



**OPERATIONAL EFFICIENCY AND ORGANIZATIONAL PERFORMANCE OF
AGRICULTURAL TRAINING INSTITUTE: A RESOURCE-BASED VIEW
AND BALANCED SCORECARD PERSPECTIVE**

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ABSTRACT

The goal of this study was to assess the correlation between how effective the operations of Agricultural Training Institute (ATI) in the region of Visayas were in relation to its overall performance as an organization. This study was theoretically based on both the Resource-Based View (RBV) Theory and the Balanced Scorecard (BSC) Framework. A major area of this study was to analyze how the ATI's operational efficiency was positively affected by its tangible, intangible and human-resources across the financial, customer, internal processes, and learning and growth perspectives of the institution. The methodology employed was descriptive correlation, with 116 respondents selected through stratified random-selection. A researcher-made questionnaire was employed to gather the data for this study. The operational efficiency of ATI was rated as being efficient overall, ATI's use of tangible resources was the most positive influence on operational efficiency and on the least positive influence on operational efficiency was human resources. Overall, the performance of ATI was rated as very satisfactory across all performance perspectives, particularly with the financial and customer perspectives. There is also a statistically significant positive correlation between ATI's operational efficiency and overall performance, indicating that as ATI improves

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how resources are used and maximized, and, therefore, is able to provide improved outcomes as an institution. These findings support further efforts to develop and improve the capacity of human resources and improve the internal systems, processes, and procedures within public sector organizations for the purpose of continuing and enhancing organizational performance.

Keywords: *Operational Efficiency, Organizational Performance, Agricultural Training Institute (ATI), Tangible Resources, Intangible Resources, Financial Perspective, Customer Perspective, Internal Business Process Perspective, Learning and Growth Perspective*

INTRODUCTION

The two characteristics that are important contributors to the ultimate success and sustainability of an organization are operational efficiency and an organization's performance/organizational success. One definition of operational efficiency is how well an organization uses available resources (financing, physical assets, and other materials, human resources (employees), internal systems) to complete its mission by maximizing the use of every dollar spent within those resources with as little wasted as possible and to minimize any type of expenditure that is not necessary (Elbanna, & Abdel-Maksoud n.d.). Organizations with efficient operations can enhance process efficiency, increase productivity, and provide services to their customers more efficiently. Because of being capable of efficiently managing their internal resources and processes, organizations increase their capability to achieve their strategic goals and to effectively respond to stakeholder needs.

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In contrast, organizational performance can be described as the degree of an organization's ability to achieve its goals and to fulfill its mission. It is a measure of how effective the organization has been in delivering services and programs and producing positive results for its stakeholders. Many organizations evaluate their performance based on several areas, such as: financial management; service quality; internal operational processes; customer or stakeholder satisfaction; and their capacity to learn and grow as an organization. Both public and private sector organizations must have effective coordination of their resources, well-designed internal systems, and an effective workforce to achieve high levels of organizational performance.

Efficiency of operations is crucial for public sector organizations because of limited resources and the public sector being held accountable for spending public funds. Efficient management of resources enables public sector organizations to make the greatest possible use of resources to achieve the maximum impact of their programs, to improve the delivery of services, and to operate in a manner consistent with their objectives over time. Therefore, in this example, the organization's ability to continue improving its overall performance relies significantly upon operational efficiency as effective utilization of resources and well-managed processes increase the organization's capability to provide effective programs and achieve the desired institutional outcomes.

In particular, operational efficiency is very significant to one particular government institution, the Agricultural Training Institute (ATI), the capacity-building agency of the Department of Agriculture. It designs and implements training programs, provides extension

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services and disseminates information on agriculture to farmers, fishers, and stakeholders in agriculture throughout the Philippines through a network of 16 Regional Training Centers (RTCs) and one specialized training center (ITCPH). The Agricultural Training Institute's RTCs are strategically located throughout the Philippines to enable delivery of agricultural extension services. The scope of this research includes three RTCs in the Visayas region: ATI-RTC VI, ATI-RTC VII, and ATI-RTC VIII.

One of the main criteria for determining an organization's success is its operational efficiency. The resource-based view (RBV) theorizes that to achieve sustained organizational performance, organizations must have a set of internal resources: namely, physical, non-physical and human resources. The balanced scorecard (BSC) offers a broad definition for assessing performance through financial, customer, internal business processes, and developmental 66 perspectives.

Researched in detail is neighbouring performance measurements of local government units and higher educational institutions, such as designing Balanced Scorecard (BSC) framework for state universities in the Philippines, and are largely sector based to date. Second, while a few public sector BSC studies have been published and adapted by local governments and higher education institutions these studies only consider how certain internal organizational resources translate into performance within a public sector context. However, limited relevant combined public and private sector RBV/BSC framework studies and/or empirical research exist on how organization's incorporate RBV to translate to achieve multi-dimensional performance outcomes and deliver value to users in Philippine public sector

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literature. This gap results in no unified or construct explaining how and/or under what circumstances organization realize such multi-dimensional performance outcomes based on their internal RBV.

Addressing these gaps, this study integrated the RBV and BSC frameworks to examine how perceived operational efficiency influences organizational performance of the Agricultural Training Institute in Visayas Region.

MATERIALS AND METHODS

Research Design

This study adopted a descriptive-correlational research design to profile the anticipated levels of operational efficiency and organizational performance, and to test the strength and direction of relationships among these constructs. The descriptive component described respondent perceptions across three dimensions of efficiency and four indicators of performance. Meanwhile, the correlational component utilized statistical analyses to determine associations and predictive influences between operational efficiency and organizational performance.

Locale of the Study

The Agricultural Training Institute (ATI) served as the institutional setting for this study. ATI is the Philippine Department of Agriculture's extension and training arm. ATI has been looked at as to how it supports capacity development of agricultural stakeholders via education and knowledge distribution and technical assistance. It was created in December

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1987 through Executive Order No. 116 from the consolidation of several previous agencies that focused on rural development and agricultural extension. ATI's mission is to empower farmers, extension workers, and local governments through the provision of training at multiple levels; to provide training in sustainable agriculture practices; and to transcribe research output to field application.

In this study, ATI has been represented in this study through three RTCs located in the Visayas Region: Western Visayas, Central Visayas, and Eastern Visayas. The three RTCs were selected because they share similar mandates, organizational structures, and standardized reporting systems that could be used to evaluate the RTC's operational efficiency and organizational performance within the context of each Regional RTC. In order to have a complete representation of the entire Regional RTC's organizational structure, the organizational structures were further examined by specific sections and units. These specific sections and units include the Information Services Section (ISS) which provides communication and knowledge dissemination; the Partnership and Accreditation Section (PAS) which provides the links between institutions and accreditation of programs; the Career Development and Management Section (CDMS) which oversees human resources and staff development and training; the Administrative and Finance Unit (AFU) which manages the logistics and finance of the RTCs; the Planning, Measurement, and Evaluation Unit (PMEU) which is responsible for tracking the implementation and performance of the RTC programs; and the OACD which oversees the overall direction and leadership of the RTCs along with the Center Director (OCD).

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The Central Office of the Agricultural Training Institute (ATI), is located at Elliptical Road in Diliman, Quezon City. The ATI Central Office is the administrative and policy center for ATI to coordinate with respect to the study approvals (for funding, for study protocol, etc.). ATI has an organizational structure that is centralized. The Executive Director leads the organization, with assistance from several Assistant Directors (or Division Heads). Each of the major functional divisions' responsibilities include policy formulation, planning and budgeting (finance and administration), partnerships and accreditations, information and knowledge management, and monitoring and evaluation. The Central Office is responsible to indirectly or directly guide Regional Training Centers through the establishment of strategic direction/operative guidance of RTCs including RTCs in the Visayas region; develop and provide standardized implementation across all programs; develop and provide standardized program reporting systems; and develop and apply standardized institutional policies.

Population and Sampling Technique

All permanent and Contract of Service (COS) personnel of the Agricultural Training Institute (ATI) who were involved in operations, planning, finance, extension delivery, and performance monitoring across the three Visayas training centers were included in the study. The total population consisted of 164 personnel across the three ATI Regional Training Centers in the Visayas Region.

A stratified random sampling procedure was used to ensure representation from each organizational section or unit. The population was systematically divided according to geographic location, encompassing all three ATI regional training centers in the Visayas

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Region—Western, Central, and Eastern Visayas. To maintain proportionality and fairness in sampling, respondents were selected from each group based on their relative size within the population, ensuring that all section were adequately represented in the study. This approach supported the reliability of the findings by capturing diverse perspectives across ATI’s operational and administrative domains.

Based on the official records, the total number of employees across the three ATI regional training centers in the Visayas Region showed a relatively comparable distribution. The Western Visayas has 54 employees, the Central Visayas has 50 employees, and in Eastern Visayas has 60 employees. Using Slovin’s formula, a sample size of 116 respondents was selected to participate in the survey. These respondents represented employees who were directly engaged in the implementation, coordination, and evaluation of ATI programs and services in the Visayas Region.

Data Gathering Instrument

To address the research questions and validate the conceptual framework of this study, a research-made questionnaire was employed as the data gathering instrument. This tool was carefully designed to captured the perceptions of ATI–Visayas personnel regarding operational efficiency and organizational performance. The questionnaire was divided into three main sections aligned with the study’s variables: demographic profile, operational efficiency, and organizational performance. The operational efficiency section included items measuring tangible resources, intangible resources, and human resources. Meanwhile, the organizational performance section assessed financial perspective, customer perspective, internal business

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processes perspective, and learning and growth perspective that is based on the Balanced Scorecard framework.

Each item in the questionnaire was rated using a four-point Likert scale to quantify respondents' level of agreement or perception, allowing for statistical analysis of trends and relationships. The instrument was developed based on established literature, including Kaplan and Norton's Balanced Scorecard (1992) and Barney's Resource-Based View Theory (1991), ensuring both theoretical grounding and contextual relevance. Prior to full deployment, the questionnaire underwent expert validation to ensure clarity, reliability, and appropriateness for the ATI setting.

Content Validity

A research-made questionnaire was developed and utilized as the data gathering instrument. To establish content validity, the instrument was constructed based on established theoretical models—specifically the Balanced Scorecard (Kaplan & Norton, 1992) and the Resource-Based View Theory (Barney, 1991)—and were reviewed by three experts from the regional management of the Agricultural Training Institute (ATI), a Doctor of Business Administration, and a research expert. This expert validation ensured that the items were relevant, comprehensive, and representative of the constructs being measured, such as tangible, intangible, and human resources under operational efficiency, and financial, customer, internal business processes, and learning and growth perspectives under organizational performance.

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Reliability

Reliability is defined as the consistency and stability of a measurement instrument in capturing the intended constructs over time.

To ensure reliability, the survey questionnaire was pilot-tested among twenty (20) ATI personnel in Visayas who were not included in the final sample. The responses were analyzed using Cronbach's alpha, with 0.70 set as the acceptable threshold.

The results indicated a Cronbach's alpha value of scale are 0.712 for the operational efficiency scale and 0.706 for the organizational performance. Based on accepted reliability standards, a Cronbach's alpha coefficient of 0.70 or higher signifies acceptable internal consistency (Nunally & Bernstein, 1994). Therefore, the obtained values indicate that the items used to measure both organizational performance and operational efficiency are reliable and appropriate for use in this study.

The reliability of the research instrument was further assessed using the test-retest method to determine the stability and consistency of the questionnaire over time. Pearson's correlation coefficient was used to measure the relationship between the test and retest scores of the respondents.

For operational efficiency and organizational performance, the correlation analysis revealed a strong positive relationship between the test and re-test score with a Pearson's r values of 0.805 and 0.871, respectively. This statistically significant result indicated that the responses remained highly consistent across the two testing periods, confirming the reliability of the instrument.

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Data Gathering Procedure

To ensure ethical compliance and methodological rigor, the data collection process for this study followed a structured protocol. First, written approval was secured from the ATI central office and the respective regional directors of Western, Central, and Eastern Visayas, affirming institutional support for the research. Informed-consent forms were then distributed to all selected respondents, clearly outlining the study's purpose, the voluntary nature of participation, and the assurance of confidentiality. The survey questionnaires were administered electronically—via secure online links—, since this was more accessible and preferred by the respondents. To enhance participation and minimize non-response bias, THE secure online link was coordinated with designated facilitators in each region to assist in the distribution and collection of the survey questionnaires. Through their support and cooperation, the data collection process was successfully completed within a period of one week.

The responses to the questionnaire were measured using a four-point Likert scale. Positive statements were scored as 4 – Strongly Agree, 3 – Agree, 2 – Disagree, and 1 – Strongly Disagree. Negative statements were reverse scored to maintain consistency in interpretation. For operational efficiency under tangible resources, items 8 and 10 were negative statements. Under intangible resources, items 2,4,6 and 8 were negative statements. Under human resource, items 2, 4, 6, 8, and 10 were negatively worded. For organizational performance indicators, under financial perspective, items 2 and 10 were negatively worded.

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Under customer perspective, items 2, 4, 6, 8, and 10 were negative statements. Lastly, under Learning and growth perspective, items 4,6,8, and 10 were negative statements.

RESULTS AND DISCUSSION

The findings showed that ATI-Visayas demonstrated efficient operational efficiency in terms of tangible resources (M = 3.09), intangible resources (M = 3.02), and human resources (M = 2.58). Organizational performance was rated very satisfactory across financial, customer, internal business process, and learning and growth perspectives. Tangible resources ranked highest among operational efficiency indicators, while customer and financial perspectives obtained the highest organizational performance ratings. The study also revealed a statistically significant positive relationship between operational efficiency and organizational performance, supporting the premise that effective resource utilization enhances institutional effectiveness.

Demographic Profile of the Respondents

In terms of section, the highest frequency of 50 respondents (43.10%) belonged to the Administrative and Finance Unit (AFU). This was followed by the Career Development and Management Section (CDMS) with 28 respondents (24.10%). Next was the Partnership and Accreditation Section (PAS) with 17 respondents (14.70%), followed by the Information Services Section (ISS) with 11 respondents (9.50%). The Planning, Monitoring and Evaluation Unit (PMEU) had 7 respondents (6.00%), while the Office of the Assistant Center Director

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(OACD) had the lowest number with 3 respondents (2.60%). This indicates that the majority of the respondents came from the Administrative and Finance Unit.

In terms Office Location, 43 respondents (37.10%) were from Eastern Visayas, 38 respondents (32.80%) were from Western Visayas, and 35 respondents (30.20%) were from Central Visayas. The respondents were relatively distributed across the three regions, with Eastern Visayas having the highest representation.

In terms Employment Status, the majority of the respondents were Contract of Service employees, with 70 respondents (60.30%), while the remaining 46 respondents (39.70%) were permanent employees. Most of the participants in the study are Contract of Service personnel, suggesting that a large portion of the workforce of ATI in Visayas Region is composed of non-permanent staff.

Level of Operational Efficiency

The level of operational efficiency of the Agricultural Training Institute (ATI) in the Visayas Region as perceived by the respondents in terms of tangible resources, intangible resources, and human resources. The results showed that tangible resources (M = 3.09), intangible resources (M = 3.02), and human resources (M = 2.58) were all interpreted as efficient. This indicates that respondents generally perceive ATI in the Visayas Region as capable of effectively utilizing its physical and financial assets, organizational systems and culture, as well as its workforce in carrying out institutional operations.

Among the indicators, tangible resources obtained the highest mean, suggesting that elements such as physical assets (e.g., equipment, facilities, materials) are being used

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effectively and contribute most to overall efficiency of ATI in the Visayas Region. On the other hand, human resources recorded the lowest mean, indicating that although personnel are still perceived to perform efficiently, there may be areas that require further enhancement in terms of staff capability, professional development, and institutional support.

This finding is consistent with the study of Cabaobao, Malubag, and Briones (2024), which reported that organizational systems, workflow processes, and technological integration significantly improve task efficiency and operational performance in Philippine government agencies. Similarly, Ramizo et al. (2024) found that strong internal systems, compliance practices, and management processes positively influence organizational efficiency among cooperatives in Naga City, Philippines. However, their study also highlighted the need for continued improvements in areas such as digitalization and workforce capacity. These findings supported the present study by indicating that while organizations may demonstrate overall operational efficiency, continuous strengthening of human resource development and operational systems remains necessary to achieve higher levels of institutional efficiency.

The literature of Wongsin et al. (2025), Atobishi et al. (2024), and Jennifer (2024) support this finding, as all three studies highlight employee competencies, strategic deployment, ongoing training, and digital literacy as key elements in increasing operational effectiveness in public sector organizations. The finding suggests that while the ATI -Visayas has been an effective organization at producing its workforce, enhancing employee development programs may enhance institutional effectiveness as well.

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Level of Operational Efficiency in terms of Tangible Resources

It showed that almost all statements were interpreted as efficient, except for one statement that fell under slightly efficient. Among the indicators, "Safety features in certain facilities require upgrading" obtained the highest mean (M=3.30) and ranked first, interpreted as efficient, indicating that respondents recognize the importance of safety features, although some aspects may still need improvement. This was followed by "ATI has adequate buildings and facilities to support its operations" (M=3.29), and "The size and capacity of the facilities support programs and activities aligned with organizational goals" (M=3.26), both interpreted as efficient, suggesting that the organization has sufficient and appropriate physical infrastructure to effectively support its operations and programs. Additionally, "The organization invests in advanced technology to improve efficiency" (M=3.22) and "Office equipment is modern and functional" (M=3.19) were also interpreted as efficient, indicating that technological resources and equipment contribute positively to operational performance.

On the other hand, "Emergency repair funds are not readily accessible" obtained the lowest mean (M=2.38), interpreted as slightly efficient, indicating that respondents perceive limitations in the availability of funds for urgent repairs. Similarly, "Vehicles and field equipment are not available when needed" (M=2.82), "Budget limitations restrict the upgrading of technological systems" (M=3.08), and "Limited space in training facilities affects the scheduling of activities" (M=3.17) were interpreted as efficient but with relatively lower mean scores, suggesting that issues related to resource availability, financial constraints, and space limitations may still affect certain aspects of tangible resource management.

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Level of Operational Efficiency in terms of Intangible Resources

The level of operational efficiency of the ATI-Visayas as perceived by the respondents in terms of intangible resources. The results showed that almost all statements were interpreted as efficient, except for one statement which was rated as slightly efficient. Among the indicators, "ATI's organizational culture supports teamwork and collaboration" obtained the highest mean (M=3.46) and ranked first, interpreted as efficient, indicating that respondents perceive a strong culture of collaboration within the organization. This was followed by "ATI's values and culture of the organization strengthen employee commitment" (M=3.38), and "Standard procedures are consistently followed" (M=3.34), both interpreted as efficient, suggesting that organizational values and adherence to procedures positively contribute to operational efficiency. Furthermore, "The organization protects and safeguards intellectual property effectively" (M=3.31) and "ATI has effective communication channels" (M=3.28) were also interpreted as efficient, indicating that systems for communication and knowledge protection are functioning well.

On the other hand, "Important updates are sometimes communicated verbally rather than through formal channels" obtained the lowest mean (M=2.42), interpreted as slightly efficient, indicating that respondents perceive inconsistencies in formal communication practices. Similarly, "Recognition of employee contributions is not consistently practiced" (M=2.51), "Result of completed programs are not consistently communicated to stakeholders" (M=2.72), and "Absence of the organization's written standard operating procedures (SOPs) leads to confusion in task execution" (M=2.81) were interpreted as efficient but with relatively

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lower mean scores, suggesting that gaps in recognition, communication, and documentation may affect the overall effectiveness of intangible resource management.

Level of Operational Efficiency in terms of Human Resources

The level of operational efficiency of the ATI-Visayas as perceived by the respondents in terms of human resources.

The result shows that most indicators were interpreted as efficient, several were rated slightly efficient, and one indicator was assessed as very efficient. The statement "Employees are committed to achieving organizational goals" (M = 3.53) obtained the highest mean and was interpreted as very efficient, implying that the employees demonstrate a high level of dedication and commitment toward fulfilling the objectives of the organization. This result highlighted the strong work ethic and motivation of the workforce, which contributes positively to the organization's overall operational efficiency.

Several indicators were interpreted as efficient, including "ATI's employees possess the necessary skills for their roles" (M = 3.32), suggesting that employees are generally equipped with the competencies required to perform their responsibilities effectively. Similarly, "Employees adapt quickly to changes in the work environment" (M = 3.28) indicates that employees demonstrate flexibility and responsiveness to organizational changes. In addition, "The organization provides regular training for employees" (M = 3.17) and "Leaders motivate and guide employees effectively" (M = 3.16) were also interpreted as efficient, implying that the organization supports employee development and leadership practices that help maintain productive performance.

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On the other hand, several indicators were interpreted as slightly efficient, indicating areas that may require improvement. These include "Resistance to change occasionally slows implementation of new initiatives" (M = 1.89) and "Competing responsibilities reduce focus on priority objectives" (M = 1.88), suggesting that workload distribution and adaptability to new initiatives may sometimes affect efficiency. Similarly, "Low employee morale decreases productivity" (M = 1.79) and "Supervisory approaches are not uniform across the organization" (M = 2.18) imply that inconsistencies in leadership and recognition may influence employee motivation. Lastly, "Excessive workload and multiple assignments negatively affect employees' work quality" (M = 1.62) obtained the lowest mean and was interpreted as slightly efficient, indicating that heavy workloads may occasionally affect the quality and effectiveness of employees' work.

Overall, these findings implied that human resources in ATI demonstrate a generally efficient level of operational performance, with a particularly strong indicator of employee commitment to organizational goals. However, addressing concerns related to workload management, employee morale, and consistency in supervisory approaches may further enhance the effectiveness and productivity of the workforce.

Level of Organizational Performance

The level of organizational performance of the Agricultural Training Institute (ATI) in the Visayas Region as perceived by the respondents in terms of financial perspective, customer perspective, internal business processes perspective, and learning and growth perspective. The results revealed that the respondents rated the level of organizational performance as

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very satisfactory across all indicators, including financial perspective (M = 3.15), customer perspective (M = 3.15), internal business processes perspective (M = 3.18), and learning and growth perspective (M = 3.12). This indicates that the respondents generally perceive ATI in the Visayas Region as performing well in managing its financial resources, delivering services to stakeholders and beneficiaries, maintaining effective internal procedures, and promoting employee development and organizational learning.

All indicators received a very satisfactory rating, with the customer and financial perspectives obtaining the highest mean, indicating a tie between the two. This suggests that ATI effectively addresses the needs and expectations of its stakeholders while also maintaining strong financial performance through the programs and services it provides. In contrast, the internal business processes perspective recorded the lowest mean, implying that while organizational procedures and workflows are still viewed positively, there may be opportunities to further strengthen operational systems and internal coordination to improve overall performance.

This finding is consistent with the study of Cabaobao, Malubag, and Briones (2024), which reported that organizational systems, workflow processes, and technological integration significantly enhance operational effectiveness and institutional performance in Philippine government agencies. Similarly, Ramizo et al. (2024) found that strong internal systems, compliance practices, and management processes positively influence organizational efficiency and performance among cooperatives in Naga City, Philippines. Furthermore, Baron (2024) reported that innovation strategies and improved management practices significantly

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affect organizational performance in Philippine public institutions, particularly in terms of service delivery and institutional effectiveness. These studies support the present findings by emphasizing that although ATI demonstrates a very satisfactory level of organizational performance, continuous improvements in internal processes, service delivery mechanisms, and organizational learning initiatives remain essential to sustain and further strengthen institutional performance.

Level of Organizational Performance in terms of Financial Perspective

The level of organizational performance in terms of financial perspective as perceived by ATI in Visayas respondents. Most of the statements fall under the "Very Satisfactory" category, while two indicators achieved an "Outstanding" rating, and a few were rated as "Satisfactory."

Among the indicators, "ATI utilizes its budget efficiently to meet program goals" obtained the highest mean (M=3.57) and ranked first, interpreted as outstanding, indicating that respondents strongly agree that the organization effectively uses its financial resources to achieve its objectives. This was followed by "Financial performance is regularly monitored and evaluated" (M=3.55), also interpreted as outstanding, suggesting that consistent monitoring contributes to strong financial control and accountability. Additionally, "Cost-effectiveness is considered in decision-making" (M=3.47) and "Resources are allocated based on program priorities" (M=3.46) were interpreted as very satisfactory, indicating that financial decisions are generally aligned with organizational goals and priorities.

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On the other hand, "Limited budget prevents ATI from effectively delivering programs and services" obtained the lowest mean (M=1.97), interpreted as satisfactory, indicating that respondents perceive budget constraints as a challenge, though not severely affecting operations. Similarly, "Available financial resources are not enough to meet operational needs" (M=2.48) was also interpreted as satisfactory, suggesting some limitations in financial capacity. Other indicators such as delays in fund release, inefficiencies due to financial planning, and timeliness of transactions were all rated very satisfactory but with relatively moderate mean scores, implying that while financial processes are functioning well, there is still room for improvement in efficiency and resource adequacy. Overall, the findings suggested that the organization demonstrates strong financial performance, with minor constraints related to budget sufficiency and fund availability.

Level of Organizational Performance in terms of Customer Perspective

The level of organizational performance in terms of customer perspective as perceived by ATI in Visayas respondents.

Among the indicators, "Training and other extension programs/activities are relevant to current agricultural challenges and client needs" obtained the highest mean (M=3.51) and ranked first, interpreted as outstanding, indicating that the organization provides highly relevant and responsive programs aligned with the needs of its clients. This was followed by "Feedback from clients is actively collected, reviewed, analyzed, and used for decision-making" (M=3.48), and "ATI services meet the needs of farmers and stakeholders" (M=3.43), both interpreted as very satisfactory, suggesting that the organization values client input and

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effectively delivers services that meet stakeholder expectations. Additionally, "Client complaints are ignored" (M=3.42) and "Stakeholders are satisfied with ATI's responsiveness" (M=3.41) were also interpreted as very satisfactory, indicating that client concerns are generally addressed and that stakeholders perceive the organization as responsive.

On the other hand, "Coordination gaps occasionally occur during joint program implementation" obtained the lowest mean (M=2.08), interpreted as satisfactory, indicating that there are some challenges in coordination during collaborative efforts. Similarly, "Follow-up actions on client complaints occasionally take longer than expected" (M=2.70), "Channels for providing feedback do not lead to meaningful improvements" (M=3.07), and "Training programs fail to meet expectations" (M=3.09) were interpreted as very satisfactory but with relatively lower mean scores, suggesting that while overall performance is positive, there are still areas for improvement in coordination, feedback utilization, and timeliness of responses to client concerns. Overall, the findings implied that the organization performs well in addressing customer needs, with minor gaps that can be improved to further enhance client satisfaction.

Level of Organizational Performance in terms of Internal Business Processes Perspective

The level of organizational performance in terms of internal business processes as perceived by ATI in Visayas respondents. All statements were interpreted as very satisfactory, indicating that the organization demonstrates a consistently good level of performance in its internal business processes.

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Among the indicators, "Monitoring and evaluation systems are effectively used" obtained the highest mean (M=3.31) and ranked first, interpreted as very satisfactory, indicating that the organization has strong mechanisms for tracking and assessing performance. This was followed by "Workflows and procedures are clearly defined and documented" (M=3.26) and "Internal meetings are purposeful and results-oriented" (M=3.26), both tied in rank, suggesting that structured processes and productive meetings support efficient operations. Additionally, "Reports are submitted on time and reflect actual performance" (M=3.25) and "Lack of coordination between sections or units reduces overall work performance" (M=3.22) were also interpreted as very satisfactory, indicating that reporting practices are reliable and coordination issues are present but manageable.

On the other hand, "Data inconsistencies occasionally delay report consolidation and submission" obtained the lowest mean (M=3.04), though still interpreted as very satisfactory, indicating that while data-related issues exist, they do not significantly hinder operations. Similarly, "Repeated or unnecessary steps in workflows cause delays in task completion" (M=3.06), "Inter-unit/section coordination is smooth and consistent" (M=3.09), and "Decision-making processes are transparent and inclusive" (M=3.11) received relatively lower mean scores, suggesting minor inefficiencies in workflow processes, coordination, and inclusiveness in decision-making. Overall, the findings implied that the organization maintains strong internal processes, with only slight areas for improvement to further enhance efficiency and effectiveness.

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Level of Organizational Performance in terms of Learning and Growth Perspective

The level of organizational performance in terms of learning and growth perspective as perceived by ATI in Visayas respondents. All statements were interpreted as very satisfactory, suggesting that ATI generally provides a supportive environment for employee development, knowledge sharing, and innovation that contributes to organizational performance.

Among the indicators, "ATI encourages innovation in program design and delivery" obtained the highest mean ($M = 3.47$) and ranked first, interpreted as very satisfactory. This implies that the organization actively promotes innovative approaches in implementing its programs and services to address the evolving needs of its stakeholders. This was followed by "Regular performance reviews and assessments help improve individual and team output" ($M = 3.45$) and "Innovation is discouraged" ($M = 3.42$), both interpreted as very satisfactory, indicating that ATI maintains mechanisms for evaluating employee performance and encourages practices that support innovation and productivity. Additionally, "Digital tools are used to enhance learning and productivity" ($M = 3.41$) and "Knowledge sharing is practiced across sections" ($M = 3.29$) were also interpreted as very satisfactory, suggesting that the organization promotes collaboration, learning, and the use of technology to improve work performance.

On the other hand, "Employees rarely receive support for continuing education or certifications" ($M = 2.53$) and ranked tenth, interpreted as very satisfactory, suggesting that

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although development opportunities are generally available, there may still be areas where the organization can further strengthen professional growth and career progression for employees. Similarly, "Employees lack development opportunities" (M = 2.77) and "Career advancement opportunities are unclear or limited" (M = 2.54) were interpreted as very satisfactory.

Overall, the findings implied that ATI demonstrates a positive learning and growth environment, particularly in fostering innovation, performance evaluation, and knowledge sharing. However, strengthening training opportunities, career development programs, and support for continuing education may further enhance employee capability and contribute to improved organizational performance.

Discussion

1. The majority of the respondents belonged to the Administrative and Finance Unit (AFU) with 50 respondents (43.10%), followed by the Career Development and Management Section (CDMS) with 28 respondents (24.10%). Other respondents came from the Partnership and Accreditation Section (PAS) with 17 respondents (14.70%), the Information Services Section (ISS) with 11 respondents (9.50%), the Planning, Monitoring and Evaluation Unit (PMEU) with 7 respondents (6.00%), and the Office of the Assistant Center Director (OACD) with 3 respondents (2.60%). In terms of office location, the highest number of respondents came from Eastern Visayas (43 or 37.10%), followed by Western Visayas (38 or 32.80%) and Central Visayas (35 or

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30.20%). Regarding employment status, the majority of the respondents were Contract of Service employees (70 or 60.30%), while 46 respondents (39.70%) were permanent employees.

2. In terms of level of operational efficiency, the results revealed that the overall level of operational efficiency of ATI in the Visayas Region was interpreted as efficient. Among the indicators, tangible resources obtained the highest mean (M = 3.09). Meanwhile, intangible resources obtained a mean (M = 3.02), while human resources recorded the lowest mean (M = 2.58). These results imply that ATI in the Visayas Region is capable of utilizing its physical resources, organizational systems, and workforce effectively in carrying out its programs and operational activities as perceived by the respondents.

3. In terms of level of organizational performance, the results showed that the overall level of organizational performance of ATI in the Visayas Region was interpreted as very satisfactory across all four Balanced Scorecard perspectives. Among the perspectives, the internal business processes perspective obtained the highest mean (M = 3.18). This was followed by the financial perspective and customer perspective with the same mean (M = 3.15), and the learning and growth perspective with lowest mean (M = 3.12).

4. The result shows that there is no significant difference in the level of operational efficiency as perceived by the respondents when they are grouped according to Section. However, when they are grouped according to office location, a significant

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difference was found in tangible resources ($F = 11.718$, $p = 0.000$) and intangible resources ($F = 4.153$, $p = 0.018$). Similarly, a significant difference was also found in the level of operational efficiency as perceived by the respondents when they are grouped according to employment status in terms of intangible resources ($t = -3.072$, $p = 0.003$). The results show that the contract of service personnel reported a higher mean score ($M = 3.09$) compared to permanent mean score ($M = 2.91$). No significant difference was observed in both tangible resources ($t = -1.559$, $p = 0.122$) and human resources ($t = -1.817$, $p = 0.072$), indicating similar perceptions between the two groups regarding workforce efficiency.

5. The result shows that there is no significant difference in the level of organizational performance as perceived by the respondents when they are grouped according to section. However, when they are grouped according to office location, a significant difference was found in financial perspective ($F = 14.502$, $p = 0.000$), in customer perspective ($F = 4.503$, $p = 0.013$) and internal business processes perspective ($F = 4.286$, $p = 0.016$). In terms of employment status, there is no significant difference in the level of organizational performance as perceived by the respondents.

6. The analysis revealed that operational efficiency is significantly related to organizational performance across the four perspectives. Among the resource types, intangible resources demonstrated the strongest relationships, particularly in the customer perspective ($r = 0.558$) and learning and growth ($r = 0.577$), indicating their critical role in enhancing customer satisfaction and continuous improvement. Tangible

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resources showed moderate relationships, especially in the financial perspective ($r = 0.488$) and internal business process ($r = 0.463$), suggesting that physical assets contribute to financial stability and operational efficiency. In contrast, human resources exhibited the weakest relationships overall, with minimal influence on the financial ($r = 0.036$) and internal business process ($r = 0.027$) perspectives, but a moderate contribution to learning and growth ($r = 0.407$).

Conclusions

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

1. The composition of respondents indicates that the study drew participants from a diverse range of organizational section, with stronger representation from administrative and finance unit. This suggests that insights gathered are largely influenced by personnel involved in key support roles. Additionally, the distribution across different office locations reflects a broad geographic coverage, providing a more comprehensive perspective of the organization. In terms of employment status, the presence of both contractual and permanent employees highlights a varied workforce structure, allowing the study to capture perspectives from individuals with differing levels of job security and organizational attachment. Overall, the profile of respondents supports the reliability of the findings by incorporating views from multiple sections, office locations, and employment types.

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2. The overall level of operational efficiency of ATI in the Visayas Region is efficient, with tangible resources obtaining the highest rating, followed by intangible resources, while human resources received the lowest. This suggests that ATI is more effective in managing its physical assets and systems than in maximizing the potential of its workforce.
3. The level of organizational performance of ATI in the Visayas Region is very satisfactory across all Balanced Scorecard perspectives, with internal business processes rated the highest. This implies that ATI is performing well in delivering services, maintaining financial stability, and managing internal operations, although there is still room to enhance learning and growth.
4. There is no significant difference in operational efficiency when grouped according to section, but significant differences exist when grouped according to office location and employment status, particularly in tangible and intangible resources. This indicates that operational efficiency is not uniformly experienced across locations and employment types, suggesting disparities in access to resources and organizational support.
5. There is no significant difference in organizational performance when grouped according to section and employment status, but significant differences are observed when grouped according to office location, particularly in financial, customer, and internal business process perspectives. This implies that organizational performance

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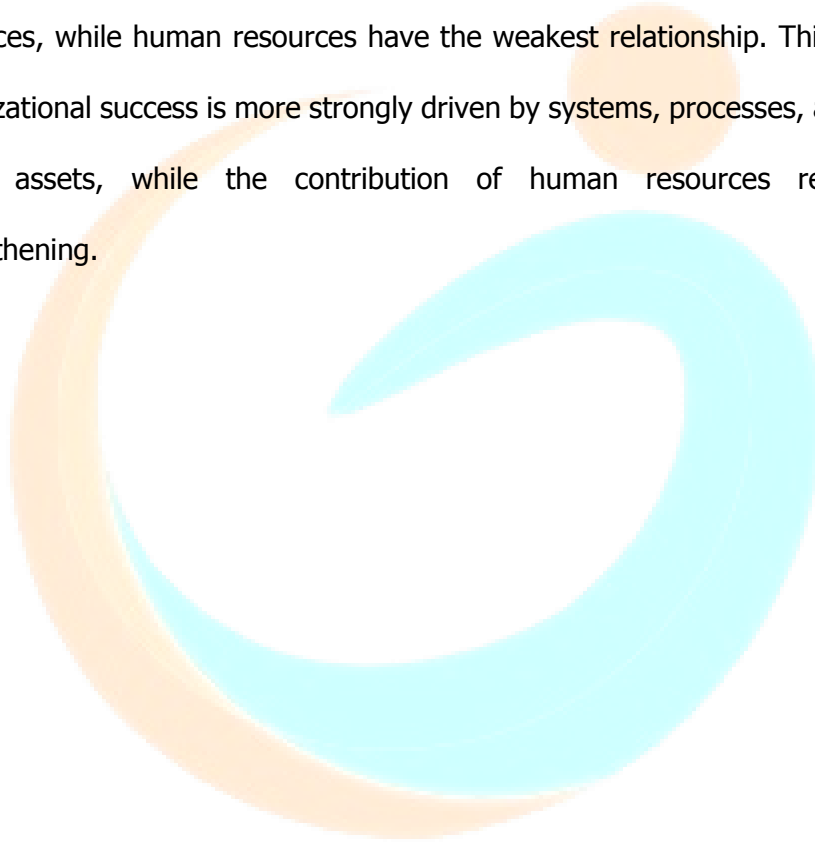
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varies across locations, highlighting possible inconsistencies in implementation and resource distribution.

6. There is a significant relationship between operational efficiency and organizational performance, leading to the rejection of the null hypothesis. Among the resource types, intangible resources have the strongest influence, followed by tangible resources, while human resources have the weakest relationship. This indicates that organizational success is more strongly driven by systems, processes, and knowledge-based assets, while the contribution of human resources requires further strengthening.



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