

Operational and Financial Performance on Sustainability of Income Generating Project in One State University

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Abstract - This study aimed to know the effects of financial and operational performance on sustainability of Income Generating Project (IGP) in one state university. Specifically, it aimed to identify the profile of the respondents in consideration to type of respondents and campus; determined the extent of IGP of Batangas State University practices as to the operations of management activities; determined the operational performance of IGPs of Batangas State University in terms of speed, quality, flexibility, dependability and cost; investigated the different factors that affect the IGPs' financial performance in terms of unit's internal control, resource allocation, and management capacity; tested the significant difference on the extent of operational management activities when grouped according to type of respondent and campus; tested the significant relationship between the operations management activities and the operational performance; tested the significant relationship between operational performance and factors that affect financial performance. Descriptive survey method of research was used to a total of 426 participants; frequency and percentage distribution, T- test and ANOVA using SPSS software were used. The study indicated that there is a significant relationship between the operational management activities and operational performance except for design related to human resource and speed performance and there is an observable relationship between the operational performance and the factors that affect the financial performance of IGP. Resource allocation, internal control, and management capacity affect the financial performance of IGP.

Keywords: Financial Performance, Income Generating Project, Operational Management, Operational Performance, Sustainability

INTRODUCTION

Income generating projects (IGPs) been valuable to the schools and universities when there is a need to generate fund from dependable sources in addition to the subsidy given by the government for their significant operations. Insufficient funds and operating expenses are major aspects that greatly affect the performance of a school or university.

Income generating projects has also an effect on financial management in an organization. Financial management plays a significant role in any business organization that prioritizes financial resources. A financial manager prioritizes the probable results of important management decisions on cash flow, profits, and the condition on finance of the organization or company. Also, different business activities need careful evaluation and control by the company owner because these activities affect the financial performance of the company. Operation, together with finance, marketing, supply chains, and human

resources, is part of the main functions of an organization.

In Batangas State University (BatStateU), starting the academic year 2018, free tuition fee is implemented and the urge to study in the university increases. Since there are no tuition fees collected to sustain the needs of the university, as well as the current gradual reduction of the national subsidy to all State Universities, State Universities and Colleges (SUCs) face struggles on financial resources and limited infrastructure facilities. These constraints can be somehow addressed by the university through implementing IGP activities. Additional resources of Resource Generation Office (RGO), formerly known as Income Generating Project, which became available to institutions was used to financially support the programs and activities that do not have enough funds such as research, extension, and instruction.

RGO Coordinators and their staffs are experiencing different dilemma in their assigned campus especially

in extension campuses. The university has no centralized system in terms of inventory of their school uniforms, books, and other products. Extension campuses have no computerized system in the inventory of products, only the main campus 1, but still, there are instances of delayed deliveries of products and wrong sizes of uniforms. RGO Coordinators do manual inventory, and this takes much of their time, effort, and energy. In addition to this, some RGO Coordinators are also a faculty member with faculty loadings. Other RGO staffs are Job Orders personnel with other functions aside from RGO, they have other duties in some offices; but in Main Campus 1, most of the staffs are employed only in the Resource Generation office. Other dilemmas experienced by some extension campuses are in ordering and distribution of stocks. Other staffs in extension campus experienced many times that the delivered ordered sizes of stocks are not accurate which leads to delayed release of stocks to students in extension campus and unsatisfied customers. Also, some of the problems that RGO coordinators have encountered are they have no permanent office, they are sharing an office with other offices and they cannot display RGO products because of its small area. There is no permanent stockroom for the inventories. Delayed delivery and out of product stocks are the major concerns of the campuses as well as their students.

However, Wanamaker [1] stated that to be able for an organization to attain a sustainable operation, the present and the next generation's needs should be met by considering their abilities. Sustainability is achievable by observing change in a balanced environment. This can be done when resources, investments, orientation of technological development and institutional change are top priorities to meet human needs. Expenses and activities of resource generation office to sustain its operation have something to do with the financial performance of income generating of the university. Since the university has free tuition now and income generating is one of the sources of its fund, income-initiated projects should be viable and sustainable. With the problems faced by the university's IGP, the study of Operational and Financial Performance on Sustainability of Income Generating Project in State University was conceptualized.

OBJECTIVES OF THE STUDY

This study aims to know the effects of financial and operational performance on sustainability of Income

Generating Project in state university. Specifically, the study's aims are to identify the profile of the respondents in consideration to type of respondents and campus; test the significant relationship between the operations management activities and the operational performance; test the significant relationship between operational performance and factors that affect financial performance; and propose inputs on sustainability of Income Generating Project of Batangas State University.

MATERIALS AND METHODS

Research Design

This study used a descriptive survey method of research in gathering the data on the effects of operational and financial performance on sustainability of income generating project in state university. Descriptive research is aimed at casting light on current issues or problems through a process of data collection that enables them to describe the situation more completely than was possible without employing this method. Descriptive research was used to describe the characteristics and/or behavior of the sample population. This method is used to determine the effect of operational and financial performance on sustainability of IGP in state university.

Participants of the Study

This study was administered at Batangas State University which is composed of eleven campuses. Participants of the study are composed of internal and external respondents. Internal respondents are the teaching or the faculty members, non-teaching personnel or the job orders, and other employees like faculty with special assignment. External respondents are the suppliers and the community of all campuses in BatStateU. With an effect size of 0.32, a power probability of 0.95 and an alpha of 0.05 using G*Power 3.1.9, the sample is 426. The total number of 426 respondents is composed of 114 teaching personnel, 80 non-teachings or Job Orders (JO), 19 other employees, 18 suppliers and 195 community members.

The respondents were selected randomly. Stratified random sampling was used because of respondents are from different campuses and randomly selected. Stratified sampling divides the population into groups or strata based on given attributes. Random sampling is the purest and the most straightforward probability sampling strategy which is use for selecting a sample for diverse purposes. In random sampling, each one in the population has equal opportunity to be

chosen to be included in a sample. It has been stated that “the logic behind simple random sampling is that it removes bias from the selection procedure and should result in representative samples”.

Table 1. List of Respondents

	Population	Sample
Teaching	775	114
Non-Teaching	549	80
Other Employees	129	19
Supplier	18	18
Batangas City Community	329,874	48
Nasugbu Batangas Community	134,113	19
Balayan Batangas Community	90,699	13
Lemery Batangas Community	93,157	13
Rosario Batangas Community	116,764	17
Lipa Batangas Community	332,386	48
Malvar Batangas Community	56,270	8
Lobo Batangas Community	41,504	6
San Juan Batangas Community	108,585	16
Mabini Community	46,211	7
Total	1,347,551	426

Sources: Batangas State University Main HR Office, National Statistics Office

Data Gathering Instrument

This study used survey questionnaire to collect data. The questionnaire about the effects of operational and financial performance on sustainability of IGP was used in BatStateU. The initial portion of the survey questionnaire focused on getting the respondents' information in terms of its type and campus. The second part of the questionnaire focused on determining the extent of performance of activities in managing the operations of IGPs in relation to design, planning and control, and improvement. The third part of the questionnaire focused on the evaluation of IGP's performance in operations in terms of quality, speed, dependability, flexibility, and cost. The second and third part of the questionnaire was adopted from the study of Garcia [2] entitled Operations Management of Income Generating Projects of Romblon State University: Basis for Strategic Operational Plan and then modified by the researcher. However, the fourth part of the questionnaire focused on the effects of

university income generating unit's performance on finance was adopted from the study of Muturi and Mohamed [3] about the IGUs among higher schools in Somalia and modified by the researcher.

The questionnaire was the main instrument used to gather needed data. The questionnaire was validated by RGO personnel of BatStateU who experts in this field are. It was pre-tested to ensure its reliability supported by using Cronbach's alpha. The Cronbach's alpha values of each indicator are all good or reliable.

The reliability test conducted with the indicators design, planning and control, and improvement have a Cronbach alpha of 0.834, 0.866, and 0.896 respectively. However, the Cronbach alpha of the indicator's quality, speed, dependability, flexibility, and cost have 0.807, 0.701, 0.787, 0.836, and 0.719 respectively. Also, resource allocation, internal control, and management capacity have 0.888, 0.881, and 0.857 Cronbach alpha respectively.

An interview was conducted by the researcher to support the findings of the study, conceptual framework, and statement of the problem. An informal interview was first conducted among selected officers, employees, and members of the RGO or known before the IGPs personnel.

Data Gathering Procedure

The researcher conducted an interview and a survey to RGO director, coordinators, and staffs of Batangas State University in eleven campuses to deepen the analysis of the study. After final modification of the questionnaire, it was validated by the experts in this field. Reliability testing followed validation of the instrument and it was administered to other group of respondents of the study but also in a state university. Prior to the administration of reliability testing in other state university, the researcher asked the state university's Dean of Colleges' permission. The result of reliability test was presented and approved by the dissertation adviser. Before the facilitation of the questionnaire, the researcher asked the Office of the President of BatStateU to allow her to conduct survey to eleven campuses. The questionnaires were distributed and retrieved from the campuses.

The questionnaire was given personally to the chosen respondents. When all documents were returned with appropriate correspondence, the collected data were checked, tallied, and consolidated. The next step conducted to the gathered data was collation, tabulation, and tallying to apply the necessary statistical treatment, thereafter, interpretation.

Moreover, to check the responses written by the respondents in the survey questionnaire, and to gather additional data, an actual interview was conducted to the respondents. The interpretation of the findings of the study was discussed.

Data Analysis

The data gathered were tallied, tabulated, and analyzed accordingly. It used statistical measures and software like frequency and percentage distribution, T-test and ANOVA using SPSS software.

The hypothesis of the study was examined using Pearson's Product Moment Correlation Coefficient, Analysis of Variance (ANOVA) with Scheffee as Post Hoc Test and T-test. To identify the relationship between variables, Pearson's Product Moment Correlation Coefficient was employed. However, to identify the differences on variables, Analysis of Variance and T-test were used. The different scales used are Scale: 1.00-1.49: No Extent; 1.50-2.49: Least Extent; 2.50-3.49: Moderate Extent; 3.50-4.00: Great Extent; Scale: 1.00-1.49: Needs Improvement; 1.50-2.49: Fair; 2.50-3.49: Satisfactory; 3.50-4.00: Excellent; and Scale: 1.00-1.49: Strongly Disagree; 1.50-2.49: Disagree; 2.50-3.49: Neither Agree nor Disagree; 3.50-4.49: Agree; 4.50-5.00: Strongly Agree.

Ethical Considerations

After getting the permission to facilitate the study from the President of the university with the recommending approval of the Vice President of Academic Affairs and Finance, the researcher gave attention to ethical issues in the administration of this study. Along with the approved letter of the President of the university, the letter was signed by the Dean of Colleges or other representatives of the school or extension campus prior to the survey. Before the facilitation of the survey questionnaire, the researcher discussed the meaning of each item in the consent form. The respondents were assured that data generated from them will be used solely for research purposes, and confidentiality will be highly protected. Respondents were also given the option to voluntary participate in the data gathering and freely withdraw their participation when they feel inconvenience. The items in the questionnaire were carefully discussed to the respondents.

RESULTS AND DISCUSSION

Table 2 shows the profile of respondents as regards percentage distribution.

Table 2		
Profile of the Respondents (n=426)		
Type of Respondent	Frequency	Percent
Internal		
Teaching	116	27.2
Non-teaching	78	18.3
Other-Emp	19	4.5
External		
Suppliers	17	4.0
Community	196	46.0
Campuses		
Main Campus 1	168	39.4
Main Campus 2	30	7.0
Alangilan		
ARASOF	50	11.7
Balayan	21	4.9
Lemery	18	4.2
Rosario	22	5.2
Lipa	55	12.9
Malvar	29	6.8
Lobo	7	1.6
San Juan	18	4.2
Mabini	8	1.9

In terms of internal respondents, it shows that there are more teaching personnel than non-teaching and other employees, as evidence by 27.2%, 18.3% and 4.5% respectively. Many are teachers because the IGPs are located inside university campuses. It was followed by non-faculty workers or the job orders that are preferred to work in the office. Also, the teachers and staff are usually the immediate groups who are expected to support the programs of the university.

In terms of external respondents, it shows that community has higher frequency of 46% than the supplier with 4%. This only shows that there are more customers than business owners. The percentages are healthy because the great number of customers could mean an active business atmosphere for the IGPs. More customers mean more chances of higher sales and profits.

As shown in the table, Main campus 1 has the highest population followed by Lipa campus and then ARASOF Nasugbu campus, as evidenced by 39.4%, 12.9% and 11.7% respectively. There are many faculty members and job orders who are working in Main campus 1, as well as community living in Batangas city. However, Lobo campus has the lowest population followed by Mabini campus, as evidenced by 1.6% and 1.9% respectively. This only shows that Lobo and

Mabini extension campuses have small population of faculty members, job orders, faculty members with assignments, and community. The bulk of works are usually in the main campus and because of this, the said campus needs more personnel for their IGP. The small population in Lobo and Mabini campuses can be attributed to their number of years of existence as satellite campuses. In fact, Mabini campus was launched only last August 6, 2018. This only shows that, when a campus is still young, the population is still low. However, big, or small population can be a great help to organization if there are motivated and well experienced workers.

Nielsen, et.al [4] study revealed that determined and productive employees are necessary for the company's success, irrespective of company's total number of manpower, industry, or company strategy. These kinds of employees are usually offered performance-based incentive pay to retain them. Employees may feel that they are pressured to work longer and better to gain an individual reward. But the study revealed that employees having this kind of pressure, equalize many of the positive effects on performance-related pay placed on job satisfaction, commitment to the company, and confidence in management.

Table 3. Significant Relationship Between the Operations Management Activities and Operational Performance

		Operational Performance				
Operations Management		Quality	Speed	Dependability	Flexibility	Cost
Design: Human Resource	r-value	.337(**)	.195	.540(**)	.428(**)	.564(**)
	p-value	.009	.139	.000	.001	.000
Design: Strategy	r-value	.411(**)	.259(*)	.484(**)	.431(**)	.507(**)
	p-value	.001	.048	.000	.001	.000
Design: Operation	r-value	.420(**)	.307(*)	.480(**)	.445(**)	.532(**)
	p-value	.001	.018	.000	.000	.000
Planning & Control: Human Resource	r-value	.655(**)	.472(**)	.581(**)	.594(**)	.632(**)
	p-value	.000	.000	.000	.000	.000
Planning & Control: Strategy	r-value	.546(**)	.400(**)	.675(**)	.579(**)	.619(**)
	p-value	.000	.002	.000	.000	.000
Planning & Control: Operation	r-value	.514(**)	.422(**)	.501(**)	.521(**)	.632(**)
	p-value	.000	.001	.000	.000	.000
Improvement: Human Resource	r-value	.597(**)	.466(**)	.492(**)	.565(**)	.612(**)
	p-value	.000	.000	.000	.000	.000
Improvement: Strategy	r-value	.614(**)	.485(**)	.662(**)	.606(**)	.652(**)
	p-value	.000	.000	.000	.000	.000
Improvement: Operation	r-value	.489(**)	.323(*)	.623(**)	.522(**)	.605(**)
	p-value	.000	.013	.000	.000	.000

** Correlation is significant at the 0.01 level (2-tailed). * Correlation is significant at the 0.05 level (2-tailed).

There is a significant relationship between the operational management activities and operational performance as shown by the computed p-values of less than 0.01 alpha level except for design related to human resource and speed performance with a p-value of

0.139 which is greater than 0.05 alpha level. This could imply that IGP programs or activities set by management to achieve its objectives which include better sales and better profits influenced the IGP staff as well as the customers. This is because customers

patronize and support the IGP products of the university. This might be caused by the strong corporate social responsibility of the university that helped the community wherein income is not the only priority but service to the public as well. It could also show that operational management activities performed by the IGP are effective that led to satisfied operational performance of IGP. On the other hand, it could also mean that additional manpower, supervision of daily operations, training and development should be considered to have a more effective operational performance. Moreover, this could denote that ordering and distribution of products and inventory management in IGP may be prioritized for the satisfaction of customers.

This also signifies that those participants with higher response on the extent of operational performance are also those with higher response on financial performance of IGP in the University. This could indicate that operational management determined the financial management of IGP in the university; the better strategies are used in the operation, the higher or greater the financial performance of the IGP. This could also imply that key persons in the IGP management are knowledgeable or are experts in organizing programs toward the attainment of goals of IGP which include higher sales and higher profits leading to more support to university endeavors and higher IGP employee financial

fulfilment. Uni Assignment Center [5] said that operations management is considered a field with many disciplines that focuses on taking care of all the different phases of the operations of a business. Important considerations must be given to product and personnel planning, manpower training, and quality of products. However, the general focus of operation is with the technological trends and techniques that uplift productivity and lessen cost and assures flexibility in meeting the customer needs and demands in the changing environment.

However, the study of Garcia [6] revealed that operations manager's activities like design, plan and control, and improvement of goods and company services greatly affects the operations especially when the operations managers and staff communicate with suppliers and customers. She found out that the operations management activities have significant relationship to operational management. It was also recommended that the top management should develop a program to monitor, expand and customize the products and services of the school to be recognized, and they should monitor the design, planning and control and improvement of products and services produced to further improve the operation. This way, management will achieve the expected productivity and profitability of the IGP.

Table 4. Significant Relationship between Operational Performance and Factors that Affect the Financial Performance

Operational Performance		Financial Performance		
		Resource Allocation	Internal Control	Management Capacity
Quality	r-value	.611(**)	.544(**)	.631(**)
	p-value	.000	.000	.000
Speed	r-value	.360(*)	.371(*)	.423(**)
	p-value	.027	.022	.008
Dependability	r-value	.608(**)	.465(**)	.591(**)
	p-value	.000	.003	.000
Flexibility	r-value	.421(**)	.395(*)	.451(**)
	p-value	.009	.014	.004
Cost	r-value	.597(**)	.621(**)	.656(**)
	p-value	.000	.000	.000

** Correlation is significant at the 0.01 level (2-tailed). * Correlation is significant at the 0.05 level (2-tailed).

There is a significant relationship between the operational performance and the factors that affect the financial performance of IGP of the University as denoted by the computed p-value of less than 0.01 alpha level. This signifies that those respondents with higher views on operational performance are also those

with higher response on the items that affect the monetary performance of IGP. This could mean that respondents understand that cost and quality of products as well as the speed, dependability, and flexibility of IGP employees affect the monetary performance of the IGP. Moreover, this could also

imply that running an income generating project in a university requires effective management skills in handling manpower, and effective management financial and marketing skills in purchasing materials and pushing the products to all IGP stakeholders.

This could mean that operational management determined the financial management of IGP in the university; the better strategies are used in the operation, the higher or greater the financial management. This could also mean that when the financial performance of the IGP is stable, the operational performance is also stable. The management skills in allocating resources such as personnel, budget, equipment, supplies, to name a few, dictate the manner in which employees perform their jobs. It could be that an IGP with excellent financial performance provides competitive salaries to their employees paving the way for fast with quality work output, dependable and flexible employees.

In the study of Hunjra et.al [6], they investigated the effect of monetary management practices and earnings management on terms of organization's performance. He revealed that the company's performance and wealth is greatly affected by its financial practices. Fair declaration and proper information about financial practices help the organization to prepare financial and accounting policies regarding the performance of the company. With this, financial managers will be able to effectively predict the industry structure and information and will be able to implement the best financial practices.

In addition to this, the study of Ingait [7] stated that companies must understand business objectives, employ a strategic plan, and support their plan organization-wide to attain organizational effectiveness. Benchmarking and proper monitoring of the operations must be done to avoid operational inefficiencies. The effectiveness of operations has something to do with production result and performance of the employees measured in calls made to customers, number of orders filed, or number of units manufactured. A company attains better production result when its operations are knowledgeable of the needs of its customers.

The table 5 reveals that the operations management activities of income generating project in terms of improvement has the highest rank which could mean that the IGP focused more on its improvement in its human resource, operations, and strategy. It could also mean that the operations manager addresses decisions to top management for the IGPs improvement

with the involvement of all concerned personnel and makes sure that the profit derived from its operations contributes to the economic development of the university, its employees, and the community.

Table 5. Summary Table of Operations Management Activities of Income Generating Projects of the University

Indicators	Composite Mean	Rank
1. Design	3.13	2
2. Planning & Control	3.12	3
3. Improvement	3.14	1

It also shows in the table that the operations management activities of income generating project in terms of planning and control has the lowest rank. This could imply that the IGP may focus more time on planning and controlling all components of the IGP system like human resource, operation, and strategy to work perfectly to achieve the desired results. Also, this could mean that there is not enough supply of product when needed or the personnel are not able to bring products and services on-time to customers. This might be caused by no available stocks in main campus 1 to be delivered to other campuses. When a part of the system is problematic, manpower for instance, chain reactions follow. Production will be affected, deliveries of products to other campuses will be delayed which results to customers' dissatisfaction. It could be that planning and controlling of operations of IGP may be given attention as well as on planning and controlling of stocks, or on its inventory management or the physical distribution of products and services. Planning and controlling are major functions of management and they play important functions in the growth of every business. Also, it is the main objective of all organizations or businesses to properly address the needs and demands of the customers to satisfy them.

In connection with the study of Kalpana [8], confirmed that physical distribution is necessary in the business which involves careful handling movement and monitoring of goods from the source of production to the location of consumer. It gives importance to the availability of the right quantity of goods to the customers delivered at the expected time and place using the right channels of distribution. The physical distribution of products has crucial components which include order processing, transportation, warehousing, and inventory control. These components of physical

distribution help to ensure fast and accurate processing of order. It also ensures the availability of goods on time, properly storage of the goods for consumption and taking care of the level of stock to be maintained respectively.

Table 6. Summary Table of Operational Performance of IGPs of the University

Indicators	Composite Mean	Rank
1. Quality	3.07	2
2. Speed	2.81	4
3. Dependability	2.93	3
4. Flexibility	3.07	2
5. Cost	3.07	2

The table presents that the university IGP's operational performance as regards of quality, flexibility, and cost has the highest rank. This could show that IGP personnel perform their duties and responsibilities effectively when it comes to producing good quality products and services with the right and affordable cost. Alertness of staffs and employees are always observed. This could also show that the IGP of the university considers mainly the cost of their products and makes it affordable to their customers. Also, IGP may have their strategies and ways to produce good quality products and services.

However, the table also reveals that speed has the lowest in rank in operational performance of the IGP. This could show that the IGP may not deliver their products on time to their customers, and this could imply also that they give incorrect order of products. They could be focused more on effective ordering and distribution system. This could mean that IGP may add more effort and promptness in producing and delivering their products in all extension campuses to meet their customers' needs just in time. This could denote that suppliers and customers' relationship is a major concern, wherein suppliers may be informed ahead of time the needed supplies of the income generating project of the university to give them enough time to prepare and deliver the needed supplies and promptness of payment to suppliers are prioritized. Moreover, technology and efficient workforce are elements of speed in operations. This could imply that although the income generating project has given sufficient training to its workforce to monitor the production, and has invested in technology to speed up the process, still, attaining a strong mean in the speed factor on operation will be a little difficult if the supplies are delayed in the income generating project

office or unit, there is limited computerization system to IGP functions, and common major problems like giving incorrect sizes of orders are not given full attention. It could be that process in order and distribution of products is coordinated effectively.

This supports the study of Carnrite [9] which stated that distribution is when products are made, and services became available to the consumers during the time they need the products and services. She said that the time, place, control, and method are the key attributes that are important with distribution systems. Since each attribute is important in the distribution system, each attribute is needed in the entire system to attain profit and growth of an organization using a unified process.

Table 7 reveals that the monetary performance of IGPs of the university related to internal control has the highest rank which implies that the policy or procedures designed by management to safeguard assets, promote accountability, increase efficiency, and honest behaviour greatly affect the monetary performance of the IGP. This could also imply that employees in income generating project of the university are responsible and hardworking in their tasks and responsibility.

Table 7. Summary Table of Financial Performance of IGPs of the University

Indicators	Composite Mean	Rank
1. Resource Allocation	3.75	3
2. Internal Control	3.81	1
3. Management Capacity	3.78	2

However, the monetary performance of IGP as regards resource allocation has the lowest rank. This could show that the continuing rise of prices of materials for the IGP products affects the financial performance of IGP. When prices of materials are high, the purchase of materials for IGP product could be lessened. It could also be that funds are not disbursed on the right time to match income and expenses. This could be caused by long wait time because of many signatories for check or the signatory is on leave during check processing. Delayed funds for payment of supplies will cause delay in production. Delayed funds for employee salaries will cause inconvenience to employees paving the way for inefficiency or resignation of employees. The rest will be domino effect leading to customer dissatisfaction.

According to QS Study [10], resource allocation is a plan that company uses for utilizing the resources for funding in a project. In project management, resource allocation is aimed to create a plan that can surely deliver future goals of the company. Resource allocation and time management

are the two main tools to complete the company's project successfully. Resources must be allocated when managing a project which starts from budget to equipment, tools, and other plan for the projects.

Table 8. Propose Inputs on Sustainability of Income Generating Project of Batangas State University

Goals	Objectives	Strategies	Key Performance Indicators	Program	Time Frame	Responsible Party
SYSTEM	Establish a centralized IGP system for fast and efficient communication, planning and controlling purposes.	Employ the appropriate program or product inventory system in all IGP campuses	Monthly inventory report of stocks and needed IGP products generated by the system	Centralized IGP system/ Centralized Inventory system	5 months	Coordinator, IGP Director
	To review operational practices of IGP related with proper communication and monitoring	Act on the feedback given by IGP's stakeholders	Monthly report of solved feedback in a meeting	Report of solved feedback	1 month	IGP Director, Coordinator
		Identify and analyze IGP's best operation practices in coordinator's meeting	Sales product report in a meeting	IGP's Best Operation Practices	5 months	Director, Operations Manager
		Provide dedicated contact number or email address for immediate feedback to the concerned IGP personnel	Zero percent of negative feedback in terms of products deliveries and consumptions	Feedback report	1 month	Coordinator, Staff, Director
		Employ key groups to facilitate smooth communication and camaraderie	Minutes of the meeting/ report	Quality circle for IGP Coordinators	1 month	Coordinator, Director
				Quality circle for IGP top management	1 month	Coordinators, Director, Operations Manager
		Employ a program for IGPs located in nearby places or campuses	Increase in sales	IGP buddies	5 months	Coordinators, Staffs
	Sustain the needed manpower in IGP to ensure its successful operation and financial performance	To develop a tool for the performance evaluation of IGP offices and staffs	Performance Evaluation Tool / System	Performance Evaluation, Outstanding IGP Personnel	1 month	HR, Directors, Operations Manager

MANPOWER	To employ even and appropriate distribution of workload to IGP officers and staffs	Perform job evaluation	Performance Evaluation Report	Outstanding IGP Personnel	5 months	Director, Operations Manager
	To provide the necessary training and development to IGP personnel	Hire competent IGP officers and staff	Performance Evaluation, Increase sales	Performance Evaluation	1 month	HR, Directors, Operations Manager
		Enhance HR hiring procedures to hire competent individuals Conduct in-house training to IGP personnel / Send IGP personnel to trainings outside IGP satellite campus	Minimized negative feedback on operations	Feedback report	1 month	HR, Directors, Operations Manager
			Training certificates and Performance Evaluation	Outstanding IGP Personnel	1 month	Staffs, Coordinators, Director, HR
INFRASTRUCTURE	Employ conducive facilities necessary for the IGP's operation	IGP must have its own office in all satellite offices and extension campuses	Physical office equipped with operational and communication facilities such as landline phone, computer, printer, etc	Physical Office	5 months	Coordinator, Staff, Director, Operations Manager
	To provide a workplace conducive for smooth IGP operations	Checklist approved by the Directors as regards the physical plan for an IGP office	Physical plan checklist form		1 month	Coordinator, Director, Operations Manager
	To employ simple procedures in purchasing IGP equipment/ materials	Provide a requisition form dedicated for IGP's equipment/ materials Conduct facilities and equipment inventory necessary for IGP operations	Simplified IGP equipment/ materials requisition form	IGP Office Improvement	1 month	Coordinator, Director, Operations Manager
			Facilities and equipment inventory report		5 months	Staff, Coordinator, Director, Operations Manager
The IGP produces and markets its products and services to meet the needs of stakeholders	To deliver IGP products on time to satellite offices or extension campuses	Strengthen / improve existing delivery procedures	Monthly report and evaluation of delivery services	Just-In-Time (JIT) Delivery	1 month	Staff, Coordinator, Director

PRODUCTS/ SERVICES	To deliver the correct ordered products and quantity to extension campuses	Use forecasting method	Increase sales	Sales Report	1 month	Staff, Coordinator, Director, Operations Manager
	To efficiently employ marketing of IGP products to all stakeholders	Provide efficient IGP marketing materials and activities	Monthly sales report and evaluation of delivery services	IGP Day/ Week (Product Exhibit)	1 month	Staff, Coordinator, Director, Operations Manager
		Give promotions and product discount on slow moving products	Product Exhibit Sales increase by 50%	Increase sales	1 month	Coordinator, Director, Operations Manager
	To enhance or innovate IGP products in respective satellite offices or extension campuses	Highlight a key product for each IGP campus using technology such as internet and social media	Customer feedback on available products and services	New Product Design Contest	3 months	Staff, Coordinator, Director, Operations Manager
			Number of likes in an IGP social media page			
			Monthly sales			

The table 8 shows the proposed inputs for the sustainability of the university's income generating project. It is mostly focused on the system, manpower, infrastructure, and products and services. The system focuses on its goal to establish a centralized IGP system for fast and efficient communication, planning and controlling purposes. Manpower focuses on sustaining the needed manpower in IGP to ensure its successful operation and performance. For the infrastructure, it may employ conducive facilities necessary for its operation. In products and services, the IGP may produce and markets as well its products and services to meet the needs of the stakeholders.

CONCLUSIONS AND RECOMMENDATION

As indicated on the generated results, it was concluded that the majority of the IGP respondents belong to the teaching personnel who are front liners of Batangas State University. They are the prime movers of the sustainability and services of IGP. The IGP management needs to revisit and review the existing university operations management activities in terms of design, planning and control, and improvement, and draft another one if needed, for the attainment of best result of the IGP. Also, the IGP management needs to revisit and review the existing university operations management activities as regards quality, speed, dependability, flexibility, and

cost, and make new ones if needed, for the attainment of best result of the IGP. Resource allocation, internal control, and management capacity affect the financial performance of. Result also showed that the external group of respondents has significantly higher response in terms cost compared to internal group. ARASOF campus has significantly higher response on the internal control and management capacity factors that influence the monetary performance of IGP compared to the significantly lower response of Malvar Campus. However, there is a significant relationship between the operational management activities and operational performance except for design related to human resource and speed performance. Participants with higher response on the extent of operational management activities are also those with higher response on operational performance of IGP in the University. There is a significant relationship between the operational performance and the factors that affect the financial performance of IGP of the University. Respondents with higher views on operational performance are also those with higher response on the factors that influence the monetary performance of IGP.

It was recommended that an evaluation of the IGP objectives, processes and accomplishments is suggested semi-annually, The IGP operations,

programs, and policies are suggested for revisit semi-annually by the internal members and representatives of external community. IGP keypersons and staff's performance may be evaluated annually. It was also recommended that a centralized IGP system will be helpful in its sustainability. Supervision in the day-to-day operations of IGP may be strengthened. Lastly, the management may conduct an efficient monitoring and evaluation program to check and monitor the economic performance of every IGP, financial reports, inventory system, operations and other IGP concerns. This study focused only on the operational performance of IGPs of the university in terms of speed, quality, flexibility, dependability, and cost and its IGP's financial performance in terms of its internal control, resource allocation, and management capacity only. This study is also recommended for future study.

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