

# Employees' Involvement in the Land Transportation Regional Office No. V

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**Abstract:-** This study determined the involvement of the employees of the Land Transportation Office Regional Office No. V. It answered the following sub- problems: 1) What are the areas in the Land Transportation Office Region V that employees are involved in?; 2) What is the level of involvement of the employees in the Land Transportation Office Region V along service delivery, professional development activities, managing organizational change; and work life balance?; 3) What are the problems commonly met in employees' involvement along the areas explored?; and 4) What professional development plan may be proposed to address the problems met in employees' involvement? This research study utilized the quantitative research-survey methodology specifically the descriptive survey method. It is descriptive for it identified the areas the employees of the Land Transportation Regional Office No. V are involved and the level of involvement of the employees in the said office along the areas mentioned above. This employed the survey design since it gathered the data using a questionnaire. The respondents of this study were the one hundred seventy-one (171) employees of the Land Transportation Office Region V in the Bicol Region. The statistical measures used are frequency, percentage, weighted mean and ranking.

## I. INTRODUCTION

The power of people in organizations is undeniable, as they are essential at all levels of operation. The success or failure of any organization hinges on its ability to leverage its human resources to meet its goals and objectives. In the public sector, increasing complexities and pressures from changing socio-economic and political environments necessitate transformation and innovation. Employees with competent technical, professional, and conceptual skills are crucial for driving organizations toward their vision and mission. The importance of high ethical standards, as outlined in Section 12 of Republic Act No. 6713, emphasizes the need for responsibility, integrity, and public accountability among public officials and employees.

The Civil Service Commission (CSC) supports these values by promoting morale, efficiency, and courtesy in civil service and overseeing human resource management, including the hiring of Job Order (JO) and Contract of Service (COS) workers. Joint Circular No. 1, series of 2017, issued by the CSC, COA, and DBM, protects these workers while

allowing government agencies to hire temporary personnel for projects requiring specific skills or for time-bound tasks.

Effective human resource management is vital for government organizations at all levels. Investing in employee development through well-designed career paths and management programs can significantly impact the employees and their clients. Identifying and addressing employees' weaknesses and strengths ensures sustainable growth and development. A strategic focus on engagement and commitment is essential for organizational development.

The Land Transportation Office (LTO), under the Department of Transportation (DOTr), aims to promote safe and efficient land transportation services in the Philippines. The writer, a regular LTO employee, seeks to explore the engagement of LTO Region V employees in providing quality services. This study aims to contribute to developing a professional development plan fostering teamwork and enhancing the office's ability to achieve its vision.

### ➤ *Theoretical Framework*

This study is grounded in four interconnected theories. These include Lawler's Employee Involvement Theory (1986), Donato & Ramos's Service Delivery Theory (2023), Villanueva's Theory of Management Organizational Change (2016), and Adaron, Lacerna & Salapi's Theory of Work-Life Balance (2021). These theories collectively inform the researcher's own theory, illustrated in Figure 2 as the Theoretical Paradigm of the Study.

Lawler (1986) posits that when employees have control over their work, receive meaningful tasks, performance feedback, and organizational rewards, they are motivated to work harder and smarter. This theory highlights the importance of empowering employees in decision-making to enhance their job satisfaction and performance.

Donato & Ramos (2023) emphasize that involving employees in the service delivery process at organizations like the Land Transportation Office (LTO) is crucial for effective public service provision. This approach ensures that services are designed and implemented with a deep understanding of local needs, thereby enhancing service quality and community satisfaction.

Villanueva (2016) discusses the Theory of Management Organizational Change, which advocates for structured approaches to transitioning organizations, including the introduction of new technologies and processes in institutions like the LTO. This theory aims to minimize resistance to change, improve employee engagement, and enhance overall operational efficiency.

Adaron, Lacerna & Salapi (2021) focus on the Theory of Work-Life Balance, underscoring the importance of supporting employees in achieving a harmonious balance between their professional responsibilities and personal lives. This theory is particularly relevant in high-pressure environments such as the LTO, where policies promoting flexible working hours and mental health support can contribute to employee well-being and productivity.

The researcher's theory integrates these perspectives, emphasizing the critical role of employee engagement in decision-making and innovation to enhance service delivery. It underscores the need for efficient, effective, and responsive public services that prioritize community well-being through employee participation. Additionally, the theory promotes structured organizational changes to improve operations and service delivery while supporting employees in achieving work-life balance for enhanced productivity and service quality.

#### ➤ *Conceptual Framework*

This study employed the system approach. The system approach is composed of three (3) minor sub-systems. These are inputs, process and output. The study was entitled, The Employees Involvement in the Land Transportation Regional Office No. V. Figure 3 illustrates the conceptual paradigm of the study. The inputs of the study were the areas in the Land Transportation Office Region V that employees were involved; the level of involvement of the employees in the Land Transportation Office Region V along service delivery, professional development activities, managing organizational change and decision making; and the problems met in employees' involvement along the areas explored. The process sub-system includes the preparation of the instrument, validation of the research tool, administration of the questionnaire to the respondents and retrieval of the questionnaire. The research tool was prepared by the writer with the direction of the Thesis Adviser. Two (2) phases of validation were followed and these were the face validation and the content validation. A request to conduct the study was asked from the Regional Director of the Land Transportation Office. She provided a letter request to the Regional Director and also to the external validators that were suggested during the Proposal Defense. The researcher personally administered the research tool. After the retrieval, the responses collected were entered in a Master Tally Sheet. Appropriate statistical measures were applied to the data. The data were analyzed statistically. The results were tabulated. The output was a professional development plan. A feedback loop is included to close the system and presents the whole process of research as a cycle. It represents that after the study there will still be areas that can be treated as another direction for research and this can be illustrated by the areas for further studies.

## II. REVIEW ON THE RELATED LITERATURES AND STUDIES

### ➤ *Literatures*

The increasingly competitive business landscape demands a heightened focus on managing change, now one of the most significant challenges organizations face (Obrey, 2024). Modern organizations must embrace organizational transformation as a strategic necessity to maintain competitiveness in an environment marked by constant change and instability. Management scholars recognize that these substantial transformations can negatively impact employee attitudes and job performance. The growing body of literature on the causes, consequences, and strategies for organizational transformation reflects the significant concerns and complexities associated with workplace changes. Leaders are pivotal in driving organizational performance; their vision, strategic thinking, enthusiasm, skills, attitude, and behavior profoundly affect how employees perform to meet company objectives.

Performance management in public sector organizations is crucial for reducing inefficiencies among employees and within systems, thereby enhancing overall organizational effectiveness. Effective performance management extends beyond technical elements such as the tools used for collecting, measuring, and analyzing performance data, and the structure of regular performance evaluations. Merely measuring performance on a quarterly or monthly basis and using this data to inform managerial decisions may be insufficient. A more dynamic and innovative approach is required to genuinely improve employee and organizational performance in the public sector. This can be achieved through daily employee interactions with organizational behavior (OB) and management tools (Asif & Rathore, 2021). Effective performance management can not only reduce resource waste and boost overall organizational efficiency but also improve public satisfaction with government services.

Land certificate service is an implementation practice of land office's institutional function in the context of land registration and issuance of land certificates, in order to guarantee a legal certainty and provide a legal protection for land owners (Sudin, 2024). Somehow in the implementation, there are some insights or judgements from the people who used this service to process certificates regarding to service performance at the land office. There are some insights such as: the requirements are difficult, the procedures are complicated, the completion time is uncertain, the terms take a long time, the costs are expensive and the assessment is not transparent. This is cannot be separated from the aspects of service management.

Employees can contribute to a number of decisions like setting work goals, choosing their own benefit packages, solving productivity and quality problems. Employee involvement will help build ownership and help employees identify with the whole change process. Sharman & Garg (2017) 10 supplemented by writing that employee involvement create job satisfaction, contributes to personal growth and at the same time improves the results of the

organization. Thus, the involvement of employees in decision making is considered as a tool for inducing motivation in the workers leading to positive work attitude and high service delivery. With increased autonomy in decision making, employees tend to be more efficient over time and contribute to better responsibility and effectiveness in their work duties.

The Philippine civil service faces tougher challenges given the changing direction towards globalization and the growing trend toward greater civil service and private sector participation in the management of state affairs, and the paradigm shift in the Government's role from command and control to facilitation and flexibility. Corino (2014) observed that increasingly, stakeholders were realizing and accepting that the Government cannot fulfill its mandate effectively if it operates in isolation. For nearly half a century, the Philippines was caught in endless cycle of administration reform exercises that hardly procedure tangible and lasting results. Lack of acceptance of and commitment to the need for reform by political authorities and various entities, as well as lack of stakeholder appreciation over long and continuous processes of administrative reform were among the reasons behind the lack of success.

#### ➤ *Studies*

The paper of Ullirch (2023) provided a systematization of the existing body of literature on both employee participation goals and the intervention formats in the context of organizational change. Furthermore, degrees of employee involvement that the intervention formats address were identified and related to the goals of employee participation. On this basis, determinants of employee involvement and participation in the context of digital transformation were unveiled. Based on a systematic literature review, the author's structured and related employee participation goals and formats. Through a workshop with expert practitioners, the authors transferred and enhanced these theoretical findings in the context of digital transformation. Experts rated the three most important goals and identified accompanying success factors, barriers and effects. The results show that it was not necessarily the degree of involvement but a context-specific selection of measures, the quality of their implementation as well as the actual uptake of suggestions and activities developed by employees that contribute to employees accepting and participating in goal- directed transformations. Moreover, employees must have sufficient information and time for their participation in transformation processes.

The study of Sulasula (2023) examined the effects of social media addiction and work engagement on the daily work performance of government employees in the Zamboanga Peninsula Region of the Philippines. Drawing upon the sampled government employees, data were collected through surveys and analyzed using statistical techniques. The study investigates the relationship between social media addiction, work engagement and work performance. Results indicate a significant negative correlation between social media addiction and work performance among government employees in the region ( $r = -0.45, p \leq 0.001$ ). The findings suggest that excessive social media use negatively impacts employees' ability to focus on their work tasks, hinders

productivity, and diminishes overall job performance. Furthermore, the study reveals that social media addiction is prevalent among government employees in the Zamboanga Peninsula Region, with 70% of respondents reporting moderate to high levels of addiction. These findings have important implications for public administration policies and practices, highlighting the need for interventions to address social media addiction and promote healthier work habits among government employees.

Work performance was an essential aspect for both the employees and the organization. However, there were limited studies on the work performance and work engagement of employees in the City Government of General Santos. For this reason, the study of Cuyos (2022) determined the level of work performance of the employees and its effect on work engagement. Correlational methods of research were used. The study involved ninety-three (93) permanent employees. An adopted questionnaire was used. The findings revealed that the work performance of employees is high in terms of contextual performance, this means that they worked and kept their job skills up to date. It is also high in terms of task performance that employees kept in their mind the results that they had to achieve in their work while it was low in terms of counterproductive work behavior that they complained about unimportant matters in work.

The development of human resources is one of the most significant programs in any type of organization for it will not only contribute to the overall improvement of an individual but the organization, as a whole. The work of De Leon et al., (2022) 39 focused on determining the job satisfaction, work engagement and work values of government employees in selected municipalities in the province of Cavite, Philippines. A total of 322 participants were obtained using Slovin's formula and a simple random sampling technique was used. Descriptive and inferential research designs were utilized for data analysis. Findings revealed that the majority of the participants were in the middle-aged bracket; there were more female employees than male ones. Majority of the participants were married, college graduates, permanent ones were dominant, and most of them had been in public service for almost a decade.

The purpose of the paper of Soorya (2022) was to examine the extent to which employee involvement influences organizational effectiveness and to examine the extent to which employee involvement influences profitability, productivity, and market share. The correlational study was conducted as a cross-sectional survey. Research questionnaires were administered and interviews were held with managers in the organizations studied. A total of 388 managers were randomly drawn from a population of 13,339 managers of all the banks in Nigeria. The independent variable, employees' involvement was measured by empowerment, team orientation, and capacity development. The dependent variable, & quote; organizational effectiveness & quote; was measured by profitability, productivity, and market share. The measures all used a five-point Likert scale (ranging from 1=strongly disagree to 5=strongly agree) and Spearman & rank correlation statistical

tool was used to test the hypotheses. The descriptive statistics of the study variables indicate that employees' involvement positively influences organizational effectiveness.

The awareness of balancing the quality of life of employee through HR program such as work life balance is getting its popularity in the HR literature. The study of Adarona & Lacerna (2021) examined the relationship between work- life balance and job satisfaction of local government employees in one of the local government units in the Philippines. The results of the study indicate that the employees do not have sufficient knowledge on the concept of work-life balance. Most of the respondents neither agreed nor disagreed to most of the statements on work-life balance. Moreover, the employees experience satisfaction in their job. Furthermore, results show that there is a significant positive relationship between work-life balance and job satisfaction. This may indicate that if the employees feel that work does not interfere with family concerns and the latter does not affect work, they will feel more satisfied with their job. The study above which is on work life balance is very much consistent with this study since it is identified as one of the areas in the determination of the involvement of employees of the Land Transportation Office Regional Office No. V. Both studies also utilized government employees as respondents. However, the kind of government office where the employees are part of differs. This study focused on employees of the Land Transportation Office Regional Office No. V while the respondents of the above study are the employees of a local government unit. The research design also varies. This study follows the descriptive-survey design while the previous work is descriptive-correlational. The work of Adarona & Lacerna determined the relationship between work-life balance and job satisfaction while in this study the level of involvement of employees along work life balance was determined using a set of indicators.

The study of Khusanova et al., (2021) was an investigation of the relationship among job meaningfulness, work engagement and performance including testing for a possible mediation effect of work engagement on the relationship between job meaningfulness and performance. The study examined task dependence as a boundary condition that facilitates employee engagement using two stage multiple source respondent data drawn from a sample of 183 Uzbek employees from public organization and their forty-seven supervisors to test the hypothesis.

The study of Nitafan & Camay (2020) was descriptive-correlational research. It primarily aimed to determine the significant relationship between the work involvement, work motivation and job satisfaction of regular employees of the municipal local government of Matalam, Cotabato, Philippines. The study found out that regular employees have moderate level of work motivation with a high level of need of affiliation and achievement while moderate level of need of power. Moreover, the study determined that the regular employees have a high level of job satisfaction at work with high level of satisfaction on co-workers' support and work conditions while moderate level of satisfaction on benefits and managerial support. Moreover, the study also proposed

an intervention program that the Heads, Supervisors and Human Resource Management Development Office may use as a keystone in addressing problems on work motivation explored in the study such as issues on wanting to be liked by others, finding themselves talking to those around them about non-work matters, inability to solve the problems that arise in work and issues on being in charge. An intervention program was the output of this study. The above work was interconnected with the present study since it discussed the work engagement of local government employees. This study also presented findings on the level of engagement of government employees of national government agency based in Bicol Region which was the Land Transportation Office. There are also other similarities noted. Both studies were descriptive. The research design however differs. The research design followed in this study was descriptive-survey while the above work is descriptive- correlational. Both used questionnaire as a tool in gathering the data. The research outputs of the two (2) studies vary. The output of this study was a professional development plan while in the above work is an intervention program.

The paper of Obiekwe et al., (2019) theoretically examined the concept of employee involvement as well as the benefits and challenges associated with the implementations of employee involvement in organizations. The researcher used literature review of all articles and published materials on the involvement of employees both in public and private organizations. The paper noted that a well- planned and implemented involvement program generates high level employee commitment, promotes teamwork, boosts morale, and leads to strategic competitive advantage and other positive organizational outcomes. However, employees' involvement program were faced with many difficulties which include poor attitude of managers towards employee involvement, lack of qualified manpower, high cost of implementation, socio-cultural environment, among others. The paper concluded that employee involvement helps organizations to quickly resolve problems boost workers' morale and enhance management- employee relationship. It is recommended that organizations should put in place effective employee involvement programs in order to improve their competitive advantage, drive innovation, and enhance their performance.

Organizations should train and retrain their workforce to acquire the requisite skills, technical knowledge and competencies which will prepare them to effectively participate in employee involvement program. Employees at all levels of organizational hierarchy should endeavor to invest in personal skill acquisition and development in order to acquire the necessary competencies and knowledge that will make them relevant and ready to be actively involved in various organizational activities. The researcher employed a documental literature review of materials on employees' involvement. The above paper has a connection with the present work since it tackled on the involvement of employees in organizations. It is also related in terms of research method since it is descriptive. However, there are difference noted. The data gathering technique varies. This work utilized survey to gather the needed data while the

previous work used document analysis through literature review. Furthermore, this study explored the level of involvement of government employees while the involvements of employees were determined by the above writer in both government and private. The variables that this present work covered are service delivery, professional development activities, managing organization change and work life balance. These were not explored by Obiekwe et al.

### III. METHODOLOGY

This research study utilized the quantitative research-survey methodology specifically the descriptive survey method. It is descriptive for it identified the areas the employees of the Land Transportation Regional Office No. V were involved and the level of involvement of the employees in the said office along service delivery; professional development activities; managing organizational change; and work life balance. Vizcarra (2003) 1 cited that descriptive study were useful in obtaining the prevailing status or condition of the problem which were essential in understanding the past and the future. It was a method which collects detailed and factual information to describe the present phenomena. Sanchez (1998) 2 explained that descriptive research includes all studies that purport to present facts concerning the nature and status of anything which an individual may wish to study. This employed the survey design since it gathered the data using a questionnaire. The problems met in the involvement of employees along the areas explored were determined to come up with a professional development plan.

### IV. FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

This study determined the involvement of the employees of the Land Transportation Office Regional Office No. V. It answered the following sub- problems: 1) What are the areas in the Land Transportation Office Region V that employees are involved in?; 2) What is the level of involvement of the employees in the Land Transportation Office Region V5 along service delivery, professional development activities, managing organizational change; and work life balance?; 3) What are the problems met in employees' involvement along the areas explored?; and 4) What professional development plan may be proposed to address the problems met in employees' involvement? This research study utilized the quantitative research-survey methodology specifically the descriptive survey method. It is descriptive for it identified the areas the employees of the Land Transportation Regional Office No. V were involved and the level of involvement of the employees in the said office along the areas mentioned above. This employed the survey design since it gathered the data using a questionnaire. The respondents of this study were the one hundred seventy-one (171) employees of the Land Transportation Office Region V in the Bicol Region. The statistical measures used are frequency, percentage, weighted mean and ranking.

#### A. Findings

##### ➤ *The Salient Findings of the Study were:*

- There were 164 or 95.91 % of the respondents that identified service delivery as an area in the Land Transportation Office Regional Office No. V that they were involved in. This is followed by work-life balance with 116 or 67.84 %, professional development activities with 106 or 61.99 % and lastly, managing organizational change with fifty-nine (59) or 34.50 %. The results show that service delivery was the area that mostly all employees were involved in.
- This study determines the level of involvement of the employees in the Land Transportation Office, Regional Office No. V along service delivery, professional development activities, managing organizational change and work-life balance.
- ✓ Service Delivery. The indicator on the level of involvement of the employees in the Land Transportation Office Regional Office No. V along service delivery that obtained the highest weighted mean of 5.00 with an adjectival description of always was performs assigned tasks. This was followed by follows the Citizen Charter as a commitment everyday with 4.92; accepts additional tasks whenever necessary with 4.73; provides quality service to the clients with 4.66 and reports to office on time with 4.39. All these numerical ratings have an adjectival description of very high. The level of involvement of the employees in the Land Transportation Office Regional Office No. V along service delivery has an average weighted mean of 4.74 with a description of very high.
- ✓ Professional Development Activities. The indicator on the level of involvement of employees of the Land Transportation Office Regional Office No. V along professional development activities that has the highest weighted mean of 4.84 is obtained in attends to training and seminars related to the job. This was followed by participates in in-house team building activities with 4.63; joins social activities with colleagues with 4.37; discusses career path with professional with 4.31 and lastly, avails of post graduate studies and other learning opportunities with 3.73. All the numerical ratings have an adjectival rating of very high. The level of involvement of employees of the Land Transportation Office Regional Office No. V along professional development activities has an average weighted mean of 4.38 with an adjectival description of very high.
- ✓ Managing Organizational Change. The indicator on the level of involvement of the employees along managing organizational change with the highest weighted mean is obtained in creates a welcoming atmosphere during organizational change with 4.73 which is followed by supports employees who are adjusting to new environment with 4.66. The indicator that comes after was mentors' new employees with 4.44 and provides adjustments in the workplace whenever necessary with 4.36. Lastly, the indicator with the lowest weighted mean

- of 4.26 was assists in new policies and reforms in the office. All the numerical ratings have an adjectival description of very high. The level of involvement of employees of the Land Transportation Office Regional Office No. V along managing organizational change has an average weighted mean of 4.49 with an adjectival description of very high.
- ✓ Work Life Balance. The indicator on the level of involvement of the employees along work life balance that obtained the highest weighted mean of 4.86 was performs job effectively within the work hours. It is followed by spends quality time with family with 4.53 and attends to responsibilities in work and also in the family with 4.45. The indicator pursues personal interest after work has a weighted mean of 4.39 and accepts overtime assignments sparingly with 4.25. All the numerical ratings have an adjectival description of very high. The level of involvement of employees of the Land Transportation Office Regional Office No. V along work life balance has an average weighted mean of 4.50 with an adjectival description of very high.
  - The problem in service delivery that obtained the highest frequency level of forty-nine (49) with a rank of first is unmotivated employees; which was followed by changing demands of the clients with thirty-one (31) or second in rank and weak teamwork with fifteen (15) or third in rank, In the area professional development activities, the problem which obtained the highest frequency of seventy-one (71) with a rank of first is selective process of availment of professional development activities. It was followed by lack of available training and seminars with fifty-seven (57) or second in rank and lastly, weak support of management to professional development activities with thirteen (13) or third in rank. In managing organization change, the problem with the highest frequency of twenty-eight (28) with a rank of first is changing management priorities. It is followed by lack of preparation for change with twenty-seven (27) or second in rank and lastly, not comfortable with change having a frequency of twenty (20) or third in rank. The problem in work life balance with the highest frequency is voluminous work assignments with sixty-nine (69) or first in rank. This was followed by low salary with sixty-two (62) and a rank of second and varied social and personal interests with thirty-four (34) or third in rank.
  - To address the unmotivated employees, the researcher proposed the conduct of monthly social activity which will commence on June, 2024. During the December monthly activity, employees who performed well in every category will be awarded with a cash gift. The Human Resource Office will spearhead these activities. The invitation for professional development activities may be posted in Bulletin Boards or other means like Group Chat for the employees to participate. A Selection Committee or simple the Travel and Seminar Committee will be the one to screen possible attendees to the professional development activities. The Regional Director and all offices are responsible for these activities. Documentation and Officer Order are the means of verification. The activities suggested to prepare for organizational changes

in the Land Transportation Office are development of plans and institutionalization of the developed plans. The regional Directors and all offices of the Land Transportation to address the unmotivated employees, the researcher proposed the conduct of monthly social activity which will commence on June, 2024. During the December monthly activity, employees who performed well in every category will be awarded with a cash gift. The Human Resource Office will spearhead these activities. The invitation for professional development activities may be posted in Bulletin Boards or other means like Group Chat for the employees to participate. A Selection Committee or simple the Travel and Seminar Committee will be the one to screen possible attendees to the professional development activities. The Regional Director and all offices are responsible for these activities. Documentation and Officer Order are the means of verification. The activities suggested to prepare for organizational changes in the Land Transportation Office are development of plans and institutionalization of the developed plans. Office were responsible for these activities to be conducted on May and December 2024 with almost 100,000.00 budget for the two (2) activities. Lastly, to address the voluminous work assignments in work life balance area. The writer proposed two (2) activities. These are review of current work assignments on May 2023 by the Human Resource Officer do that it will come up with the list of employees and corresponding duties and functions. The office may also prepare for reorganization and scheduled on August 2024. The amount is still to be determined since it will follow with the proposed positions and work assignments during the discussion and presentation of new plantilla of the employees.

#### B. Conclusion

➤ *Based from the findings, the following conclusions were drawn:*

- Service delivery was the area that mostly the employees of the Land Transportation Office Region V are involved in.
- The employees of the Land Transportation Office Region V always involved in service delivery, work life balance, managing organizational change and professional development activities.
- The top problem met in service delivery was unmotivated employees; in professional development activities, the problem identified is selective process of availment of professional development activities; in managing organizational change is lack of preparation for change; and in work life balance, the top most problem identified is voluminous work assignments.
- A professional development plan may address the problems met in the involvement of employees in the Land Transportation Office Region V.

### C. Recommendation

#### ➤ The researcher offers the following:

- The Land Transportation Office Region V may encourage the employees of the office to attend professional development activities so they can involve more in capacity development initiatives.
- The Land Transportation Office Region V may initiate more social and educational programs that employees can involve in so that it will sustain the level of involvement of their staff.
- The Regional Director may be furnished with the list of the problems met in the involvement of employee so that appropriate actions may be implemented to address the problems.
- The professional development plan developed by the researcher may be discussed during management committee meeting for consideration.

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