MANAGEMENT STYLE AND WORK PERFORMANCE OF THE TREASURY OFFICE OF THE SECOND-CLASS MUNICIPALITIES IN LAGUNA

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ABSTRACT

The management style of the treasury office of the Second-Class Municipalities in Laguna is a combination of both task-focused and people-focused approaches. This study examined the relationship between the management style and the work performance of employees in the treasury office of the second-class municipalities in Laguna. The study employed a descriptive research design and a purposive sampling technique to collect data on the management style and its relation to work performance of the treasury office in the second-class municipalities of Laguna. The researcher designed and developed a self-made survey type questionnaire to measure the attitudes, opinions, and behaviors of the target population.

The findings revealed that the Management Style and Employees Work Performance in the Treasury Department of the Second-Class Municipalities of Laguna that the higher the level of Management Style, the higher the level of Employees Work Performance and are both in excellent condition. To enhance employee performance, the Treasury Office might emphasize making use of combinations of management styles. In addition, the organization need to concentrate on enhancing and developing the skills, communication, and creativity of its employees. The management ought to promote team building as well as team-oriented activities to aid in the development of essential employee skills

KEYWORDS – *Employees, Management Style, Treasury Office, Work Performance,*

INTRODUCTION

Management style is a way of directing and organizing a business or organization in order to achieve specific goals. It is the framework for influencing the behavior of the employees to strive towards the organization's objectives [62]. Management style can be thought of as the approaches and strategies a manager uses to govern an organization. It encompasses all the ways in which a manager directs, motivates, and controls the behavior of the people within their organization [55]. A successful management style is one in which a manager guides and directs their team to reach the objectives of the organization. The approach they take to do so is dependent on the manager and can range from task-focused to people-focused or even a combination of both. Over the past few decades, scholars have identified several approaches to management and Likert outlined four of these styles - participative, paternalistic, exploitative, and consultative management.

Moreover, democratic management style is a method where the manager involves the employees in decision making. In this style of management, communication flows in both directions and employees are encouraged to share their thoughts, feelings and ideas that can add value to the organization. The manager takes into consideration the opinions of the employees before making a decision, in order to gain a variety of perspectives and ideas that can lead to better decision-making outcomes. Furthermore, autocratic management style was used by the manager makes decisions without consulting or considering the opinions of the employees. The decisions are made solely by the manager and reflect the manager's own ideas and views. On the other hand, a participatory management style is one in which employees from all levels are allowed and encouraged to contribute to the decision-making process. This type of management style is quicker as only the manager needs to be involved and communication is more direct. However, it has not allowing for open communication and feedback. It was argued that this type of management can lead to low motivation, job satisfaction and performance [70].

However, paternalistic management style, the manager acts as a father figure towards their employees, taking into account both their job-related and personal needs. The manager places emphasis on communication being downward, with feedback and questioning of authority being absent as a sign of respect. The manager keeps control over employees while also allowing them to be creative in their work [27]. Meanwhile, in a persuasive management style, the manager maintains control over the decision-making process and uses their ability to interpret a situation in order to convince or strongly urge employees to do certain tasks or pursue certain objectives. Employees are not actively involved in the decision-making process, which can lead to a lack of motivation and job satisfaction [69].

Hence, the Treasury Office of the Second Class Municipalities in Laguna is an important part of the local government. It is responsible for the management of the finances and the collection of taxes from the local citizens. The treasury office is managed by a team of professionals who are dedicated to ensuring that the government has the resources it needs to provide essential services. The office is also responsible for the enforcement of laws and regulations

related to taxation and finance. As the management style reflects the need to be both efficient and effective. The office is managed in a way that promotes efficiency and cost-effectiveness while ensuring that all regulations and laws are followed [36]. Moreover, the Treasury Office of the Second-Class Municipalities in Laguna is an important part of the local government. The office is managed by a team of professionals who are dedicated to ensuring that the government has the resources it needs to provide essential services. The work performance of the office is excellent and the staff is well-trained and knowledgeable in the areas of taxation and finance. The office is able to collect more taxes than any other office in the region.

This study will focus specifically on exploring the relationship between the different management styles utilized by treasury offices in second-class municipalities of Laguna. These management styles are comprised of six distinct approaches, including participative, autocratic, laissez-faire, paternalistic, persuasive, and democratic. The performance of employees in the treasury offices will be evaluated according to their ability to produce the desired level of quantity and quality; the willingness to go beyond the average; the commitment to doing things the right way; the acquisition of the necessary skills; the willingness to take on extra workload; meeting of goals and performance standards; employees viewing the performance management system as a valuable tool; effective communication of objectives; and employees performing their duties in the best interest of the office.

OBJECTIVES OF THE STUDY

The main purpose of this study is to determine relationship between the management style and the work performance of employees in the second class municipalities in Laguna. Specifically, this study aims to answer the following (1)to determine the level of management style in the treasury office of the second class municipalities of Laguna in terms of (a) participative, (b) autocratic, (c) democratic, (d) Laissez-faire, (e) visionary; and (f) transformational; (2) to assess the level of employees work performance in the treasury office of the second class municipalities of Laguna in terms of (a) Quantity & Quality, (b) Skills, (c) Communication, (d) Collaboration, (e) Critical Thinking; and (f)Creativity and (c) to investigate the significant relationship between the levels of Management style and employees work performance in the treasury department of the second class municipalities of Laguna.

MATERIALS AND METHODS

This study employed a descriptive research design to describe the management style and its relation to employee work performance. The respondents of the study were limited to the heads and employees of the treasury office in the second-class municipalities of Laguna such as Bay, Calauan, Nagcarlan, and Siniloan. A survey was used as the instrument in gathering data. Data gathering was done through printed materials sent to the respondents personally by the researcher.

Descriptive research design is a type of research method used to collect information about a population or a phenomenon that is being studied. It is used to describe

characteristics of the population or phenomenon, and to explore relationships between variables [98]. The research design involves collecting data on the characteristics of the treasury offices and using statistical analysis to explore the relationship between the management style and the work performance of the offices. The data collected can then be used to gain insights into how the management style of the treasury offices affects their work performance.

Convenience sampling is a non-probability sampling technique that is used when the researcher wants to select specific members of a population to participate in a study. It is often used when a researcher is trying to obtain a specific type of information from a certain type of respondent [23]. Although the sampling is non-probability in nature, the researcher tried to minimize the bias as much as possible.

In the case of the study involving the heads and employees in the second-class municipalities in Bay, Calauan, Nagcarlan and Siniloan, purposive sampling would be used to select participants who are familiar with the issues in the municipalities and are able to provide relevant information about the municipalities.

Table 1. Profile data of respondents

Municipality	Male	Female	Total
Bay	3	9	12
Calauan	5	8	13
Nagcarlan	9	13	22
Siniloan	4	7	11
Total	**21**	**37**	**58**

A self-made survey type questionnaire was used by the researcher which is a custom survey instrument that is designed and developed by a researcher for use in a specific study. To be able to analyze the data gathered, statistical tools such as weighted mean, standard deviation and correlation coefficient were used. To interpret the mean of responses of the management style, weighted mean was used.   To identify the responses of the respondents, a Likert-scale was used in the study as seen in Table 2:

Table 2. Four-point Likert Scale

Mean Interval	Interpretation
4.00 -3.26	Strongly Agree
3.25 – 2.51	Agree
2.50-1.76	Disagree
1.75- 1.00	Strongly Disagree

RESULT AND DISCUSSION
Level of Management Style
Table 3. Overall Mean of the Level of Management Style

Management Style	Overall Mean	Verbal Interpretation
Participative	3.47	Very High
Autocratic	3.46	Very High
Democratic	3.48	Very High
Laissez-faire	3.42	Very High
Visionary	3.53	Very High
Transformational	3.56	Very High

A management style is a method of guiding and structuring a company or organization to achieve specified goals. It is the framework for influencing employees' behavior in order to achieve the organization's goals [62]. In this study level of management style in the treasury office of the second-class municipalities of laguna include participative, autocratic, democratic, and laisser-faire.

The overall performance in the treasury office received a very high interpretation which means that management style of the leader makes the employee to be productive, it creates trust and a positive working environment. Otherwise enables employee to perform at their highest capacity in collaboration with others.

As gleaned on Table 3, the level of management style was prominent to transformational management style. Transformational leadership is a management style that emphasizes staff development and motivation in order to achieve organizational goals. It is an effective leadership style that encourages people to think critically and creatively about their work and to take responsibility of it [84]. This leadership style is founded on the notion that a leader who sets high standards, believes in the potential of the individual, and generates a feeling of purpose and shared vision can transform and drive individuals [88]. The primary benefit of transformational leadership is that it encourages employees to take on greater responsibility, become more engaged in their work, and perform at a higher [35]. Additionally, research has found that transformational leadership can have a positive impact on employee morale, satisfaction, and commitment [99]. However, there are also some potential drawbacks to this style of leadership. Transformational leadership can create an environment of high expectations, which can lead to performance anxiety [66]. Additionally, it can be difficult to establish trust with employees if the leader is perceived as authoritarian or overly controlling.

Despite these potential drawbacks, transformational leadership is a highly effective way to motivate and engage employees. However, there is still a need for further research to better understand the effectiveness, benefits, and potential drawbacks of this management style [72]. Additionally, it would be beneficial to explore how different types of organizations can best use transformational leadership to achieve their goals. Finally, further research could also be conducted to identify best practices for developing, implementing, and measuring the success of transformational management [1].

Furthermore, it was evident that respondents were visionary in management style. As reiterated by [34] visionary management as a leadership style that focuses on the long term and setting lofty goals. It entails inspiring and motivating personnel to contribute to the organization's vision. This management style necessitates a leader that is both innovative and encouraging, as well as able to communicate effectively [15]. Despite the potential benefits of visionary management, there is a lack of research examining its effectiveness. While the benefits of inspirational leadership have been explored in some studies, the impact of visionary management on performance, morale, and employee engagement is largely unexplored [24]. Additionally, there is a lack of research into the implementation of visionary management style and the factors that contribute to its success [28]. Furthermore, the ability of visionary leadership to assist organizations in navigating turbulent times, such as global pandemics, and to ensure sustainability in the long-term, remains under-researched [91].

Further research is needed to understand the effectiveness of visionary management and its implementation in different organizational settings and contexts. Research should focus on exploring the impact of visionary management on employee engagement and performance, as well as how it can help organizations navigate turbulent times [31]. Democratic management style is a style of management in which employees are encouraged to take part in decision making and are given an equal say in how the organization is run [22]. This type of management style is based on the principles of democracy, giving employees the right to express their opinions and be involved in the decision-making process.

The main purpose of this type of management style is to improve organizational performance by allowing employees to be actively involved in the decision-making process [77]. This style of management also encourages employee participation and creativity, as employees are allowed to voice their opinions and contribute to the decision-making process [39]. Additionally, democratic management can also lead to improved morale and greater job satisfaction amongst employees, as they are given the opportunity to contribute and be creative in their work [2]. Despite these advantages, there are some potential drawbacks to the democratic management style. One of the main issues is that it can be difficult to ensure that all employees are heard and that their opinions are taken into consideration in the decision-making process [23]. Additionally, democratic management can also lead to a slower decision-making process due to the need for consensus amongst all employees [105]. Finally, if the democratic management style is not properly implemented, it can lead to a lack of direction and accountability amongst employees, as they may not feel responsible for the decisions that are made [16].

A study carried out in the public and private industries revealed that a participative management style contributed to increased job satisfaction, enhanced

organizational performance, and higher motivation among workers [74]. A further investigation conducted in the industry discovered that participative management led to greater job satisfaction, improved communication, and enhanced organizational performance [10]. Likewise, a study was conducted in the manufacturing industry concluded that participative management increased employee motivation and productivity. Managers and employees are able to openly discuss ideas and solutions to problems that arise [103].

Autocratic management style is one of the oldest and most traditional forms of leadership. It is characterized by top-down decision making, where the manager or leader is the main source of authority, makes all the decisions and expects their employees to follow them without question. Autocratic management has been used for centuries and is still used in some companies today [53]. While autocratic management is quick and efficient in making decisions and ensuring compliance, it is also highly criticized for its lack of consultation with employees. As emphasized by [42] can lead to employees feeling unvalued and undervalued, resulting in a lack of motivation and commitment.

Another weakness of autocratic management is that it can lead to an environment of fear and mistrust [7]. Employees may feel that their opinions are not valued, and they may be afraid to speak up if they disagree with the manager. This can lead to a lack of innovation, as employees are not encouraged to question decisions and suggest new ideas. Finally, there is the risk that autocratic management can be seen as oppressive and disrespectful. This can lead to a lack of respect for the manager and a feeling of dissatisfaction amongst employees, which can ultimately lead to reduced productivity [52].

Lastly, the style of management determined was Laissez-faire management style which is a form of management that allows for employees to have the freedom to set their own goals and take their own initiatives without the need for direct supervision or guidance from their manager [64]. This type of management is based on the belief that employees are best motivated and productive when they are given the freedom to take their own initiatives and manage their own workloads[53].While some studies have looked at the effectiveness of Laissez-faire management in certain contexts, there is a need for further research to examine how this management style can be implemented in different organizational settings and how it might affect different organizational outcomes [95]. The management style of the treasury office of Laguna's Second-Class Municipalities is a blend of task-focused and people-focused approaches. It was evident in the study that management style that investigated was associated between management style and work performance of employees in the treasury office of Laguna's second-class municipalities.

Level of Employees to Work performance
As gleaned on Table 4, it was revealed that most of the respondents were into quality and quantity as well as skills in the work performance. Studies have found that the quantity and quality of work are two interrelated aspects of performance. The two concepts are often used interchangeably and have been studied extensively in the literature [67]. This literature review examines the existing research on the relationship between quantity and quality of work, the gaps in the literature, and the potential for further studies in this area.

Table 4. Overall Mean of the Level of employees to Work Performance

Work Performance	Overall Means	Verbal Interpretation
Quality & Quality	3.51	Very High
Skills	3.51	Very High
Communication	3.38	Very High
Collaboration	3.47	Very High
Critical thinking	3.40	Very High
Creativity	3.40	Very High

Studies have found that quantity and quality of work are related but distinct concepts [65]..The quantity of work is typically measured in terms of the amount of work done during a given period of time, while the quality of work is measured in terms of accuracy, timeliness, or other standards of performance [90]. A number of studies have found that the quantity of work is positively associated with the quality of work, meaning that an increase in the amount of work done is associated with an increase in the quality of work [94]. A study found that the quality of work was higher among workers who completed more tasks [85].

Moreover, skills in relation to work performance indicates that skills are an important factor in determining job performance [44]. Research suggests that the development of specific skills and knowledge can have a positive effect on job performance [102]. Studies have demonstrated that workers with a higher level of skill are typically more productive and successful in their job roles [31]. In addition to developing specific skills, there are other factors that can influence job performance. These include motivation, attitude, and job satisfaction [96]. Motivation is important for employees to want to do their best, and if employees are not motivated, their performance may suffer [12]. The attitude that employees have towards their job can also affect their performance. If an employee has a negative attitude, they may be less likely to put in the effort necessary to do a good job. Finally, job satisfaction is important for employees to stay with their job and perform at their best [45].

However, Collaboration is the process of working together with others to achieve a shared goal [54]. It has been found to be instrumental in improving workplace performance. Collaboration can help to create a more productive and harmonious work environment, as it fosters an atmosphere of support and trust [51]. In addition, research has highlighted the importance of allowing teams to set their own goals and take ownership of their successes and failures [38]. This helps to increase motivation, as team members feel

a sense of ownership in their work and are more likely to be committed to achieving the team's goals.

Communication is one of the most important elements of work performance [37]. Effective communication is necessary for teams to work together efficiently and effectively. Thus, the ability to think critically has been shown to lead to improved job performance. People who can analyze and evaluate information, apply logic, and make decisions in an informed manner are better equipped to handle the challenges of the workplace [57]. . Critical thinking enables employees to identify and address problems quickly and effectively, as well as to make better decisions (Cottrell, 2017).

In addition to improved job performance, critical thinking can also lead to increased productivity. The ability to think critically often leads to better problem solving, which can help to reduce the amount of time spent trying to find solutions [87]. Creativity is a vital skill for any modern workplace [19]. Numerous studies have shown that people who are more creative tend to perform better at their jobs. Creativity helps to generate innovative ideas, solve complex problems and develop new processes [25]. It can also help to improve the overall performance of a team or organization. According to [11]firms that used a participative management style had higher levels of employee performance in terms of work satisfaction, dedication, and motivation. [59]discovered that participative management approaches resulted in higher work satisfaction and performance. Management Style and Employees Work Performance in the Treasury Department of the Second-Class Municipalities of Laguna are both in good condition, with the higher the level of Management Style and the higher the level of Employees Work Performance.

Significant Relationship Between the Levels of Management Style and Employees Work Performance in the Treasury Department of the Second-Class Municipalities of Laguna

Table 5. Significant Relationship Between the Levels of Management Style and Employees Work Performance in the Treasury Department of the Second-Class Municipalities of Laguna

Management Style	Employees Work Performance	r-value	Degree of Correlation	P-value	Analysis
Participative	Quantity & Quality	0.609**	Strong Correlation	<.001	Significant
	Skills	0.555**	Moderate Correlation	<.001	Significant
	Communication	0.602**	Strong Correlation	<.001	Significant
	Collaboration	0.607**	Strong Correlation	<.001	Significant
	Critical Thinking	0.676**	Strong Correlation	<.001	Significant
	Creativity	0.608**	Strong Correlation	<.001	Significant
Autocratic	Quantity & Quality	0.687**	Strong Correlation	<.001	Significant
	Skills	0.644**	Strong Correlation	<.001	Significant
	Communication	0.613**	Strong Correlation	<.001	Significant
	Collaboration	0.591**	Moderate Correlation	<.001	Significant
	Critical Thinking	0.626**	Strong Correlation	<.001	Significant
	Creativity	0.638**	Strong Correlation	<.001	Significant
Democratic	Quantity & Quality	0.708**	Strong Correlation	<.001	Significant
	Skills	0.665**	Strong Correlation	<.001	Significant
	Communication	0.726**	Strong Correlation	<.001	Significant
	Collaboration	0.626**	Strong Correlation	<.001	Significant
	Critical Thinking	0.738**	Strong Correlation	<.001	Significant
	Creativity	0.733**	Strong Correlation	<.001	Significant
Laissez-faire	Quantity & Quality	0.630**	Strong Correlation	<.001	Significant
	Skills	0.577**	Moderate Correlation	<.001	Significant
	Communication	0.512**	Moderate Correlation	<.001	Significant
	Collaboration	0.555**	Moderate Correlation	<.001	Significant
	Critical Thinking	0.593**	Moderate Correlation	<.001	Significant
	Creativity	0.566**	Moderate Correlation	<.001	Significant
Visionary	Quantity & Quality	0.638**	Strong Correlation	<.001	Significant
	Skills	0.582**	Moderate Correlation	<.001	Significant
	Communication	0.547**	Moderate Correlation	<.001	Significant
	Collaboration	0.568**	Moderate Correlation	<.001	Significant
	Critical Thinking	0.571**	Moderate Correlation	<.001	Significant
	Creativity	0.614**	Strong Correlation	<.001	Significant
Transformational	Quantity & Quality	0.523**	Moderate Correlation	<.001	Significant
	Skills	0.501**	Moderate Correlation	<.001	Significant
	Communication	0.606**	Strong Correlation	<.001	Significant
	Collaboration	0.606**	Strong Correlation	<.001	Significant
	Critical Thinking	0.663**	Strong Correlation	<.001	Significant
	Creativity	0.628**	Strong Correlation	<.001	Significant

The findings of this study are in line with the literature review of empirical studies that examine the relationship between transformational leadership and employee performance. It was emphasized by [8] found that transformational leadership is positively associated with employee performance, job satisfaction, and organizational commitment in the banking sector. Another study by [40] found that transformational leadership has a positive effect on employees' job performance, job satisfaction, and organizational commitment in the hotel industry. Similarly, a study by [75] found that transformational leadership is positively associated with employee performance and job satisfaction in the educational sector. These findings suggest that transformational leadership is an effective leadership style and can be used to motivate and inspire employees to reach their highest potential

The correlation is all positive and ranged from moderate to strong. This means that faster decision making of the leader and immediate dissemination of the information boost the employees team productivity that leads to organizational goal. Otherwise, employees become responsible for fallowing instruction to meet deadlines. It has been found that visionary leaders tend to be more effective communicators, which helps to foster collaboration, critical thinking, and creativity among their employees [79].

CONCLUSION AND RECOMMENDATION

To increase worker performance, the Treasury Office may encourage the adoption of a combination of management practices. Furthermore, the company must prioritize the development and expansion of its employees' competencies, communication, and creativity. To aid in the development of important staff talents, management should encourage team building and team-oriented activities. The level of performance of Management Style in the Treasury Office of the Second-Class Municipalities of Laguna in

Terms of Participative, Autocratic, Democratic, Laissez-faire, Visionary, and Transformational are highly observed among the respondents. The findings of the survey are consistent with the findings of previous studies and reveals that the Management Style in the Treasury Office of the Second-Class Municipalities of Laguna is manifested among the respondents. The findings shows that management focus on providing an environment that encourages and supports participative, democratic, autocratic, transformational, and visionary management styles in order to maximize organizational effectiveness. Moreover, the level of Employees Work Performance in the Treasury Office of the Second-Class Municipalities of Laguna in Terms of Quantity & Quality, Skills, Communication, Collaboration, Critical Thinking and Creativity are very high as response by the respondents in the survey.

In view of the findings and conclusions of the study, the following recommendations are given: (1) the management of the Treasury Office of Laguna may prioritize employing a combination of all of the mentioned management styles in order to improve employee performance and foster collaboration, innovation, and enhanced employee performance by providing training sessions, lectures, and various other activities to help the employees grow with regards to their abilities, (2) to the other Local Government Units, foster a workplace environment that encourages and promotes critical thinking, creativity, and innovation through collaborative solving issues, idea generation approaches, and decision-making methods and develop a culture of responsibility and accountability among employees and making sure that all employees remain accountable for their achievements and contributions to the organization, (3) to the employees, attend in seminars, workshops, that will enhance their work performance so that they can actively participate in primary functions of the Treasury Office which is to maximize the revenues and (4) for future researchers, it is recommended that similar researches may be conducted to other class of municipalities.

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