. It introduces a number of new tools and measures allowing for the proactive prevention of untoward incidents (ADB Road Safety Action Plan, 2012). The safe system approach not only minimizes the consequences of road accidents but also supported proactive prevention measures to minimize and mitigate human error. MDBs (Multilateral Development Banks) recognize the relevance of the safe system approach to all countries irrespective of economic or road safety performance (Shared Approach to Managing Road Safety, 2012).

Figure 1, the schematic diagram, is data driven which shows the competencies of both TMs and TEs that would lead to fact-based decisions. Hence methodology is centered on understanding the competencies of each component. Assessing these competencies could lead to an in-depth



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knowledge on how competent the traffic management and enforcement of Malaybalay City. When these competencies are given value in an organization, quality, safe and efficient enforcement and management would be achieved.

Further, figure 1 shows that traffic managers are delegated with authority and responsibility to lead and supervise the traffic enforcers. The first role in traffic management is planning. As a manager, it is expected that the mission and vision of the organization have been developed. Respectively, he or she is in charge with the identification and analysis whether or not the actions of the organization are aligned with its vision. Planning is an important accountability for every manager as it ensures the alignment of controls to the goals and objectives of the organization and that direction is clearly provided.

Staffing, the second function of traffic management. In this, the manager is tasked to organize the operative functions of the traffic personnel by designing its structure and identifying the relationship of these structures among jobs, personnel, and physical factors. The third is controlling; this establishes the standards inside the organization. These standards assist effective control of the qualities, time, and efforts of the enforcers. Monitoring, then, is when TMs keep track on their enforcers' duties and responsibilities on the streets of Malaybalay City. Lastly, evaluation, this role is very important for each enforcer to identify the level of performance they

have reached. It further identifies whether the TEs have been efficient, effective and time bounded.

To continue, the TEs are clothed with authority to ensure transport services is at the optimum. Thus, they are expected to exhibit the necessary competencies related to enforcement. First, they are expected to implement the traffic laws, orders and procedures on the streets of Malaybalay with pride and excellence. Also, it is expected that the enforcers have optimum knowledge on traffic signs and symbols to avoid confusion among road users. Consequently, it is ensured that road users will abide by traffic rules.

Reducing traffic jam, on the other hand, is a great challenge among the enforcers. However, with the competency they possess, it would not become a problem. As a public figure, a TE has to display the appropriate personality of the organization he/she is representing. With utmost respect, he/she is expected to behave according to the vision and mission of the TMC of Malaybalay City. Lastly, to promote transparency and honesty in the organization, enforcers are expected to be very competent in record keeping of all the traffic violations on both the primary and secondary streets of the City of Malaybalay.

To consider whether socio-demographic profile affects the competencies of the TEs, the moderating variances are adopted. These are the ages, the educational attainment, and the length of service. These three

will be analyzed in order to identify whether or not it pose a difference in the result of competencies among TEs.

When competencies among TMs and TEs are scrutinized, a three-year intervention plan for the Traffic Management Council of Malaybalay City would be crafted to address thematically the gaps that existed among the competencies of both the TMs and TEs. According to Implementation of Sustainable Transport Initiative: Mainstreaming Road Safety in ADB Operations Action Plan (2012), capacity building is an integral part of most road safety projects. Also, it is an indispensable and major element of any comprehensive road safety. Strengthening the capacity of TM and TE, training of TE and introduction of performance management measures as part of improving traffic enforcement would reduce the scope of corruption and increase transparency, fairness, efficiency, and safety in the enforcement activities. Nevertheless, assessment of competencies in road safety management capacities is one of the aspects of capacity development. It is needed to enable effective work in road safety. In addition, transfer of road safety knowledge and experience across and within organizations is essential.

Effective police enforcement of speeding, drink driving, and the wearing of helmet and seatbelt can have dramatic effects in reducing road casualties. It added that training for traffic police, the establishment of a road safety council, and training of a road safety unit develop the local

capability to address road safety and can lead to significant improvements in road safety. New Zealand's Road Safety Strategy 2010–2020, recognizes that safe limits need to be imposed (e.g. on speed, vehicle standards, the effect of the alcohol and drugs) because no amount of design, vehicle quality, and good driving can cope with random, dangerous driving. Traffic road authorities must ensure that good practices, guidelines, planning, and design are being used. On the other hand, implementations of these require the knowledge and capacity of both the TM and TE.

Nonetheless, the concepts of intentional violations and the errors associated with mistakes, lapses and slips lie at the base of traffic policing and its aims for guiding, enforcing and promoting safe road behavior within the road transport system (Faulks and Irwin, 2007). Hence, institutional strengthening in road safety needs to be built up systematically, and the creation of institutional capacities and practical road safety work should be rolled out together.

Safe system approach ensures that staff resources, skills, tools, and systems are utilized in practical road safety work. In that sense, providing road safety guidelines can be instrumental in ensuring the necessary level of impetus and sustainability for the institutional strengthening for road safety, and providing steady long-term consulting services inputs to ensure on-the-job support and transfer of road safety knowledge and skills to staff (ADB Road Safety Action Plan, 2012).

The Global Road Safety Partnership (2013) believes that strengthening traffic enforcement through capacity building improves road safety by professionalizing the road police, training, mentoring and coaching. Strong political commitment, legislation of laws, penalties and enforcement are key areas of action to sustain road safety, consequently. Accordingly, there is reliable evidence that investments in road safety in DMCs (Developing Member Countries) can be very cost effective: some studies suggest that spending 10% of the current costs of road problems on safety may prevent 70% of costs in the future. Regrettably, failures are frequent and often are thought to be due to management and leadership, thus helping improve the quality, caliber and capacity of leaders in TM can have a significant impact on the economy.

Further, this model is a valuable construct to identify the competencies of both the traffic management and enforcement. These levels of competencies can be converted into something tangible that can be measured to improve and increase transport providers' internal system, productivity, and road users' satisfaction.

Through this model, TMC structure can be improved. The recruitment process as a mandate for public road safety will be implemented. Thus, the personnel will be from the pool of qualifiers, appointed or permanent. With this, a short-term pro-active intervention plan can be designed, implemented and placed to improve the traffic management system of the City of

Malaybalay and safety travel on both primary and secondary highways is ensured.

Statement of the Problem

This study assessed the competencies of both the traffic managers and traffic enforcers. This concentrated at Malaybalay City with its Traffic Management and Enforcement Council between the first and second quarter of Calendar Year 2017.

The study finds answers to the following questions:

1. What are the competencies of Traffic Managers in the City of Malaybalay in the areas of
 - 1.1. Planning;
 - 1.2. Staffing;
 - 1.3. Controlling;
 - 1.4. Monitoring; and
 - 1.5. Evaluation?
2. How competent are the Traffic Enforcers in the City of Malaybalay?
3. How do the competencies of Traffic Enforcers compare when they are grouped according to
 - 3.1. Age;
 - 3.2. Educational Attainment; and

3.3. Length of Service?

4. What intervention plan can be designed to address the competencies of the Traffic Managers and Traffic Enforcers of Malaybalay City?

Significance of the Study

The outcome of this study would provide essential information to improve the quality of decision-making in road transport management, enforcement, public safety and to initiate programs for management and personnel productivity purposes. Hence, the goal of this study is to assess the competencies of the Traffic Managers and Traffic Enforcers of the said city, the Traffic Management Council of the City of Malaybalay will be provided with an updated scan of the levels of competencies of both TMs and TEs. Thus, countermeasures can be adopted to address essential gaps.

Additionally, this is essential to the TMs of Malaybalay City as they would be able to utilize the result in order to identify the level of competencies that the personnel possess. With this identification, the TMs would be able to ascertain the skills needed to be developed. Likewise, the TEs would be able to assess their efficiency and effectivity whereby ensuring public safety and free flow movement of all road users.

When traffic enforcement is institutionalized, road users' satisfaction is ensured. Thereby, efficient, effective and safe transport management and

enforcement are assured. Moreover, traffic demands on economic, social, and academic purposes could be addressed. To add, this is also aimed to serve as an eye opener for the legislators to revisit, amend or implement laws and enhance the ordinances that needed political will for implementation. Likewise, realignment of budget and improvement of the recruitment pattern are looked into.

Delimitation of the Study

This research study was conducted in particular context of the City of Malaybalay, Bukidnon, specifically between the first and second quarter of Calendar Year 2017. Anchored mainly on the safe system approach, the study focused predominantly on the competencies of both the traffic managers and traffic enforcers by giving emphasis on the schematic diagram by defining the competencies of the traffic managers and enforcers. Thereby investigating the professional skills needed by the role incumbent (TM and TE). In addition, the difference between the age, educational attainment, and length of service is tended to be analyzed in order to identify whether or not these factors affect the competencies of the TMs and TEs towards public safety.

The gathering of information is predominantly done through self-assessment tool for TMs and Diagnostic Test for TEs. The items used in the research instruments are based on the ideas of the references cited. Experts

evaluated these research instruments for accuracy and appropriateness. The data, then, was analyzed using descriptive statistics. The t-test was conducted to compare the competencies of the TEs when grouped as to age, educational attainment, and length of service.

Further, references to this study were limited to the internet and the local ordinances of the City of Malaybalay. There were no local studies related to the study in the local library of Malaybalay City as well in the university.

Definition of Terms

To ensure better understanding and for clarity of the research, the following terms are defined either theoretically or operationally, as used in the study.

Competencies. This refers to a description of a required skill, attribute or behavior for a specific job used to define and measure an individual's effectiveness.

Traffic Managers. In this study, it refers to persons influencing and managing traffic situation by a bundle of measures with the target of harmonizing the traffic demand and the traffic supply of all transportation modes.

Intervention Plan. In this study, it is a strategy to make workers more efficient - increasing production, revenue, and profits while decreasing costs, waste, and inefficiencies.

Traffic Enforcer. This refers to a person who enforces traffic laws, ordinances, rules, and regulations without fear or favor and assist the general public when necessary and requested (PNP FTO Guide, 2014).

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Chapter 2

Review of Literature

This chapter presents literature in relation to the variables being studied. The readings provide the necessary information on the traffic management system that can be used to provide suggestions for the improvement of the traffic management and enforcement system of the City of Malaybalay. The literature would provide a strong foundation to guide the researcher in developing an intervention plan to create an efficient, effective and safe road transport management system. Moreover, the literature cited are presented conceptually according to legal bases, practices, and studies conducted.

Legal Bases

The maintenance of peace and order; the protection of life, liberty, and property; and the promotion of the general welfare were essentials for the Filipino people to enjoy the blessings of democracy (1995 Philippine Constitution, Section 5). Pursuant to the mandates of the Philippine constitution, R.A 4136 created the basic law regulating land transportation and traffic rules and the creation of land transportation commission in the Philippines. Section 54 of the aforecited act advanced that no one should

obstruct the free passage of vehicles on the highway thereby resulting in the decreased of productivity, disruptions in the supply of goods and services and other traffic-related costs (A.O No. 39, Series of 1998). However, R.A. 4136 never stipulates the provisions of the parking regulations of vehicles along narrow or of two-lane primary roads of national highways.

Anent thereto, the Philippine Local Government Code of 1991, Section 16 provides and expressly grants the exercise of power necessary, appropriate, or incidental for its efficient and effective governance that are essential to promote general public welfare. Thus, Local Ordinance No. 463, Series of 2000 had been promulgated to create and implement the Traffic Management Center (TMC), which shall coordinate all traffic activities in the City of Malaybalay. In addition, it is commissioned to maintain an efficient and effective traffic order and sanity along the thoroughfares of the city.

Pursuant to R.A 4136, Section 3 of Executive Order No. 21, Series of 1995 of Davao City further explains the thrusts of TMCs e.g. ensuring public safety and convenience to commuters and pedestrians alike. In addition, apprehending traffic violators based on R.A. 4136 and local legislations by Traffic Enforcers duly deputized by Land Transportation Office; clearing of streets and sidewalk vendors; rescuing and towing of bogged down vehicles on streets.

Republic Act 7924 cited the legal powers and functions of Traffic Managers and Traffic Enforcers. These are formulation, coordination, and

monitoring of policies, standards, programs and projects to rationalize the existing transport operations, the use of thoroughfares, and promotions of safe and convenient movement of persons and goods. Also, the provision for the mass transport system and the institution of a system to regulate road users. Traffic managers administer and implement all traffic enforcement operations, and traffic education programs. Traffic enforcers, on the other hand, take charge of the enforcement of all traffic rules and regulations and implement or administer all programs and activities within their respective areas of operation or boundaries. Also, directs and maintains the smooth flow of vehicles and make traffic fast moving in his or her area of responsibility.



Schafer (2010) cited that managers were leaders who intentionally make decisions and as leaders; they had the capacity to move a group and organization through a process of change. Management, however, was more of technical proficiency at a finite set of tasks. Moreover, to a truly effective leader, one must know how to lead and manage, especially in a public safety organization.

The Source and Lipton Fleming Company (2016) suggested that transport managers must be a logical thinker who thinks ahead before each required step was implemented. Likewise, Career Planning (2016) asserted

that problem sensitivity skill was very significant. Further, communication skills were also of vital importance. It added that strategic planning, resource allocation; human resources modeling, leadership technique, production methods, and coordination of people and resources must be involved. Peterson (2004) as cited by Tancredi (2013) suggested three steps in the leadership process that are not only logical but also applicable to public safety organizations. First, determine where the organization now, then determine where the organization wanted to be, and define how the organization would get there.

Carillo (2010) assumed that before a leader could change the way a public safety organization works, a leader must begin a changing culture by first correcting his/her false assumptions, as well as create opportunities for others to follow. He added if a changing culture was going to be effective, it must first carefully evaluate what was currently working, and what was not working. Thiel & Jennings (2012) supported that for the long-term growth of the organization, there was a critical need to scrutinize the existing culture for elements that were working, as well as bring value, and determine elements that were not adding value. Accordingly, an effective change consisted of time, political capital, competence, as well as financial resources. Road Safety Manual said roles and responsibilities should be clearly set and stated by legislatures. To support this challenge, there would be a requirement for structured training.

Consequently, traffic managers must ensure that haulage and public transport could get to their destinations safely, on time and in the most cost-effective way (Gradireland Jobs and Career Advise, 2016). This is the main function of traffic management. This function includes directing all transportation activities, developing transportation relationships, monitoring transport costs, negotiating and bargaining transportation prices, dealing with the effects of congestion, and confronting climate change issues by implementing transport strategies and monitoring an organization's efficiency.

According to O'Neill (2013), leadership capacity of both elected and appointed local officials would be tested when it comes to complex public policy issues. Additionally, if local government and appointed leaders wanted to tackle these subjects, they would have to look at the standard limits. Hansen (2011), a safety professional stated, as cited by Tancredi (2013) "As leaders go, so goes the organization. If leadership is poor, the end is near. If leadership is strong, then much can be achieved." It would mean that a leader should do what was right for the organization, and not what was popular. Thus, he had to make sure that his subordinates were willing to do what was asked for.

Recruiting, selecting, training, motivating, coaching, mentoring clerks and transport enforcers and drivers, and assisting in the identification and implementation of continuous improvement opportunities and customer

satisfaction opportunities were great factors to consider (Moscato, 2016). Moreover, effective management skills also encompassed the power to understand, worked with, asked for advice, and listened to other people, which were taught through practical experience, a formal education, organizational learning, and leadership classes, as well as a professional association that taught courses (Carillo, 2010). Leaders must be able to plan and implement learning as a condition for lifelong development process since the constantly evolving person was the main organization's resource in a competitive market (Ledauskaitė, 2010).

Traffic officers, on the other hand, helped keep roads and walkways free of congestion so regular traffic, emergency vehicles and pedestrians could move about safely (Ryan, n.d). Traffic Management Act of 2004 (2009) cited that traffic enforcers stopped traffic and closed roads, lanes and carriageways, direct and divert traffic, place and operate traffic signs, manage traffic and surveys traffic needs and problems to be addressed. The act pointed out that traffic officers support the police when they are managing incidents, particularly in managing traffic and reassuring the public of high visibility patrols for safety and precautions.

Moscato (2016) mentioned that transportation managers guaranteed that customer problems were researched and corrected to establish quality transportation services and to manage the performance of employees with emphasis on productivity, efficiency, and service delivery (Cole, 2016).

Accordingly, the development of management performance involved the definition of goals, objectives, the specification of the dimensions of performance measures, and the identification functions (Key Performance Indicators for Traffic Management, n.d). The Intelligent Traffic System study as cited by Villanueva (2016) agreed with that better traffic management is required for accident prevention, traffic safety education, and traffic enforcement.

Comparison of Traffic Enforcers' Competencies to Age and Length of Service

Suttle (2016) cited that aging was most likely to affect job performance if job tasks required sensory perception, selective attention, working memory, information processing, rapid reaction or physical strength. However, according to JRank Studies (n.d), the possible reason why there was no observed relation between job performance and age was that job performance was usually multidimensional.

Saks and Waldman (1998) studies indicated a negative relationship between age and job performance evaluations. However, Tuomi and Klockars (1997) pointed out the differences in physical ability among elderly workers were relatively smaller than those among young workers particularly if the former could maintain certain physical abilities to perform essential tasks. Gall and Parkhouse (2004) added that physical capacity might only be affected when there is a heavy manual task.

Smith (2014) alluded that career longevity was a blind assumption, the quality of works matter. To add, Gordon (n.d) study cited that there was no relationship of practical significance that exists between the length of service and employee performance.

Personnel Capacity Building

CSC Chairman Francisco T. Duque III during the second Corporate Governance Month Good Governance Forum held July 31, 2014, delivered that excellent human resource equals excellent public service. As provided under the 1987 Constitution, CSC was mandated to establish and adopt measures to promote morale, efficiency, integrity, responsiveness, and courtesy in the civil service. It also integrated all human resource development programs for all levels and ranks and institutionalized a management climate conducive to public accountability. West Miami Police Chief Nelson Andreu (2013) reported that development of skills and training was very important roles in management positions.

Kellis & Ran (2013) added that education would enrich an individuals' knowledge of how the public sector works. South Carolina Police Captain Kevin Marsee supplemented that a manager or supervisor must first be had some classroom instruction in leadership. As well as how to perform their job effectively and be trained or instructed with any if at all interpersonal

dynamics that could be associated with being an effective leader respectively (Schafer, 2010) on conducting traffic policing.

Training familiarizes them with the organizational mission, vision, rules and regulations and the working conditions. In addition, the existing employees were trained to refresh and enhance their knowledge. Thus, if any updating and amendments take place in technology, training must be given to cope up with those changes (Management Study Guide, n.d). Moreover, training improves efficiency and productivity of employees. Well-trained employees show both quantity and quality performance. There was less wastage of time, money, and resources if employees were properly trained. On the interview of Dr. Mendoza by Estrada (2016), he said that “high levels of enforcement” of traffic rules must be ensured in the deployment of trained and empowered enforcers in thoroughfares. Nevertheless, these enforcers need to be fully trained specifically for the job of traffic management and the enforcement of traffic laws.

Coordinated teamwork, efficient and effective transport management could only be realized when managers thought about how personnel must behave and how employees must interact. Leaders understood that workforce was important and that it might be sensible to begin to consider how they could assist with the personnel in order to increase their potential. Accepting that personnel were important means and the soul in the

company, a great attention must be given to learning and training (Bazaras, Čiziūnienė, Palšaitis, Kabashkin, 2016).

In addition, Ceton (2014) contended that leadership support was not only one ingredient; capacity building among staff was necessary. Ledauskaitė (2010) upheld that to develop employees' skills, improve one's professional competencies, and accept the principles of life-long learning ability in handling entrepreneurship-related skills was a necessity as it ensured economic and social stability.

Palšaitis (2006) mentioned that knowledge was information which could be used for the creation of added value in the person, business and personal life and all institutions which had relation to training activities had to provide this knowledge. It must be remembered, that training and building of competencies and skills depended not only on employees but also on the attitudes of the employer towards additional training and raising one's qualifications.

Zuzevičiūtė (2006) claimed that contemporary higher education should include in the promotion of life-long career advancement and improvement of transport management by professionalizing the traffic enforcers. An educated workforce would last for decades as employees would have developed the policies and strategies that shape public services. More importantly, they would lead the organization by serving as mentors and role

models to others and pass on what they had learned (Dept. of Public Safety of Marianas Island, n.d).

Training and education with regard to inter- and intra-personal skills could assist law enforcement officials to better understand themselves as well as the general public whom they serve (Venter, 2006). Building capacities at national, regional and local to address road safety was one of the goals of Global Plan for the Decade of Action for Road Safety 2011-2020 (2011). However, Aguinis (2013) suggested that training efforts must be aligned with the organization's performance management system

Research Results on Competence and Capacity-Building Process conducted by Logistics and Transport Specialists (LTR - Lithuania) (2015) showed that respondents were at most lacking professional preparedness however they suggest that development of this feature largely depended on the respondent's effort. It was also evident in the study that enforcers lack both the communication and negotiation skills.

A systemic lack of training among traffic enforcement personnel may be contributing to the worsening traffic situation, Commission on Audit, State Auditors commented (Rappler.com, 2016). Another inadequacy of transport management was the lack of adequately qualified and trained staff in the regulatory agencies. This was often a major constraint on removing institutional bottlenecks to more effective regulation (Ismail and Venter, 2007).

Another detrimental was funding. Funding was seen as leveraging influence (Ismail and Venter, 2007). Tighter budget, ravaged by corruption and bureaucracy, were multiple hurdles to address transport problem (Vipin, Quinlan, Ghosh, Yang, 2012). Moreover, traffic problems had a great impact on the income of any nation as it inhibits movement of goods and services. Therefore, local governments should conduct research on how the traffic problems affect its economy in order to know how to alleviate and improve its transport system to increase its gross income.

Conversely, Barnes (2013) considered political will in place to benefit the future by combining enforcement with traffic management. Traffic Management should be concerned with improving the safety and access for residents, especially pedestrians. In addition, weak traffic management was identified as a major reason for inefficiency and unsafe travel experience according to by different scholar studies (Fanuel, 2006; Kumar & Barret, 2008). Political leaders in any nation had the ability to eradicate traffic problems. However, political will was necessary for the implementations of laws and statutes.

Poor governance impeded the efficiency in the operation of the transport sector, accordingly. Lack of planning, infrastructure, stakeholders' support, professionalism, and discipline were great factors to consider. Hence, three issues must be addressed to mitigate traffic problems: enhancement of transport efficiency, development of transport system in

terms of physical attributes and environmental sustainability. Another detrimental issue according to Rappler.com COA (2016) the appointment of supervisory functions to JOs with whom an employee had no employer-employee relationship was not only contrary to the CSC regulations. Nonetheless it could also cause possible demoralization, which made them less motivated and may cause work-related issues within the ranks.

Respondents of the Logistics Transport Research indicated the most motivating factors were additional financial incentives, the perception that one's work was relevant, and a sense of responsibility in obtaining positive results (LTR-Latvia (2014). Empirical evidence for the impact of road safety education on road user behavior did exist. In the case of drivers, some studies had found that road safety education interventions could promote desirable attitudes and behaviors (Millar & Millar, 2000; Stead, Gordon, Angus, McDermott, 2002).

Many studies had already been conducted to solve problems in the areas of transports management; however, implementations must be monitored, concluded, and evaluated whether or not it was effective. However, the problem with training new effective traffic enforcers was the low budget that cities and municipalities had. This budget restraint was a challenge within the traffic enforcement profession.

To sum up, efficient traffic scheme and less obstruction mean public economic gain. A free flowing traffic would yield to a less fuel consumption of

motor vehicles. In addition, lesser fuel consumption would affect the prices of basic commodities that directly benefit the public. As well, less carbon dioxide emission means less pollution. Consequently, these pieces of literature help in the conceptualization of the intervention plan to promote efficiency and effective traffic management system of the City of Malaybalay.

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Chapter 3

Methodology

This chapter presents the details of the research design, the research locale, the management of participants of the study, the research instruments, the methods employed in gathering and analyzing the competencies with the traffic management and enforcement of the City of Malaybalay. The research design used in this study is descriptive. This also involves t- test to compare data between the result of the diagnostic test conducted among traffic enforcers' age, educational attainment and length of service. The procedures have been developed and refined to suit a wide variety of research questions. This method is used in order to gather and gain a wider perspective on the competencies of both the role incumbent (TE and TM) of Malaybalay City.

Data collection was inherent to identify the competencies of the TE and TM. With the identification of competencies, an intervention plan was crafted to promote efficiency and effective traffic management and enforcement system of the City of Malaybalay.

Research Locale

This research was conducted in the City of Malaybalay, the capital and the first city in the province of Bukidnon located in Northern part of Mindanao. It had 46 barangays: 13 were considered urban, four urbanizing and the 29 were rural. The city had a population of 174, 625 population (NSO, 2015). The study specifically focused on the busiest part, as described by the Traffic Supervisor of the City of Malaybalay, of the Sayre Highway of Fortich St. This stretched approximately 2 km. And some secondary roads: the streets going to Impalambong, Magsaysay St., Cudal St., and the secondary roads fronting Gaisano, the junctions of Plaza Rizal and those going in and out of Malaybalay City Public Market and Terminal. These areas were at its busiest around 6:45 A.M to 7:45 A.M., 11:30 A.M to 1:00 P.M, and 4:00 P.M. to 5:30 P.M. These were the peak hours when road users' occupancy was high. These were the times when students and employees, private and public, would attend to school and the latter to report to work. Approximately, more than ten thousand (10,000) road users pass both the primary and secondary streets, TMC added.

The national highway passing through the City also served as the main thoroughfare for economic and academic purposes. Buses that ply the Cagayan de Oro, Bukidnon, Cotabato and Davao routes, as well as jeepneys, multi-cabs, and mini-vans, passed through the main highway contributing to its traffic. Three-wheeled motorcycle or motorelas and improvised bicycles

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ply the inner streets of the city. The Land Transportation Office, Malaybalay District Office reported that there were thirteen thousand and six hundred twenty one (13,621) private and four hundred eighty six (486) public registered vehicles in the City of Malaybalay as of September 2016 and three hundred fifty (350) motorelas plying on the secondary streets.

The inventory of roads in the city showed that there was about 538.663 km of road linking the different parts of the city. About 74.972 km were classified as a national road, 54.710 km provincial road, 154.271 km city road, and 254.710km barangay roads.

Participants of the Study

Table 1
Demographic Profile of the Participants

Employment Status	Frequency	Percentage
Job Order	93 (TMs-6/TEs-87)	98.94
Casual	0	0.00
Permanent	1 (TM)	1.06
Sex		
Male	76	80.85
Female	8	8.51
Missing values	10	10.64
Age		
Younger workers 19 -36	37	39.36
Older workers 37 - 54	38	40.43
Missing values	19	20.21
Educational Attainment		
Elementary and High School Level	36	38.30
College Level and College Graduate	53	56.38
Missing values	5	5.31
Length of Service		
10 years and below	63	67.02
11 years and up	16	17.02
Missing values	15	15.96

Table 1 shows the demographic profile of the participants. This includes employment status, sex, age, educational qualification and length of service. The participants of the study were from the traffic management council of the City of Malaybalay, eighty-seven traffic enforcers and seven traffic managers. Of these, 37 were under the category of younger workers and 38 were the older workers. In addition, 53 were in college level or college graduates and 36 were in high school level or elementary graduates. However, some participants did not indicate the information needed.

Almost of the participants were in a Job Order category of employees with no employee-employer relationship that existed between the LGU of Malaybalay City and the TMC Personnel. Among the participants, 63 (67.02%) were in service for ten years and below, and there were 16 (17.02%) who had been in service for 11 years and above. The remaining number of participants had not indicated their length of service. These employees had not availed any benefits except for their daily wage. These personnel also needed to renew their appointment every three months that they found inconvenience.

Among the participants, only one was in a permanent category task in managerial activities. However, planning and staffing functions were not given to him. Most of these employees were in service since July of 2000 with the enactment of Local Ordinance 468 Series of 2000. They were not given

the plantilla positions due to the non-availability of the LGU of Malaybalay City.

Research Instruments

The researcher utilized a self-made diagnostic test for the traffic enforcers and a self- assessment tool for the traffic managers. These instruments were focusing on the competencies based on prescribed functions. The items found in the instruments were based on the Metropolitan Manila Development Authority Operation Manual 2015 and other sources duly referenced. All these tools served as the instrument in gathering responses with traffic enforcement and management.

The diagnostic test was composed of two parts. First, was to be filled in by the respondent's profile. The second was a 50 item multiple-choice test divided into nine areas representing the functions of TEs. The self-assessment tool likewise was a five-point Likert Scale. This instrument was divided into five areas according to the general functions of managers: planning, staffing, controlling, monitoring, and evaluation. Each area had 15 indicators.

The tools used in the research were scrutinized and evaluated by Executive Service Officer of the City Transport and Traffic Management of Davao City for appropriateness and accuracy of content. The comments from

the experts were gathered and used as the basis for refining the research materials. The following were the general comments and advice: (a) hand signals of drivers were not advisable as it is necessary that both hands must be on the wheel; (b) removal and change/suggest words that were necessary and appropriate to; and (c) cite laws that were necessary and appropriate for the questionnaires.

The questions were formulated from information taken from different sources of traffic management. These determine the choices and indicators in order to identify the competencies of both role incumbent's competencies on the primary and secondary streets of Malaybalay City.

The researcher tried out the validated questionnaire among the 30 Traffic Enforcers and 2 Traffic Managers of the City of Valencia. The reliability test result had a Cronbach alpha of 0.851, which meant that the questionnaire was accurate, consistent, reliable, and dependable to determine the competencies of the traffic management and enforcement of the City of Malaybalay.

Data Gathering Procedure

Bukidnon State University had a protocol to follow in gathering data of research. To administer the questionnaire to the participants, the researcher secured a letter requesting approval and permission from the Dean's Office.

This endorsement was sent personally to the Office of the City Mayor for further approval. The approved letter from the Local Chief Executive was submitted to the Office of the Traffic Management Council's Traffic Operation Officer for the conduct and planning. The planning and scheduling were done by both the researcher and the Traffic Operation Officer and the deputies.

Ethical Considerations

Before the administration of the instruments, the researcher had conducted preliminary open-ended questionnaires concerning the role incumbents' need and road users' expectations and problems. This activity had been permitted by the Traffic Operation Officer. Further, a preliminary interview with the Traffic Operation Officer was conducted.

The research instruments, self-assessment tools and diagnostic tool, were validated by the City Transport and Traffic Management Office of Davao City. The permission of experts' validation was done through a phone call of which the officer advised the researcher to send the instruments through email and communicate through text messaging. Due to the fact that the officer had been very busy, she suggested sending all the comments through text messaging.

Furthermore, the research instrument had undergone a tryout validation in the Traffic Management Center of Valencia City of which a letter asking permission for the conduct was sent personally to the City Mayor. The City Mayor of Valencia advised the researcher to proceed to the Traffic Management Council to hand in the approved letter for the conduct of the try out validation. The participants, 30 TEs and 2 TMs, were given the assurance that the identity and responses would never be disclosed and that the result would only be used for the validation and reliability test of the research instrument and would have no effect on their job performance and renewal.

When the reliability tests were done, an endorsement letter from the Dean's Office of the College of Business was secured and personally submitted to the Mayor's Office of the City of Malaybalay for consideration and approval. With the approval of the communication, the research instrument was conducted personally by the researcher. The administration was done inside the vicinity of the Traffic Management Center of Malaybalay City with the approval of the Local Chief Executive. The participants were given the assurance that their responses and identity would not affect their job performance or their job position. In addition, the confidentiality of their responses and identities were secured. During the conduct, TEs and TMs had cited their views and concerns about their competencies and performances and needs. It had been observed that the TMC personnel were very participative and cooperative in the process.

Scoring Procedure

The data gathered from the assessment tool of the TM of the City of Malaybalay, which was given an equivalent score based on the level of competencies and needs for improvement.

The scoring guide will be used in the interpretation.

A. Scoring Procedure for Traffic Managers

Scale	Limits	Qualitative Description	Qualifying Statement
5	4.21 - 5.00	Highly Competent	Level of competency is outstanding. A strength, but training and development can greatly enhance the skills of traffic management.
4	3.41 - 4.20	Very Competent	Level of competency is more than adequate but further training and development is beneficial to traffic management.
3	2.61 - 3.40	Moderately Competent	Level of competency is adequate: training and development are necessary.
2	1.81 - 2.60	Less Competent	Level of competency is inadequate: training and development are immediate need.
1	1.0 - 1.80	Not Competent	Level of competency is very inadequate, and training and development are priority need.

B. Scoring Procedure for Traffic Enforcers

Score Range	Limits	Qualitative Description	Qualifying Statement
41 -50	81 - 100	Highly Competent	The TE at this level has developed the maximum knowledge, skills, and understanding and can transfer them independently through authentic performance; however, training and development can greatly enhance knowledge, skills, and understanding of Traffic Enforcement.
31 -40	61 - 80	Very Competent	The TE at this level has developed the fundamental knowledge, skills, and understanding and with training and development, TEs can transfer them independently through authentic performance.
21 -30	41 - 60	Moderately Competent	The TEs at this level possess minimum knowledge, skills, and understanding; thus, training and development is a priority need.
11 - 20	21 - 40	Less Competent	The TE at this level struggles with his/her understandings; prerequisite and fundamental knowledge and/or skills have not been less acquired or developed to perform adequately TE's functions.
0 - 10	1 -20	Not Competent	The TE at this level has no understanding; prerequisite and fundamental knowledge and/or skills have not been acquired or developed to perform adequately TE's functions.

Treatment of Data

Answers to problems 1 & 2 were derived with the use of mean and standard deviation. Problem 3, on the other hand, involved frequency count and percentage. It is further analyzed at 0.05 level of significance and t-test for individual sampling in comparing the diagnostic result when grouped according to age, educational attainment, and length of service to its level of competency. Problem 4 is the inclusion of an intervention plan to address the gaps identified in problems 1 and 2.

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Chapter 4

Presentation, Analysis, and Interpretation of Data

This chapter deals with the presentation, analysis, and interpretation of the results. The data gathered from the personnel of the Traffic Management Council of the City of Malaybalay. This discusses the result of the semi-structured questionnaire responded by seven (7) Traffic Managers and eighty (87) Traffic Enforcers. The presentation is done according to the competencies of both the Traffic Managers and Traffic Enforcers

A. Competencies of Traffic Managers in the City of Malaybalay

Table 2 shows the City of Malaybalay Traffic Managers' overall mean score, standard deviation, the qualitative description and qualifying statement of the competencies on the five domains of traffic management. Based on the result of the overall mean, it is identified that TMs of Malaybalay City are very competent. Moreover, the result shows that the TMs of Malaybalay City have the highest competencies in monitoring; planning and evaluation among the five domains while staffing and controlling are on the bottom. The TMs assessment of competencies is very competent may be due to the fact that the city has very minimal incidents of

Table 2
Competencies of Traffic Managers of the City of Malaybalay (n=7)

Item	\bar{X}	S.d	Qualitative Description	Qualifying Statement
Monitoring	3.8	0.68	Very Competent	Level of competency is more than adequate but further training and development are beneficial to traffic management.
Planning	3.74	0.87	Very Competent	Level of competency is more than adequate but further training and development are beneficial to traffic management.
Evaluation	3.74	0.76	Very Competent	Level of competency is more than adequate but further training and development are beneficial to traffic management.
Staffing	3.61	1.12	Very Competent	Level of competency is more than adequate but further training and development are beneficial to traffic management.
Controlling	3.41	0.95	Very Competent	Level of competency is more than adequate but further training and development are beneficial to traffic management.
Overall	3.67	0.91	Very Competent	Level of competency is more than adequate but further training and development are beneficial to traffic management.

road accidents. Based on the apprehension record of Calendar Year 2016, there is a significant decrease of 18% compared to Calendar Year 2015.

Based on the result monitoring has the highest mean. It signifies that the TMs provide regular statistical and progress reports on the operation of the traffic violation system. Looking into the reports, it indicates that the TMs have clear guidance on monitoring as they have a regular monthly report on the different areas of violations. The office also holds yearly comparative report not only on violations but also on the collection of traffic citations and other related matters to traffic.

According to the Traffic Operation Officer, the visibility of supervisors to oversee the activities of the TEs posted on the assigned streets and junctions motivated the TEs to do better. Maybe it is also attributed to their practice that before an enforcer reports to his/her post the manager has to

remind the TEs of what is expected. From casual interviews, the TEs cited that the supervisors have practiced the strict monitoring whether or not the TEs have properly enforced the city ordinances and other related traffic laws. These reasons may be greatly ascribed to the very competent level of the TMs of the City of Malaybalay.

Planning comes second from the highest. This competency is clearly displayed when Malaybalay City hosts major and minor activities. This poses a great challenge to the traffic managers as they are responsible for planning and in finding routes that would not hinder economic and academic purposes while providing efficient, effective, and safety transit of both pedestrians and motorized vehicles. Evaluation on the other hand, is exhibited based on the required roles and functional set up as mandated according to the L.O 468 Series 2000. Consequently, the greatest contribution that the TMC has is the management of traffic course during the annual celebration of Kaamulan Festival.

Staffing is one of the greatest challenges that the TMs have. This is indicative on the identification of each enforcer's assignment. Consequently, the TMs do not have any part in the recruitment process of the personnel. Hence, TMs do not choose who's to employ in the center; staffing is based not on policies but protocols practiced by the local government units. Accordingly, TEs are posted on areas that best suit his/her personality and training background. Controlling conversely, rank the fifth might be credited to the fact, that personnel discipline is not tasked to the TMs but in the

office of the Local Chief Executive. The task assigned to the TMs is only supervision, recording of absences, tardiness, and misbehavior. The final task is to recommend actions to be undertaken. These maybe are the reasons why these two areas are in the bottom of the result.

However, looking into the result of the standard deviation, the responses are varied especially in the area of staffing where it has the widest dispersion. The wide distribution of responses is probably for the reason that the TMC personnel performing managerial or supervisory functions are not exactly functioning as such. Based on interviews, TMs are functioning clerical works e.g. encoding absences and tardiness, recording traffic violations, compiling records, and supervising traffic enforcers on the field.

At times, the TMs do not also have the luxury of strictly implementing traffic rules. It may be due to some practices that have been in existence in the system. Through this wide dispersion, management might consider to looking into ways on how to advance the level of competencies of their people to the next and improve the inherent competencies of each personnel. This advancement may be done through extensive training and development activities to augment the skills of the TMs in supervising the TEs on the streets.

The Philippine Constitution mandated the CSC to establish and adopt measures to promote morale, efficiency, integrity, responsiveness, and courtesy in the civil service. It was also instructed to integrate all human resource development programs for all levels and ranks. Also,

institutionalize a management climate conducive to public accountability. Roles, Responsibilities, Policy Development and Programmes, agreed with that a clearly set and stated roles and responsibilities should be legislated.

It added that to support this challenge-structured training must be a requirement. O'Neill (2013) agreed that leadership capacity of both elected and appointed local officials would be tested when it comes to complex public policy issues. As augmented by South Carolina Police Captain Kevin Marsee, a manager or supervisor must first have some classroom instruction in leadership on how to perform their job effectively and be trained to become an effective leader respectively (Schafer, 2010).

The study conducted by Villanueva (2016) agrees with that better traffic management is required for accident prevention, traffic safety education, and traffic enforcement. Accordingly, the development of management performance involves the definition of goals, objectives, the specification of the dimensions of performance measures, and the identification of functions (Key Performance Indicators for Traffic Management, n.d).

On these, Moscato (2016) quoted that to improve transportation, research could be done, and managers need to improve some practices to establish quality transportation services. In addition, America's Job Exchange (2016) said that the following were great factors to consider in the inquiry: recruiting, selecting, training, motivating, coaching, mentoring

clerks and transport enforcers and drivers, and assisting in the identification and implementation of continuous improvement opportunities and customer satisfaction opportunities.

B. Competencies of Traffic Enforcers in the City of Malaybalay

Table 3 shows the diagnostic result conducted among 87 Traffic Enforcers. It indicates that the TEs are moderately competent. The result of the mean score of the TEs competence is moderate. Of the nine areas studied, five are rated with moderately competent. These items include traffic laws and orders, displaying of traffic officer personality, keeping records of all violations, traffic procedures, and educating people on traffic safety. The areas on traffic signs and symbols and ensuring traffic rules are followed by road users received the very competent level. Notwithstanding, reducing traffic jam is rated with less competency.

Table 3
Competencies of the Traffic Enforcers of Malaybalay City (n=87)

Items	X	S.d	QD
Traffic Signs and Symbols	67.50	0.85	Very Competent
Ensuring Traffic Rules are Followed by Road Users	65.00	0.93	Very Competent
Responding to Traffic Emergencies	64.00	0.82	Very Competent
Traffic Laws and Orders	53.00	1.99	Moderately Competent
Displaying Traffic Officer Personality	50.60	1.25	Moderately Competent
Keeping Records of all Traffic Violation	48.00	1.10	Moderately Competent
Traffic Procedures	48.00	0.78	Moderately Competent
Educating People on Traffic Safety	43.00	0.97	Moderately Competent
Reducing Traffic Jam	32.50	1.14	Less Competent
Overall	51.24	4.48	Moderately Competent

The two highest items with the description of very competent indicate that TEs had received training and orientation before reporting to their posts. This may also show that a hand on supervision is evident and frequent informal monitoring is exercised. Although, the TMC may not had hard evidence of monitoring, but the visibility of the supervisors greatly influence the competencies of the TEs in delivering public transport safety and services.

Accordingly, TEs assigned to busy streets are often conducting enforcement side-by-side with a supervisor. In fact, more than 5 enforcers are assigned into the streets running in front of Gaisano, the busiest economic zone, during peak hours – between 4:00 P.M. to 6:00 P.M. This ensures that pedestrians, PUVs, and other motorized vehicles are safe and have free passage. They also have installed personnel who keep on verbally reminding the pedestrians on when to cross the road. This further ensures that road users follow traffic rules. Aside from that, traffic lines have been executed on secondary streets to guide the motorists whether or not it is legal to stop or park in a certain area.

Based on the annual report of C.Y 2016, the TMC were able to collect P596, 355.00 from traffic citation tickets (TCT) due to the strict implementation of traffic laws. This imposition resulted to road users' obedience to traffic laws and orders. Also, through the effective program of educating road users on traffic laws, there is a significant decrease of TCTs

issuance of 21% from C.Y. 2015. Records on impounding vehicles are also an important indicator that the TEs are serious in their job. On C.Y 2016, 729 cases were filed due to driving without license and unregistered vehicles. These indicators suggest the competencies of the TEs of the City of Malaybalay.

Contrariwise, reduction of the traffic jam is rated as less competent. This may be due to factors that are beyond the control of the TEs. First reason might be the increasing number of the populace of the city. This is very evident also, during weekdays specifically around the following hours: 6:45 A.M. to 8:00 A.M., 11:30 A.M. to 1:00 P.M, and 4:00 P.M. to 6:00 P.M. These are rush hours on the road where people are on hurrying to result at times in collision either with vehicles or with pedestrians. Another is the number of vehicles running on the thoroughfares. Looking into the area of traffic engineering, the streets in the City of Malaybalay is a four-lane; unfortunately, the other two side lanes were used for parking. This resulted to a usable two-lane street.

Aside from the reason cited, the vendors flocking on the sidewalks also contributed to congestion. The 1.5 meter of the sidewalk is designed for the pedestrians. This incident leads the pedestrians to trudge on the side of the highway, competing with the vehicles for passage. This endangers the pedestrians. Another factor to consider is the behavior of the road users. According to the Microscopic Traffic Flow Theory, traffic flows are formed by

the underlying interactions between the drivers of the vehicles as well as the physical characteristics of it. This is an inevitable case when it comes to the reduction of a traffic jam as congestion is related to space and time.

Conversely, the result of the standard deviation shows variation among participants especially in terms of traffic laws and orders, displaying traffic officer personality and reducing traffic jam. Some participants, during the informal conversation, expressed a desire for a more advanced and focused follow-up on these areas. They shared that although they had been trained, re-training is a necessity.

Management Study Guide (n.d) supported that training familiarizes personnel with the organizational mission, vision, rules and regulations and the working conditions. When employees were trained to refresh and enhance their knowledge, they would be able to cope up with challenges. Ceton (2014) and Ledauskaitė (2010) agreed with that capacity building developed employees' skills, improved one's professional competencies, and accepted the principles of life-long learning ability in handling to ensure economic and social stability. Dr. Mendoza (2016) confirmed that TEs must be fully trained specifically for the job of traffic management and the enforcement of traffic laws.

Zuzevičiūtė (2006) commented that with the contemporary higher education and promotion of life-long career advancement and improvement of transport management could be achieved by professionalizing the traffic

enforcers. To add, Gatchalian (2017) concluded that a properly trained traffic enforcer, equipped with the knowledge of the enforcement of traffic laws would ensure a safer road for the public particularly to motorists and pedestrians. Venters (2006) recommended, too, that focus on developing multiple skills that would enable TEs to creatively deal with the issues such as the lack of equipment, human resources and difficult people on the road. Bazaras et al., (2015) ensured that development of personnel was a necessity to create efficient, effective, and safe transport enforcement. It is also evident in the study that enforcers lack both the communication and negotiation skills.

Comparison of the competencies of Traffic Enforcers when grouped according to Age, Educational Attainment, and Length of Service

A. Age

Table 4 presents the comparison of the competencies of the TEs of Malaybalay City when grouped according to age. Among the 87 participants 42.53% are considered young, 36.78% are old while 20.69% of the respondents have not cited their actual age as of January 2017. The result shows that both groups have moderate competency. To test the significance of the difference in the competencies of TEs grouped according to age, independent sample t-test was employed. With the significant value

Table 4
Comparison of the competencies of Traffic Enforcers when grouped according to Age

Items	19-36 years old			37 - 54 years old			t-ratio	p-value
	\bar{X}	s.d	QD	\bar{X}	s.d	QD		
Traffic Laws and Orders	51.90	1.91	Moderately Competent	51.60	1.97	Moderately Competent	0.07	0.94
Displaying Traffic Officer Personality	50.20	1.35	Moderately Competent	54.40	1.28	Moderately Competent	-0.65	0.52
Reducing Traffic Jam	32.50	1.10	Less Competent	29.67	1.18	Less Competent	0.60	0.55
Educating People on Traffic Safety	44.86	0.92	Moderately Competent	40.14	0.90	Less Competent	1.47	0.15
Keeping Records of all Traffic Violation	48.20	1.17	Moderately Competent	51.20	1.11	Moderately Competent	-0.57	0.57
Traffic Procedures	46.50	0.75	Moderately Competent	46.00	0.81	Moderately Competent	0.11	0.91
Ensuring Traffic Rules are Followed by Road Users	63.80	0.97	Very Competent	70.60	1.02	Very Competent	-1.43	0.16
Traffic Signs and Symbols	65.50	0.83	Very Competent	68.00	0.92	Very Competent	-0.46	0.65
Responding to Traffic Emergencies	60.25	0.86	Moderately Competent	62.50	0.76	Very Competent	-0.48	0.75
Overall	50.54	4.80	Moderately Competent	51.26	4.12	Moderately Competent	-0.33	0.58

*Significant at 0.05

of 0.05, the result indicates that there is no significant difference between the competencies of the young and old traffic enforcers. This result may be accredited to the same perspective and motivation offered to them.

Correspondingly, this may be due to the same training and development they had undergone. Also, the functions expected from them to deliver were of similar contents. The everyday guidance given by the TMs to the TEs were the same. Thus, it would be expected that the competencies

assessed would yield a similar result. Anyhow, the TEs had worked according to what was expected based on the standards advised for them to follow.

Likewise, the data show that the two groups were both very competent in traffic signs and symbols and in ensuring that road users follow traffic rules. Of the nine areas, the TEs are moderately competent on the traffic laws and orders, displaying traffic officer personality, educating people on traffic safety, and in keeping records of all traffic violation traffic procedures. However, on area responding to traffic emergencies, the levels vary. The 19 – 36- year-old group result was moderately competent while those belonging to 37 - 54 grouping were very competent. It can be assumed those belonging to 37 - 54 group was more exposed to the scenario and a more experienced. According to one of the TMs, those older TEs were trained in Cebu City for emergency response during the early stages of the TMC of Malaybalay City. On the other hand, both group displayed less competency in the reduction of a traffic jam. This probably would mean that the same training, expectations, and development had been warranted to the TEs.

The Assistant Operation Officer, on an informal conversation, cited that the TEs needed a refresher course not only in the lowest area of the competencies but on the general operation of enforcement. Training, accordingly, must be given emphasis to secure public safety of road users. He added that the TEs must also be reinforced with evaluation tools periodically to remind them to be proficient of their career and apt to the

challenge. O'Neil (2013) agreed with that the personnel capacity whether elected or appointed local officials must be tested when it comes to complex public policy issues. He added, if local government and appointed leaders want to ensure efficiency and effectivity, they have to look at the standard qualifications.

The overall result reveals that there is no significant difference in the competencies of the TEs when grouped as to age. JRank Studies (n.d) agree with the study that there is no possible relation between job performance and age. In addition, Saks and Waldman (1998) allude that there is a negative relationship between age and job performance evaluations. However, BBC News (January 2014) corroborate that aging is most likely to affect competencies if job tasks require sensory perception, selective attention, working memory, information processing, rapid reaction or physical strength. In this view, the competencies of the TEs of Malaybalay City might be affected.

In addition, Tuomi and Klockars (1997) pointed out that a difference in age and competencies is only affected when physical ability among elderly workers is relatively smaller than those among young workers are particularly if the former can maintain certain physical abilities to perform essential tasks. Gall and Parkhouse (2004) agreed with that capacity might only be affected when job requirement was a heavy manual task. Conveniently, job requirement of TEs was not a heavy manual task although

the aesthetic body is necessary standing under the varying weather conditions could not pass as a heavy manual task.

B. Educational Attainment

Table 5 presents the comparison of the competencies of Traffic Enforcers when grouped according to educational attainment. It further shows 40.23% are elementary graduates and high school graduates or high school level. 54.02% are in college level or college graduates.

Table 5
Comparison of the competencies of Traffic Enforcers when grouped according to Educational Attainment

Items	Elem. and High School Graduate (N=35)			College Level and College Graduate (N=47)			t-ratio	p-value
	\bar{X}	s.d	QD	\bar{X}	s.d	QD		
Traffic Laws and Orders	50.30	2.18	Moderately Competent	55.50	1.90	Moderately Competent	-1.163	0.248
Displaying Traffic Officer Personality	48.00	1.33	Moderately Competent	53.60	1.16	Moderately Competent	-1.016	0.313
Reducing Traffic Jam	33.33	1.28	Less Competent	31.50	0.98	Less Competent	0.425	0.672
Educating People on Traffic Safety	40.43	1.07	Less Competent	44.43	0.91	Moderately Competent	-1.265	0.210
Keeping Records of all Traffic Violation	48.60	1.12	Moderately Competent	48.60	1.12	Moderately Competent	0.012	0.990
Traffic Procedures	52.25	0.70	Moderately Competent	45.25	0.82	Moderately Competent	1.603	0.113
Ensuring Traffic Rules are Followed by Road Users	64.60	1.03	Very Competent	67.20	0.76	Very Competent	-0.672	0.504
Traffic Signs and Symbols	68.50	0.89	Very Competent	67.50	0.78	Very Competent	0.221	0.826
Responding to Traffic Emergencies	60.00	0.88	Moderately Competent	67.00	0.73	Very Competent	-1.581	0.118
Overall	50.22	4.67	Moderately Competent	52.42	4.30	Moderately Competent	-1.102	0.274

*significant of 0.05

The result shows that TEs are moderately competent when grouped according to educational attainment. Though both groups yield the same less competency in the area of reduction of a traffic jam, yet it does not affect the overall outcome. With the overall significant value of 0.274, it shows that there is no significant difference of the competencies of TEs when grouped according to educational attainment. Of the nine areas, both groups were classified as very competent on ensuring traffic rules are followed by road users and on traffic signs and symbols. While the other four: traffic laws and orders, displaying traffic officer personality, keeping records of all traffic violation, and traffic procedures are categorized under moderately competent. And the same as the previous statements, reducing traffic jams got the less competent level.

The result may be due to the fact that though more than one-half of the population of TEs was in college level or college graduate, their collegiate background, however, had no relationship to traffic enforcement or management. In view of that, the other group almost comprised the other half of the population who were in elementary and high school level. This almost even division would greatly influence the result of the other. In addition, regardless of the educational background, the TEs follow the same mandate, the same procedure, and training. Yet, through constant on-the-ground monitoring, coaching and mentoring, the TEs are capable of manning the streets of the City of Malaybalay.

While, in the area of educating people on traffic safety, the elementary and high school graduate group were described as less competent and the group of college level and college graduate were moderately competent. This may be due to the fact that the second group was the ones assigned to do the orientation to traffic violators, conduct training to drivers, and act as leaders of the team. According to the TMC Officer, those college graduates were the ones assigned to man traffic on busiest areas. Thus, they were the ones more exposed to the challenges of traffic enforcement.

Another area that shows differing levels was responding to traffic emergencies. The first group's level was moderately competent while the second group was very competent. This may be caused by the exposure of each individual to training on emergency response. Elementary and high school level were only exposed on drills while enrolled in primary and secondary school while those in college were given the opportunity to handle cases of emergency as most higher education institution nowadays offer training for tertiary students and volunteers.

From the casual interviews, most of them had undergone pieces of training on rescue and emergency. There were also some of them who enrolled in criminology and are members of the REACT and Karancho team of Malaybalay. Of whom, according to them, were trained to rescue people during calamities. As quoted by the Traffic Operation Officer, college graduate TEs had great advantages compared to those who were in elementary and high school. He added that the level of understanding of the

mission, vision, goals, and objectives of the organization as well as the operation of the system of TMC may be affected according to their educational level. Nonetheless, there are some but few exceptions.

Kellis & Ran (2013) validated that education would enrich an individuals' knowledge of how the public sector works. Also, Palšaitis (2006) acknowledged that knowledge is information which can be used for the creation of added value in the person, business and personal life and all institutions which have a direct relation task assigned. Further, Carillo (2010) recognized that a formal education, organizational learning and leadership classes, as well as professional association, can greatly enhance the competencies. Lastly, although more than one-half of the TEs are in college level or graduate yet no one is a graduate or enrolled in courses related to traffic enforcement or public safety.

C. Length of Service

Table 6 presents the comparison of the competencies of traffic enforcers when grouped according to the length of service. Among the respondents 71.26% are ten years and below, 11.49% are eleven years and above while the 17.24% have not signified the length of service rendered. The average length of service among the participants is 4.58.

The result of the mean score suggests that the TEs are moderately competent when grouped according to the length of service. Using the significant value of 0.05, the result shows that there is no significant

Table 6
Comparison of the competencies of Traffic Enforcers when grouped according to Length of Service

Item	10 years and below (N=62)			11 years up (N=10)			t-ratio	p-value
	\bar{x}	S.d	QD	\bar{x}	S.d	QD		
Traffic Laws and Orders	51.10	1.91	Moderately Competent	59.00	2.08	Moderately Competent	-1.20	0.236
Displaying Traffic Officer Personality	52.60	1.27	Moderately Competent	52.00	1.50	Moderately Competent	0.07	0.948
Reducing Traffic Jam	31.17	1.09	Less Competent	26.67	1.26	Less Competent	0.71	0.479
Educating People on Traffic Safety	44.71	0.86	Moderately Competent	32.86	1.06	Less Competent	2.746*	0.008
Keeping Records of all Traffic Violation	51.20	1.13	Moderately Competent	44.00	1.03	Moderately Competent	0.96	0.340
Traffic Procedures	46.25	0.74	Moderately Competent	45.00	1.03	Moderately Competent	0.21	0.838
Ensuring Traffic Rules are Followed by Road Users	66.40	0.78	Very Competent	62.00	1.29	Very Competent	0.76	0.453
Traffic Signs and Symbols	68.50	0.72	Very Competent	60.00	1.07	Moderately Competent	1.29	0.201
Responding to Traffic Emergencies	63.00	0.76	Very Competent	60.00	0.97	Moderately Competent	0.43 0.96	0.668 0.399
Overall	51.48	4.20	Moderately Competent	48.60	5.52	Moderately Competent		

*Significant of 0.05

difference to TEs competencies. It means, whether the TEs are older in the service or not, it has no significant effect to the competencies.

The standard deviation indicates that the TEs responses are widely dispersed. This means that the responses of the competencies varied accordingly. This variation might be caused to the area of assignment posts. Some TEs are assigned to less busy streets which do not give them the

enough challenge while the others without considering the length service are assigned on streets with heavy traffic. Thus, exposure affects the result.

The study is in congruent to the work of Smith (2014) that career longevity is a blind assumption of the competencies of employees. He added it is the quality of works that matter. To add, Gordon (n.d) studies mentioned that there is no relationship of practical significance exists between the length of service and employee's competencies toward the achievement of high performance. However, looking into the missing values of age, educational attainment, and length of service, the result may yield otherwise. These missing values affect the overall result as its numbers may quite be significant.

IJSER

A Three - Year Intervention Plan for the Traffic Management Council of Malaybalay City

The competencies of the TMs and TEs of the City of Malaybalay were studied in order to identify how competent the TMs and TEs of the City of Malaybalay. The result of the study served as the basis for designing the intervention plan. This study would be beneficial to the TMC of the cited city as they would be able to identify the gaps to ensure that TEs were equipped with the necessary skills and capacity to man the primary and secondary streets of Malaybalay City. Through this, efficiency, effectivity, and safety of goods, services, and pedestrians would be addressed.

In preliminary interviews conducted both parties had mentioned that only a few pieces of training and development had been conducted. They added that due to the tight budget of Local Government Unit- Malaybalay City, only a few TMs and TEs were sent to development trainings for past ten years. In addition, they mentioned that recruitment process is based on protocol practiced by the LGUs for all the Traffic Managers and Traffic Enforcers since Calendar Year 2000. Further, the traffic code of the city of Malaybalay, as of the conduct of the study had not been revised since its promulgation in 2000 to adhere to the changes and new practices of traffic enforcement. Moreover, until the time of the study, the TMC had no approved traffic code duly legislated and deputized by the Land Transportation Office that would officially guide the traffic personnel in the responsibility along the thoroughfares of the said city.

The bases for the conduct of the research study was to find answers whether the TMs and TEs of the City of Malaybalay are highly competent. In addition, it was to identify whether age, educational attainment and length of service contribute to the competencies of TMs and TEs. Further, an intervention plan is crafted to help improve the competencies of both TMs and TEs in order to enhance the inherent skills, knowledge, and abilities of both.

With the results gathered, implication had been formulated. The TEs and the TMs need training and development. The TEs generally at this stage possess minimum knowledge, skills, and understanding thus training and

development are a priority need. This would assure that TMs and TEs would be addressed holistically to better serve and provide efficient and effective transport services. As well as ensuring that pedestrians, vehicles, services and goods are safe.

The Traffic Management Council of the City of Malaybalay is commissioned with great undertaking – the delivery of basic transport services. To add, ensure the safety and mobility of people, services and goods in a professional manner. This leads to the proposition of an intervention plan in order to provide quality transport services of the Traffic Management Council of the City of Malaybalay. This holistic proposal would help improve the TMC functions, operation personnel tasks, and knowledge, skills, and abilities a traffic enforcer must possess to accomplish the required tasks.

Although the TMC had been in existence for more than a decade, the said office has only been guided by a mandate that might need to be revisited. Unfortunately, the said 16-year-old ordinance (L.O 468 s. 2001) had not mentioned about the professional development of the personnel nor training for the personnel while on service.

Hence, this Intervention Plan for Traffic Management Council of Malaybalay City (IPTMCMC) is designed to address the gaps to help improve the potentials and practices of the TMC personnel. The plan does not only focus on efficiency and effectivity, but it also presents activities that will boost the morale of the personnel. Moreover, the plan is based on the result of the research study conducted.

The intervention plan for the Traffic Management of the City of Malaybalay is driven to address issues and concerns. The plan is divided into four areas of priority gaps: first, the institutionalization of traffic laws and orders. This area focuses on the imposition, implementation, and evaluation and of the laws that govern the roads of Malaybalay City. These laws and orders are according to the international standards, the Philippine Constitution and local ordinances. Second is the organizational development. The focus of this area is not only the total development of the organization as a unit but the personnel and staff in particular. This area covers proficiency of the TEs in handling the traffic procedures and traffic jam. Also, ensures public safety, efficient recording and responding to emergencies.

The third is the occupational protection and development. This emphasizes the importance of the career advancement of the TMC personnel and staff as well as the provision of protection while enforcing the orders and direction on the thoroughfares of the City of Malaybalay. The fourth area is concerned with the public safety of all road users. Educating the children and the youth about traffic safety is at its utmost importance. To add, the PUV drivers are enjoined with the commitment review to secure the safety of their passengers as well as the pedestrians and other moving vehicles. Re-orientation to traffic violators is also given significance. Lastly, the stakeholders are given due importance in the planning of the Malaybalay

City's transport services in order to formulate a proactive and sustainable framework to mitigate or lessen the effect of traffic problems.

Each area has the identification of objectives, content, expected outcome, strategies or activities, time frame, persons/office involved, the source of funds and estimated cost. These are incorporated to guarantee acceptability, adaptability, and implementation of the plan.

The four areas of priority gaps are the results of the research study conducted, informal interviews, needs of the TMC, as cited by the management and observations. The contents of its column are taken from the variables of the research study. In addition, the expected outcome is on a short term basis. In this way, the City Government of Malaybalay would be assured that the TEs and TMs are well trained and ready to face the day-to-day challenges along the primary and secondary roads of the city.

The strategies column identifies the activities in order to deliver the said approach and resources necessary to fulfill the strategies. The estimated cost is based on the estimated numbers of participants though limited to the present population of the TMC and budget allowable by the Commission on Audit and as cited in the Peace and Order and Public Safety Plan of C.Y. 2017 - 2019. The cost may be is too high but investment in the human resource is inevitable to create a long-term effect towards efficient and effective public service. The source of funds indicates where the budget would be charged to. The timeline includes the implementation dates and schedules of TMC. In addition, the person/office involved is both the

beneficiary of the programs and the providing responsible office/s to assist the TMC in the implementation of the program.

Expected Outcome

The IPTMCMC directed towards the professionalization of the personnel of TMC Malaybalay would enhance, improve, and develop the necessary skills, knowledge, and functions of the TMC personnel. This would equip the TEs and TMs to carry out the goals and objective of the TMC's public safety.

The most priority among the gaps is the implementation or institutionalization of Republic Acts, Local Ordinances, and mandates to fully equip the TMC Personnel. Additionally, strict imposition and enforcement of laws and orders will be addressed. Further, it would lead to road users' satisfaction.

Strategies or Activities

The strategies or activities column is divided into two. First, the mode, this identifies the style on how to deliver the said schemes. The mode includes the recruitment process, seminars, workshops, quality evaluation, on-the-ground-training, coaching/mentoring, orientation, forum, attendance to basic courses, sports festival, quarterly socials, medical checkup, physical training, and procurement. The second column contains the resources needed. These include resource persons, such as trainers and

speakers, and moderators. Also, the materials, service providers, meals and equipment that is necessary to fulfill the strategies.

Time Frame, Persons Involved, and Source of Funds

The timeline in the IPTMCMC is three years plan congruent with the term of the elected Local Chief Executive. It also includes the implementation dates and schedules of the two groups of TMC. This division distribution is to assure that the streets of Malaybalay will always have enforcers to man. In addition, the person/office involved has also been categorized into two - the target groups who are the beneficiary of the programs and the responsible office/s will be the provider or to assist the TMC in the implementation of the program. The estimated budget allocation will be from the General Fund of the City Government of Malaybalay unless sponsors will be recognized.

The 3 – Year Intervention Plan for Traffic Management Council of Malaybalay City is shown in Matrix 1.

Matrix 1. 3 - Year Intervention Plan for the Traffic Management Council of Malaybalay City

Priority Gaps	Objectives	Content	Expected Outcome	Strategies/Activities		Time Frame	Person/s Involved		Source of Funds	Estimated Cost
				Mode	Resources Needed		Target Group	Responsible Office		
A. Institutionalization of Traffic Laws and Orders										
Institutionalize L.O 468 s. 2001	Standardization of the Traffic Enforcers' qualification of the City of Malaybalay	♦Educationally, mentally and physically qualified TEs ♦Hire at least 10 Permanent Position TEs every year	Recruitment process	Minimum Qualification Standard for Traffic Enforcers	2017 - 2019	Newly-hired traffic personnel	TMC and City Human Resource Management Office	Malaybalay City General Fund	P 354,09 /day/enforcer (1.0) (122 personnel = P9,251,924) P404/day/enforcer (permanent) (10 personnel = P290,880)	
Implement Traffic Laws and Orders in the thoroughfares of the City of Malaybalay	Basic Course on Traffic Laws and Orders (RA 10586, RA 8750, RA 8750, RA 10054, RA 4136)	♦Strict enforcement of traffic laws and orders - drink driving, speed limits, blowing of horns, modified mufflers ♦Attendance to short courses on Traffic Laws and Orders	Short Courses	Resource person, venue, food and supplies	2018 April Morning session - Afternoon group (8:00 A.M. - 12:00) After session - Morning group (1:00 P.M - 5:00 P.M)	TEs and TMs	TMC and City Human Resource Management Office	Malaybalay City General Fund	P 30,000	
Re-train TMC Personnel on Traffic Signs and Symbols	International Standards of Traffic Sign and Symbols	♦ Strict imposition of traffic signs and symbols along the thoroughfares ♦ 122 personnel attendance	Seminar-Workshop	Resource person, venue, food and supplies	2018 May	Traffic Enforcers	TMC and City Human Resource Management Office	Malaybalay City General Fund	P 10,000	

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Ensure traffic rules are followed by road users	Basic Training Course on Road Users Right of way	♦ Safe road trips for the pedestrians and motorized vehicles ♦ Strict imposition on jaywalking penalties and other violations relative to traffic ♦ 50% decrease on number of road casualties	Seminar- Workshop	Resource person, venue, food and supplies	Friday of July 2018 & 2019 Morning session - Afternoon group (8:00 A.M. - 10:00 A.M) After session - Morning group (2:00 P.M - 4:00 P.M)	Traffic Enforcers	TMC and City Human Resource Management Office	Malaybalay City General Fund	P 10,000
Respond to Traffic Emergencies	Basic Training Course on Risk Reduction	♦ Active responses to road emergencies (natural or man-made calamity)	Seminar- Workshop	Resource person, venue, food and supplies and equipments	First Thursday and Friday of March and June of 2018 & 2019 ♦ Thursday Session - Afternoon group (8:00 A.M. - 12:00 P.M) ♦ Friday session - Morning group (1:00 P.M - 5:00 P.M)	Traffic Enforcers	City Disaster Risk- Reduction Management Council	Malaybalay City General Fund	P 150,000
		♦ Provision of Emergency Equipment	Procurement	Canvasser/Order/Purchase	2018 November	Traffic Enforcers	TMC, CDRRM, CGSO, Budget Office, Accounting, BAC	Malaybalay City General Fund	
		♦ Acquisition of rescue vehicle or ambulance	Procurement	Canvasser/Order/Purchase	2019 January	Road users		Malaybalay City General Fund	P 2,000,000

	Keep records of all traffic violations and Personnel's efficiently and well organized	Basic Recording and Encoding Skills (MS Word/Excel)	Accessible, well-organized and safe recording practices	Basic Course on Encoding using MS Word/Excel)	Resource person, venue, food and supplies	2017 November	TMC Record Officer-Designate;	TMC and City Human Resource Management Office	Malaybalay City General Fund	P 30,000
		Record Management Seminar-Workshop	Efficient and well-organized recording practices	Attendance to seminar on efficient and effective recording using metadata	Resource person, venue, food and supplies	2017 - 2019	TMC Record Officer-Designate;	TMC and City Human Resource Management Office	Malaybalay City General Fund	P 30,000
		Basic Training on coding and decoding	Efficient Record Keeping	Coaching	Resource person, venue, food and supplies	Quarterly 2017 - 2019	Traffic Enforcers	TMC	Malaybalay City General Fund	P 20,000
	Enhance camaraderie among Traffic Personnel	Quarterly Socials	Strong fellowship among TMC Personnel	Sports Festival	City Sports Coordinator, venue, equipments	Semi-Annual 2017 - 2019	TMC Personnel	TMC, Sports Coordinating Council	Malaybalay City General Fund	P 20,000
	Strengthen the spirituality aspects of TMC Personnel	Strengthening Spirituality and Morality	Highly morale TMC Personnel	Recollection/Retreat	Resource person, venue, food and supplies	Every December of 2017 - 2019	TMC Personnel	TMC and City Human Resource Management Office	Malaybalay City General Fund	P 20,000
C. Occupational Protection and Development										
	Improve traffic officer personality	Appropriate Traffic Officer Personality / Decorum	Pleasing personality is displayed among Traffic Enforcers manning the streets	Coaching on Proper Decorum	Resource person, venue, food and supplies	First Friday of August 2017, 2018, 2019	TMC Personnel	TMC and City Human Resource Management	Malaybalay City General Fund	P10,000
						Morning session - Afternoon group (8:00 A.M. - 10:00 A.M)				

D. Public Safety

				Senior personnel of TMC, venue, food, supplies	Every November of 2017, 2018, 2020	Secondary Students (Apo Macote NHS; San Martin Agro-Industrial NHS; Managok NHS; Silae NHS; St. Peter NHS; Bangcud NHS)	TMC and Department of Education - Division of Malaybalay City	Malaybalay City General Fund	P 5,000
				Senior personnel of TMC, venue, food, supplies	Every November of 2017, 2018, 2021	Elementary Pupils (Grade 3 - Grade 6) (Malaybalay City Central School; Casisang Central School; Sumpung Central School; Laguitas ES; Aglayan Central School; Bangcud Central School)			P 5,000
				Senior personnel of TMC, Sumpung Central School, food, supplies	Every November of 2017, 2018, 2020	SPG Officers of Interior Elementary Schools (District 1; District 2; District 3; District 4; District 5; including BCT ES; AVES; Baranagay 9 ES)		Malaybalay City General Fund	P 12,000
				Senior personnel of TMC, Bangcud Central School, food, supplies	Every November of 2017, 2018, 2020	SPG Officers of Interior Elementary Schools (District 6; District 7; District 8)		Malaybalay City General Fund	P 10,000

				Senior personnel of TMC, Bangcud Central School, food, supplies	Every November of 2017, 2018, 2020	SPG Officers of Interior Elementary Schools (District 9; District 10)	Malaybalay City General Fund	P 10,000		
	Provide basic orientation on Public Safety among PUV Drivers	PUV Drivers commitment for the safety of PUV users and pedestrians (November 17 - World Day of Remembrance for Road Traffic Victims)	♦ Safe public transport ♦ 50 % decrease of PUV users casualties ♦ 50 reduction of ticket citation issuances	Orientation	Senior personnel of TMC, LTO Officer, venue, food, supplies	Every November of 2017, 2018, 2020	PUV Drivers	TMC	Malaybalay City General Fund	P 15,000
	Re-orient traffic violators	Traffic Education Awareness	50% reduction of traffic apprehension	Orientation/ Counselling	Senior TMC Personnel	All year round 2017 - 2019	Road Traffic Violators	TMC		P 0000
	Find solutions on issues and concerns of TMCs, PUV Drivers, Business Sectors, Academe, and Civil Society Unit of Malaybalay City	Issues and concerns about traffic problems	Formulated frameworks to mitigate traffic problems	Forum	LTO Officer, PNP Highway Patrol Group, venue, food, supplies	February of 2017, 2018, 2019	PUV Service Providers, TMC Managers, Academe, and Civil Society Unit of Malaybalay City	TMC, City Planning and Development Office, City Engineering Office	Malaybalay City General Fund	P 30,000
TOTAL BUDGET APPROPRIATION								12,239,803.68		

Chapter 5

Summary, Findings, Conclusion, and Recommendation

This chapter focuses on the summary, findings, conclusion of the research study. It further offers recommendations.

Summary

The study assessed the competencies of the TEs and TMs of the City of Malaybalay to obtain in-depth knowledge of the competencies of both the Traffic Managers and Traffic Enforcers. The study focused on the competencies of TMs and TEs. In addition, comparison of the competences when grouped according to age, educational attainment, and length of service was investigated. The study was anchored on the safe system approach.

The research was conducted with the use of a self-assessment tool for the TMs and diagnostic test for the TEs. These data gathering tools were validated by experts and had been tested by the Traffic Management Council personnel of Valencia City for the Cronbach reliability test, with the result of 0.851. The research instrument for this research was conducted personally.

The data were treated with the descriptive statistics with mean, standard deviation, frequency count, percentage and t-test for individual sampling.

Findings

From the study the following findings were drawn:

1. Traffic Managers of the City of Malaybalay are very competent. At this level, the competence is more than adequate, but further training and development is beneficial for the traffic management;
2. Traffic Enforcers of the City of Malaybalay are moderately competent. The TEs at this level possess minimum knowledge, skills, and understanding thus training and development are a priority need. The TEs were very competent in the areas of traffic signs and symbols, ensuring traffic rules being followed by road users, and responding to traffic emergencies. Of the nine, five areas were moderately competent. However, reducing traffic jams is the least among the areas;
3. There was no significant difference in the level of competencies among the TEs of Malaybalay City when they were grouped as to age, educational attainment, and length of service.
4. An Intervention Plan for the TMC of Malaybalay City was designed based on the priority needs of the TMC Personnel of Malaybalay City. This could significantly address the gaps identified.

This IPTMCMC is highlighted with the identification of the four general priority gaps that is further specified according to the competencies identified in the research. Further, the objectives of the IPTMCMC are based on the competencies of the TEs. The strategies or activities were also cited to achieve the expected outcome. To achieve the outcome, the persons or offices involved the possible source of fund and the estimated cost is quoted. This plan could assure the road users and personnel's satisfaction as well as efficient, effective and safe transport services.

Conclusions

The following conclusions can be extrapolated from the findings of the study:

1. The Traffic Managers of the City of Malaybalay can be capable and efficient in the supervision and implementation of traffic laws and orders. In that way, public safety towards pedestrians, services, motorized vehicles, and goods plying on the streets, primary and secondary, of the mentioned city is assured. As very competent TMs they are able to transfer knowledge and able to inspire subordinates to become the best public servant in achieving public safety.

2. Traffic Enforcers of the City of Malaybalay can enforce the traffic laws and orders along the primary and secondary roads of the City of Malaybalay appropriately. There is an assurance that promotion and maintenance of public safety and convenient movement of persons and goods along the thoroughfares of Malaybalay City is in a free-flow mode. Thereby, economy and high quality of life are guaranteed.
3. The absence of difference in the level of competencies of TEs when grouped according to age, educational attainment and length of service may be due to the same training, development, and instructions received by each enforcer.
4. A 3-Year Intervention Plan for the Traffic Management Council of Malaybalay City could be used by the Local Government of Malaybalay City to address the level of competencies in the delivery of effective, efficient, free-flowing movement of goods, services, pedestrians, and services. This would also live up to the provision of public safety along the thoroughfares of the City of Malaybalay.

Recommendations

Based on the findings and conclusions of the study, the researcher offers the following:

1. The 3-Year Intervention Plan for the Traffic Management Council of Malaybalay City may be considered by the Local Government Unit of the City of Malaybalay for adoption and implementation to improve the level of competencies of the Traffic Managers and Traffic Enforcers. Initially, this IPTMCMC will be forwarded to the Traffic Management Center, Traffic Operation Officer, for the recommendation. Submission of the IPTMCMC to the city's legislative body, the Sangguniang Panglungsod, may be conducted for legislation and fund appropriation and approval.
2. Considering that the intervention plan is in a 3-year schedule, periodic monitoring and evaluation are highly recommended.
3. Traffic Management Council of the City of Malaybalay may come up with a Manual of Operation to guide all the personnel of the Traffic Management Center on the Standard Operating Procedures duly approved by the Land Transportation Office.
4. Further studies could be conducted to address problems or competencies that were not covered in this research and/or issues to strengthen the institution of the TMC of Malaybalay City.

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