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Property Management Practices Implementation and Cost Measures Efficiency in the City Government of Calamba: Basis for Action Plan

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Abstract. The focus of this study was to assess the implementation of property management practices and efficiency of cost measures in the City Government of Calamba, aiming to provide insights into key areas of concern and potential strategies for improvement. The study employed a descriptive correlational approach, combining quantitative analysis of stakeholder perceptions. Data were collected using a researcher-made questionnaire through paper surveys and Google forms with 134 respondents, consisting of 20 heads and 114 employees from the office concerned with the implementation of property management practices in the City Government of Calamba. For the treatment of quantitative data, the mean and four-point likert scale, paired t-test, the pearson product moment correlation coefficient and multiple linear regression analysis were used. The analysis revealed that first, the level of implementation of property management practices varied across different areas, with planning, acquisition, and utilization demonstrating robust implementation, while maintenance and disposal of public assets exhibited areas for improvement. Second, the assessment of cost measures efficiency reflected generally high, particularly in funding allocation and technology although skilled personnel needs enhancements. Third, the absence of significant differences in assessment between heads and employees underscored organizational cohesion and alignment of perspectives. Fourth, a significant relationship between property management practices and cost measures highlighted their interconnectedness and the importance of a holistic approach to organizational management. Based on the findings, an action plan entitled, "Strengthening the Property Management Practices and Promoting Cost Efficiency in the City Government of Calamba" was proposed to address the areas of concern in the City Government of Calamba, improve its overall property management practices and enhance cost measures efficiency, ultimately leading to more effective and sustainable governance.

Keywords: Property management practices; Cost measures efficiency; City government; Action plan.

1.0 Introduction

Local governments played a crucial role in the economic development of their respective areas, and managing public assets is a necessary aspect of this responsibility. The efficient property management practices, including planning, acquisition, utilization, maintenance, and disposal, significantly impacted cost efficiency and ultimately benefited the local community. However, improper management of these assets resulted in wastage of resources, additional costs, and even legal liabilities. The effective management of public property was, therefore, central to the efficient and effective delivery of public services according to Organization for Economic Co-Operation and Development, OECD (2019).

The International City/County Management Association, ICMA (2021) underscored the escalating significance of proficient property management practices of local government units. Factors such as optimizing the value and utilization of public assets, tackling aging infrastructure, adapting to evolving community needs, and ensuring compliance with regulations were paramount, International City/County Management Association, ICMA (2020). The citation Echoing this sentiment, the United Nations Development Programme, UNDP (2021) emphasized the critical role of local governments in orchestrating sustainable urban development through judicious asset management. Furthermore, the growing trend of leveraging property assets for revenue generation and fostering economic development was highlighted by the National League of Cities, NLC (2020).

Despite the evident importance of effective property management practices and cost measures efficiency, local governments grapple with multifaceted challenges in these domains. Scarce resources often hinder the implementation of comprehensive management strategies, while competing priorities frequently relegate property management to a secondary role, resulting in missed opportunities and inefficiencies. Additionally, the burden of maintaining aging infrastructure strains already constrained budgets, exacerbating the challenge of delivering quality public services.

Regulatory compliance posed another formidable challenge, with local governments navigating a labyrinth of standards and regulations governing property management. Failure to meet these standards not only exposes governments to legal liabilities but also undermines public trust. Moreover, effective risk management is essential to mitigate potential losses arising from property-related liabilities and disasters.

On the other hand, Tuan and Nguyen (2019) said that cost measures efficiency was an important consideration in the management of local government units (LGUs), but it can also have potential drawbacks and limitations. One problem with a narrow focus on cost measures efficiency in LGUs was that it led to underinvestment in critical public services and infrastructure, which had negative impacts on long-term economic growth and social welfare. Additionally, cost-efficiency measures did not always consider the unique needs and circumstances of local communities, which resulted in one-size-fits-all solutions that failed to address local needs effectively. LGUs must consider factors such as community needs, citizen participation, and local government capacity when developing cost-efficiency measures. These provided insights into the potential problems with a narrow focus on cost efficiency in LGUs and highlighted the importance of adopting a balanced approach that considered both short-term and long-term needs, while also being responsible for local community needs and priorities. Meaningful community engagement was vital for aligning property management decisions with local needs and preferences. However, low levels of citizen participation often impeded effective governance, hindering the formulation of inclusive and responsive policies.

The City Government of Calamba is recently implementing the one-time cleansing of all Property, Plant and Equipment account balances, as mandated by the Commission on Audit. The local government unit created an inventory committee/team to lead the implementation of this program. During the actual counting, the committee noticed the lack in the management of government property. Section 2 of PD no. 1445 otherwise known as the State Auditing of the Philippines states that "all resources of the government shall be managed, expended or utilized by laws, rules, regulations, and safeguarded against loss or wastage." Hence, government employees must understand the importance of proper management of government property.

In essence, addressing these challenges is paramount for local governments, particularly in Calamba City, to realize their potential as engines of sustainable development and providers of essential public services. By acknowledging and confronting these hurdles head-on, policymakers can pave the way for more efficient and equitable management of local government properties, ultimately benefiting the entire community.

2.0 Methodology

2.1 Research Design

The study utilized a descriptive correlational method employing a quantitative research design. Aya et al. (2022) emphasized that the descriptive correlational approach was appropriate when the goal of the research was to assess relationships. The approach enabled researchers to describe the nature and strength of relationships between variables, as well as identify the factors that influenced the relationships. The approach was particularly useful when the focus was on exploring relationships between variables rather than establishing causality. In the context of the study, the use of a descriptive correlational approach allowed the researcher to identify and describe the relationship between property management practices and cost measures efficiency.

2.2 Research Participants

The respondents for this study included two groups: department heads and employees of the Calamba City government who were directly involved in the management of government properties and had sufficient knowledge and experience in the subject matter. The selection of respondents was based on their job titles and responsibilities in the management of government properties. The Heads group consisted of 20 individuals, representing approximately 15% of the total population of 29 heads in the City Government of Calamba. These heads, including Property Management Officers, were selected based on their leadership roles and direct involvement in overseeing the management of government properties. On the other hand, the Employees group comprised 114 individuals, accounting for around 85% of the total population of 161 employees in various offices of the City Government of Calamba.

2.3 Research Instrument

The survey instrument was researcher-made questionnaire to align closely with the study's objectives and research inquiries. Drawing from the specific context of Calamba, Laguna City Government, the questionnaire encompassed inquiries into various facets of local government property management practices implementation and cost measures efficiency.

2.4 Data Gathering Procedure

Personal administration of the survey questionnaire by the researcher was crucial to the process. Each respondent was approached respectfully, and the purpose and procedures of the study were explained clearly before obtaining their informed consent to participate. It was emphasized that participation in the survey was voluntary, and respondents were assured that their decision to participate or not would not affect their standing within the organization. The survey questionnaire was administered in various locations within the City Government of Calamba, strategically to reach the targeted respondents efficiently. These sites included government offices and facilities where employees involved in property management were typically stationed.

2.5 Data Analysis Procedure

Once the data were collected, they were carefully compiled and organized for analysis. The assistance of statisticians was sought to perform quantitative analysis using appropriate statistical methods, such as descriptive statistics, correlation analysis, and regression analysis, to answer the research questions effectively. Furthermore, the study analyzed the data using statistical tools such as descriptive statistics, inferential statistics, and correlation analysis. Descriptive statistic (the mean), were used to summarize and describe the data, while inferential statistics (paired t-test) were used to test hypotheses and draw conclusions about the population based on the sample data. Correlation analysis (the Pearson Product Moment Correlation Coefficient) was used to determine the relationship between property management practices and cost efficiency.

2.6 Ethical Considerations

In conducting this study, ethical considerations were paramount to ensure the integrity and credibility of the research. Adhering to the ethical guidelines outlined in the Research Manual of Laguna College of Business and Arts, the study prioritized the welfare and rights of all participants involved. To begin with, explicit consent was obtained from all participants through an "Informed Consent" letter, which provided comprehensive information about the study's purpose, procedures, potential risks and benefits, and participants' rights. This allowed participants, including those responding to the survey questionnaire, to make informed decisions regarding their involvement. Moreover, measures were implemented to safeguard the confidentiality and anonymity of participants' personal information, responses, and identities in compliance with the Data Privacy Act of 2012. This ensured that participants felt secure in sharing their perspectives without fear of disclosure. Participants were assured of the voluntary nature of their participation, with no coercion or pressure exerted upon them to participate in the study. They were explicitly informed of their right to withdraw from the study at any point without facing repercussions. Additionally, steps were taken to avoid potential harm to participants, including avoiding sensitive questions and ensuring that the study did not cause emotional distress or harm to individuals or the broader community. Finally, an Institutional Review Board (IRB) or Ethics Committee sought approval based on institutional policies. This oversight ensured that the research design and procedures adhered to ethical standards and complied with relevant regulations. Through meticulous attention to these ethical considerations, the study upheld the highest standards of research integrity, fostering a conducive environment for the welfare and rights of all participants involved.

3.0 Results and Discussion

3.1 Level of Implementation of Property Management Practices in the City Government of Calamba

In terms of Planning

Table 1. Descriptive statistics of the level of implementation of PMP in the city government of calamba in terms of planning

Indicators	Heads		Employees		Composite	
The local government unit …	**Mean**	**Interp.**	**Mean**	**Interp.**	**Mean**	**Interp.**
1. Comprehensive and achievable.	3.50	FI	3.31	FI	3.41	FI
2. Consistent with City Development Plan	3.50	FI	3.24	I	3.37	FI
3. Ensures accountability pursuant to law.	3.58	FI	3.41	FI	3.50	FI
4. Addresses the current and future need of the city.	3.42	FI	3.27	FI	3.35	FI
5. Ensures stakeholders participation and accountability.	3.25	FI	3.23	I	3.24	I
6. Ensures the proper allocation of fund.	3.75	FI	3.29	FI	3.52	FI
General Assessment	**3. 50**	**FI**	**3.29**	**FI**	**3.40**	**FI**

Legend: 3.25-4.00 Strongly Agree - Fully Implemented (FI) 2.50-3.24 Agree – Implemented (I)
1.75-2.49 Disagree - Slightly Implemented (SI) 1.00-1.74 Strongly Disagree - Not Implemented (NI)

Planning was Fully Implemented (3.40). The Property Management Plan of the local government unit "ensures the proper allocation of funds" yielded the highest composite mean score of 3.52 interpreted as Fully Implemented. On the other hand, the Property Management Plan of the local government unit "ensures stakeholders' participation and accountability" received the lowest composite mean score of responses with 3.24 and was interpreted as Implemented. These findings imply that the city government has effectively allocated funds in line with its property management plan, indicating a robust financial management system. They ensure that the right amount of funds is set aside to acquire, use, maintenance of property, and dispose of assets. And make sure that all budget is utilized to proper allocation.

It was like what Huang et al. (2019) mentioned when they emphasized the importance of efficient planning in local government property management. They argued that the use of a systematic planning approach can help local governments identify and prioritize the areas that require attention, such as maintenance and repairs, and allocate resources more effectively. The authors suggested that local government property management should be based on a comprehensive and strategic plan that considers the needs of stakeholders, the available resources, and the long-term objectives of the organization.

In terms of Acquisition

Table 2. Descriptive statistics of the level of implementation of PMP in the city government of calamba in terms of acquisition

Indicators	Heads		Employees		Composite	
The local government unit …	**Mean**	**Interp.**	**Mean**	**Interp.**	**Mean**	**Interp.**
1. Practices life cycle costing in asset acquisition.	2.83	I	3.10	I	2.97	I
2. Carefully sets and selects specification of assets to be procured.	3.25	FI	3.20	I	3.23	I
3. Conducts thorough analysis of the value and sustainability of assets to be procured.	3.21	I	3.14	I	3.18	I
4. Ensures property acquisition process is transparent or open to public scrutiny.	3.50	FI	3.25	FI	3.38	FI
5. Ensures property acquisition process is compliant with rules and regulation.	3.58	FI	3.36	FI	3.47	FI
6. Acquires the properties with adequate resources such as budget, personnel, and tools.	3.46	FI	3.37	FI	3.42	FI
General Assessment	**3.31**	**FI**	**3.24**	**FI**	**3.28**	**FI**

Acquisition was Fully Implemented (3.28). Notably, among the indicators, "the property acquisition process's compliance with rules and regulations" achieved the highest composite mean score of 3.47, indicating Full

Implementation. Conversely, "the practice of life cycle costing in asset acquisition" garnered the lowest composite mean score of responses at 2.97, interpreted as Implemented.

This implies that the City Government of Calamba is committed to acting following legal standards and regulatory requirements in its property acquisition processes. Following the rules and regulations of the city government exhibits transparency and accountability in the process of acquiring property and also nurtures the public trust in the city government's operations. The City Government of Calamba demonstrates commendable adherence to regulatory standards in property acquisition, there is a clear opportunity for improvement in integrating life cycle costing practices.

The above findings support what Reiner et al. (2019) mentioned that another important factor affecting the acquisition process was the legal framework. The authors emphasized the importance of legal and regulatory frameworks in local government property acquisition. They argued that clear and transparent regulations were necessary to ensure that the acquisition process was fair and equitable. Moreover, they suggested that local governments should engage with their communities to ensure that the acquisition process was inclusive and considered the needs and interests of all stakeholders.

In terms of Utilization

Table 3. Descriptive statistics of the level of implementation of PMP in the city government of calamba in terms of utilization

Indicators	Heads		Employees		Composite	
The local government unit …	**Mean**	**Interp.**	**Mean**	**Interp.**	**Mean**	**Interp.**
1. Utilizes the properties procured for their intended purposes and identifies the unused and underutilized properties.	3.38	FI	3.20	I	3.29	FI
2. Provides a clear process for the utilization of government properties.	3.25	FI	3.24	I	3.25	FI
3. Conducts regular monitoring of assets utilization and implements corrective action when necessary.	3.25	FI	3.18	I	3.22	I
4. Ensures that properties are located in proper places.	3.13	I	3.20	I	3.17	I
5. Utilizes properties with adequate resources such as budget, personnel, and tools.	3.46	FI	3.35	FI	3.41	FI
6. Promotes cost efficiency in the use of local government properties.	3.29	FI	3.11	I	3.20	I
General Assessment	**3.29**	**FI**	**3.21**	**I**	**3.25**	**FI**

Utilization was Fully Implemented (3.25). Among the indicators, "utilizing properties with adequate resources" received the highest composite mean score of 3.41, indicating Full Implementation. Conversely, "ensuring that properties are located in proper places" received the lowest composite mean of 3.17, interpreted as Implemented. This connotes that the city government effectively utilizes properties procured for their intended purposes, but there are challenges in ensuring that properties are situated in suitable locations. The City Government of Calamba demonstrates commendable effectiveness in utilizing properties and ensuring resource availability, however, there is lacking proper placement of the property.

According to Aryee et al. (2019), optimal utilization of local government property required the establishment of clear policies and guidelines for the use of the assets. The study recommended the development of a comprehensive asset management plan to guide the utilization of local government property and promote accountability Furthermore, Yudiarto (2020) claimed that one of the challenges encountered by the Pandeglang Regency Government in managing asset management was the disarray in handling asset data during their use and utilization. This situation created difficulties for regional authorities in accurately assessing their asset inventory, leading to suboptimal utilization. Yudiarto's study investigated the impact of asset inventory, legal audits, asset valuation, asset supervision, and asset control on maximizing the use of fixed assets in the Pandeglang Regency. The research revealed a partial influence of 13.15% from asset inventory, 15.75% from legal audits, 21.84% from asset valuation, and 20.59% from asset supervision and control on optimizing fixed asset utilization. Additionally, a significant combined influence of 71.3% was observed. Yudiarto recommended that local governments implement an asset management information system for fixed asset utilization and conduct inventories every five years to ensure accurate accounting of regional property data during both use and utilization.

In terms of Maintenance

Table 4. Descriptive statistics of the level of implementation of PMP in the city government of calamba in terms of maintenance

Indicators	Heads		Employees		Composite	
The local government unit …	**Mean**	**Interp.**	**Mean**	**Interp.**	**Mean**	**Interp.**
1. Identifies properties that require maintenance or repair in an organized manner.	3.04	I	3.16	I	3.10	FI
2. Schedules the maintenance and repair of properties reasonably and realistically.	3.13	I	3.16	I	3.15	FI
3. Ensures an adequate budget, personnel and tools for property maintenance and repair.	3.29	FI	3.24	I	3.27	FI
4. Reviews and updates regularly the conduct of maintenance or repair of all properties.	3.13	I	3.08	I	3.11	I
5. Ensures a clear policy for conducting regular inspections or preventive maintenance to prolong the life of properties.	3.17	I	3.14	I	3.16	I
6. Minimizes the need for major repairs or replacements to properties.	3.00	I	3.07	I	3.04	I
General Assessment	**3.13**	**I**	**3.14**	**I**	**3.14**	**I**

Maintenance was Implemented (3.14). Among the indicators, "ensuring an adequate budget, personnel, and tools for property maintenance and repair" attained the highest composite mean score of 3.27, indicating Full Implementation. Conversely, "the minimization of the need for major repairs or replacements to properties" received the lowest composite mean score of 3.04, interpreted as Implemented. This implies that ensuring an adequate budget, personnel, and tools for property maintenance and repair underscores the city government's commitment to allocating resources effectively to maintain its properties. This allocation not only facilitates timely maintenance and repairs but also enhances the longevity and functionality of the city's assets. The City Government of Calamba demonstrates commendable efforts in allocating resources for property maintenance and repair, however lacks in the minimization for major repairs or replacements to properties.

On the contrary, Khairi et al. (2019) stressed the need for local governments to implement a comprehensive maintenance strategy that considered the type of assets, age, condition, and usage. They argued that an effective maintenance strategy should involve regular inspection and assessment of assets, prioritization of maintenance activities based on criticality, and the use of appropriate maintenance techniques and tools. Similarly, Panganiban et al. (2019) also emphasized the importance of preventive maintenance in local government property management. The authors noted that preventive maintenance not only reduced downtime and repair costs but also improved safety and extended the asset's life. The study recommended the use of computerized maintenance management systems (CMMS) to facilitate the implementation of preventive maintenance activities and improve maintenance planning and scheduling. Henceforth, effective maintenance was an essential component of local government property management, and its implementation can lead to significant cost savings and improved asset performance.

In terms of Disposal of Public Assets

Table 5. Descriptive statistics of the level of implementation of PMP in the city government of calamba in terms of disposal of public assets

Indicators	Heads		Employees		Composite	
The local government unit …	**Mean**	**Interp.**	**Mean**	**Interp.**	**Mean**	**Interp.**
1. Sets an acceptable clear policy for the disposal of public assets that are no longer needed.	3.08	I	3.20	I	3.14	I
2. Implements and transparently processes the disposal of public assets.	3.25	FI	3.19	I	3.22	I
3. Identifies the assets that can be disposed in well manner.	3.17	I	3.26	FI	3.22	I
4. Implements the disposal of public assets in accordance with applicable laws or regulations.	3.46	FI	3.31	FI	3.39	FI
5. Practices recycling, repurposing and sale in the disposal of public assets.	3.00	I	3.03	I	3.02	I
6. Provides adequate resources such as budget, personnel and tools in disposing public asset.	3.29	FI	3.21	I	3.25	FI
General Assessment	**3.21**	**I**	**3.20**	**I**	**3.21**	**I**

Disposal of Public Assets was Implemented (3.21). Among the indicators, "implementing the disposal of public assets in accordance with applicable laws or regulations" obtained the highest composite mean score of 3.39, indicating Full Implementation. Conversely, “practicing recycling, repurposing, and sale in the disposal of public assets” received the lowest composite mean score of 3.02, interpreted as Implemented.

This means that the high score in implementing the disposal of public assets under applicable laws or regulations underscores the city government's commitment to adhering to legal requirements and regulatory frameworks in asset disposal processes. This adherence promotes transparency, accountability, and compliance with established procedures, mitigating the risk of legal issues or irregularities in asset disposal activities. The City Government of Calamba demonstrates diligence in ensuring legal compliance in asset disposal.

The above findings were similar to the study by Ochieng et al. (2020) which emphasized the need for local governments to adopt environmentally sustainable disposal practices in line with global sustainability goals. The study recommended the adoption of green disposal practices such as recycling and reusing assets as a way of reducing waste and minimizing environmental impact.

In support of the above claims, Obicci et al. (2021) emphasized the significance of asset disposal as a critical phase in the procurement cycle within public organizations. They noted that while asset disposal was often viewed as the final stage in the lifecycle of assets, it held substantial potential for embedding reusable value into assets at the end of their use. Despite being commonly associated with failures in the public procurement process, asset disposal presented ample opportunities for advancing sustainable procurement practices. The study highlighted the critical role of strategic assets management, planning for asset disposal, and the selection of disposal mechanisms as key enablers for the successful disposal of public assets and underscored their significance in promoting sustainable procurement practices.

3.2 Level of Efficiency of Cost Measures in the City Government of Calamba

In terms of Funding

Table 6. Descriptive statistics of the level of efficiency of cost measures in the City Government of Calamba in terms of funding

Indicators	Heads		Employees		Composite	
The local government unit …	**Mean**	**Interp.**	**Mean**	**Interp.**	**Mean**	**Interp.**
1. Provides enough funds to support the city financial needs.	3.67	HE	3.49	HE	3.58	HE
2. Secures cost efficiency through proper allocation of funds for specific purposes especially in procuring government properties.	3.50	HE	3.20	E	3.35	HE
3. Ensures enough funds for the implementation of property management practices.	3.33	HE	3.31	HE	3.32	HE
4. Addresses funding gaps in property management practices through availability of alternative funding sources: e.g. grants, partnerships, loans.	3.21	E	3.27	HE	3.24	E
5. Makes effort to increase funding.	3.13	E	3.28	HE	3.21	E
6. Establishes credible identity to secure funds from stakeholders and investors.	3.08	E	3.21	E	3.15	E
General Assessment	**3.32**	**HE**	**3.30**	**HE**	**3.31**	**HE**

Funding was Highly Efficient (3.31). Among the indicators “providing enough funds to support the city's financial needs” obtained the highest composite mean score of 3.58, indicating Highly Efficient. Conversely, “establishing a credible identity to secure funds from stakeholders and investors” received the lowest composite mean score of 3.15, interpreted as Efficient.

The city government's success in ensuring adequate financial resources to address various operational requirements and initiatives. This financial stability enhances the city's capacity to implement essential programs and services effectively, contributing to overall organizational efficiency. The results reflect the city government's success in ensuring adequate financial resources to address various operational requirements and initiatives. This financial stability enhances the city's capacity to implement essential programs and services effectively, contributing to overall organizational efficiency. The City Government of Calamba demonstrates efficiency in providing financial support for its operations.

This was similar to what Rahman and Khan (2020), cost efficiency was essential in local government operations because it enabled local governments to allocate resources effectively and efficiently. The authors distinguished that effective allocation of resources was crucial in ensuring that local governments meet their financial obligations while providing quality services to citizens. On the contrary, De Silva et al. (2019) mentioned that local governments face several challenges in managing their finances and delivering services to their constituents. One of the key challenges was to achieve cost efficiency in their operations while ensuring adequate funding to meet the needs of the community.

In terms of Technology

Table 7. Descriptive statistics of the level of efficiency of cost measures in the City Government of Calamba in terms of technology

Indicators	Heads		Employees		Composite	
The local government unit …	**Mean**	**Interp.**	**Mean**	**Interp.**	**Mean**	**Interp.**
1. Uses technology in managing the properties; e.g. property management software, mobile applications.	3.46	HE	3.20	E	3.33	HE
2. Ensures enough and latest technology for the implementation of property management practices.	3.42	HE	3.11	E	3.27	HE
3. Provides technology training to its employees to help improve the implementation of property management practices.	3.29	HE	3.16	E	3.23	E
4. Ensures proper communication and coordination among departments through the use of modern technology in property management practices.	3.33	HE	3.13	E	3.23	E
5. Help improve the cost efficiency of property management practices by upgrading and modernizing technology.	3.42	HE	3.17	E	3.30	HE
6. Ensures the level of investment in technology for property management practices is sufficient to meet the needs of the local community.	3.38	HE	3.15	E	3.27	HE
General Assessment	**3.38**	**HE**	**3.15**	**E**	**3.27**	**HE**

Technology was Highly Efficient (3.27). Among the indicators, “use of technology in managing properties, such as property management software and mobile applications”, had the highest composite mean score of 3.33, interpreted as Highly Efficient. However, “ensuring enough and latest technology for the implementation of property management practices and providing technology training to employees” both received the lowest composite mean scores of 3.27, interpreted as Efficient.

The disparity in scores indicates a mixed level of efficiency in technology utilization for property management practices within the City Government of Calamba. While the city government excels in using technology for property management tasks. The city government demonstrates a commendable level of efficiency in certain aspects of technology utilization, particularly in managing properties using advanced tools.

This was parallel to what Alhassan and Adzawla (2019) mentioned that technology played a significant role in achieving cost efficiency in local government operations. The study emphasized the need for local governments to adopt modern technology in their operations to improve service delivery, reduce operational costs, and promote transparency. Nkansah and Osei-Akoto (2019) also highlighted the importance of technology in improving the efficiency and effectiveness of local government operations. They contended that the adoption of technology can lead to a reduction in transaction costs, increase revenue collection, and improve service delivery.

In terms of Skilled Personnel

Table 8. Descriptive statistics of the level of efficiency of cost measures in the City Government of Calamba in terms of skilled personnel

Indicators	Heads		Employees		Composite	
The local government unit …	**Mean**	**Interp.**	**Mean**	**Interp.**	**Mean**	**Interp.**
1. Ensures availability of skilled personnel in property management.	3.46	HE	3.19	E	3.36	HE
2. Ensures enough number of skilled personnel to implement the property management practices.	3.42	HE	3.14	E	3.28	HE
3. Regularly updates the size and capacity of available skilled personnel involved in property management.	3.25	HE	3.07	E	3.16	E
4. Regularly provides capacity building for property management personnel based on Civil Service Commission and office needed.	3.25	HE	3.11	E	3.18	E
5. Helps improve and updates the skills of personnel in property management practices with the availability of training and development programs.	3.21	E	3.14	E	3.18	E
6. Provides incentives to performing and outstanding personnel in property management of the city.	3.17	E	3.05	E	3.11	E
General Assessment	**3.29**	**HE**	**3.12**	**E**	**3.21**	**E**

The results imply that the City Government of Calamba has generally performed well in ensuring the availability and capacity of skilled personnel for property management practices. This means that the city government excels in ensuring the availability and capacity of skilled personnel for property management. This supported the study of Rambe and Rambe (2019), that skilled personnel were crucial for the effective and efficient delivery of public services by local governments. They disputed that investing in the recruitment, training, and development of skilled personnel can result in cost savings in the long run. Skilled personnel can perform their duties more efficiently, reducing the need for additional staff, and enhancing service delivery. In addition, Adeyemo et al. (2020) highlighted the importance of skilled personnel in promoting cost efficiency in local government operations. They claimed that the use of skilled personnel led to the optimization of available resources, improved decision-making, and the adoption of best practices, resulting in significant cost savings.

3.3 Difference in the Assessments Between the Heads and Employees Regarding the Level of Implementation of Property Management Practices and the Level of Efficiency of Controlling the Cost in the City Government of Calamba

Table 9. Analysis for the difference between the assessment of the heads and employees regarding the level of implementation of property management practices and the level of efficiency of controlling the cost in the City Government of Calamba

Variables	t test	P value	Remarks	Decision
Planning	1.685	0.094	Not Significant	Accept Ho
Acquisition	0.740	0.463	Not Significant	Accept Ho
Utilization	0.841	0.404	Not Significant	Accept Ho
Maintenance	0.189	0.851	Not Significant	Accept Ho
Disposal	0.069	0.959	Not Significant	Accept Ho
Funding	0.301	0.764	Not Significant	Accept Ho
Technology	2.033	0.098	Not Significant	Accept Ho
Skilled Personnel	1.429	0.216	Not Significant	Accept Ho

There was no significant difference in the assessment between heads and employees regarding both the level of implementation of property management practices and the efficiency of controlling costs in the City Government of Calamba. The variables examined include Planning, Acquisition, Utilization, Maintenance, Disposal, Funding, Technology, and Skilled Personnel. The t-test results yielded p-values from 0.094-0.959 which were greater than 0.05, indicating that the differences in assessment between heads and employees were not statistically significant. As a result, the null hypothesis (Ho) was accepted for all variables.

This implies that both groups are closely working with each other. The heads and employees of the City Government of Calamba are well-versed in the existing policies, rules, and regulations for the implementation of property management practices in the city government. They generally perceived the implementation and efficiency similarly. This suggests a level of consensus or alignment in their perceptions, indicating a harmonious understanding of property management practices and cost control measures within the organization. Such alignment can facilitate smoother implementation processes and more effective decision-making, contributing to overall organizational efficiency and effectiveness in property management and cost control.

In contrast, Bañez and Jandugan (2019) discovered that in the Philippines property management had a significant impact on the cost efficiency of LGUs. The study found that property management practices such as asset inventory, monitoring and maintenance, and regular property assessment contributed to cost savings and higher efficiency in LGUs. The authors recommended that LGUs should prioritize property management in their planning and budgeting process to achieve higher cost efficiency.
In the same light, Akinwale et al. (2021) also agreed that effective property management significantly reduced operating costs and increased revenue for local government units. The authors revealed that the impact of city government property management on cost efficiency was significant.

3.4 Relationship Between the Level of Implementation of Property Management Practices and the Efficiency of Cost Measures in the City Government of Calamba

There was a significant relationship between the level of implementation of Property Management Practices and level of efficiency of cost measures in the City Government of Calamba. In terms of Planning, a significant relationship was found with Funding (r = .765, p = .000), Technology (r = .734, p = .000), and Skilled Personnel (r

= .776, p = .000). In terms of Acquisition, a significant relationship was found with Funding (r = .776, p = .000), Technology (r = .744, p = .000), and Skilled Personnel (r = .742, p = .000). In terms of Utilization, a significant relationship was found with Funding (r = .808, p = .000), Technology (r = .795, p = .000), and Skilled Personnel (r = .774, p = .000). In terms of Maintenance, a significant relationship was found with Funding (r = .770, p = .000), Technology (r = .721, p = .000), and Skilled Personnel (r = .708, p = .000). In terms of Disposal of Public Asset, a significant relationship was found with Funding (r = .602, p = .000), Technology (r = .711, p = .000), and Skilled Personnel (r = .686, p = .000). All results lead to the rejection of the null hypothesis.

Table 10. Analysis for the relationship between the level of implementation of property management practices and the level of efficiency of cost measures in the City Government of Calamba

Management Practices	Efficiency of Cost Measures	r value	p value	Remarks	Decision
Planning	Funding	.765**	.000	Significant	Reject Ho
	Technology	.734**	.000	Significant	Reject Ho
	Skilled Personnel	.776**	.000	Significant	Reject Ho
Acquisition	Funding	.744**	.000	Significant	Reject Ho
	Technology	.742**	.000	Significant	Reject Ho
	Skilled Personnel	.786**	.000	Significant	Reject Ho
Utilization	Funding	.808**	.000	Significant	Reject Ho
	Technology	.795**	.000	Significant	Reject Ho
	Skilled Personnel	.774**	.000	Significant	Reject Ho
Maintenance	Funding	.770**	.000	Significant	Reject Ho
	Technology	.721**	.000	Significant	Reject Ho
	Skilled Personnel	.708**	.000	Significant	Reject Ho
Disposal of Public Assets	Funding	.602**	.000	Significant	Reject Ho
	Technology	.711**	.000	Significant	Reject Ho
	Skilled Personnel	.686**	.000	Significant	Reject Ho

There was a strong relationship between the level of implementation of property management practices and the level of efficiency of cost measures in the City Government of Calamba as evidenced by their 4-values ranging from 0.602 to 0.808. This means that the higher the level of implementation of property management practices, the higher the cost measures efficiency, and the lower the level; of implementation of property management practices, the lower the cost measure efficiency in the City Government of Calamba. This underscores the importance of strategic resource allocation, technological advancement, and human resource management in achieving cost efficiency and effective property management within the organization.

This was similar to what Chen and Goh (2019) revealed that property management practices had a significant relationship with the cost efficiency of the government. The study revealed that LGUs with better property management practices had higher cost efficiency, and this can be attributed to the optimization of resources and reduction of wastage. The authors emphasized the importance of property management in public sector efficiency and urged LGUs to invest in improving their property management practices. Hence, the efficient management of government property can have a significant impact on the cost measures efficiency of local government units.

3.5 Proposed Action

Based on the findings of the study, several areas for improvement have been identified within the property management practices implementation and cost measures efficiency in the City Government of Calamba. Notably, the maintenance of properties emerged as an area that requires attention, The findings suggest that while certain aspects of property management practices and cost measures efficiency are functioning adequately, there are opportunities for enhancement in the areas of maintenance and asset disposal. Specifically, measures should be implemented to streamline maintenance processes, ensuring that properties are adequately cared for and that any necessary repairs or upkeep are conducted promptly. Similarly, strategies should be devised to optimize the disposal of public assets, ensuring that resources are utilized efficiently and that assets are properly managed throughout their lifecycle.

The proposed action plan was entitled: "Strengthening the Property Management Practices and Promoting Cost Efficiency in the City Government of Calamba". The general objectives of the program are to address these areas of concern in the City Government of Calamba, improve its overall property management practices and enhance cost measures efficiency, ultimately leading to more effective and sustainable governance.

Table 11. Proposed action plan for enhancing property management practices in the city government of calamba

Key Result Areas/ Areas of Concern	Indicator with Lowest Scores	Goals/ Objectives	Plans and Programs	Time Frame	Persons Involved	Success Indicators
Maintenance	▪ Minimizes the need for major repairs or replacements to properties.	▪ Improve the maintenance processes for government properties to ensure their optimal condition and longevity.	1. Conduct a comprehensive assessment of properties to identify maintenance needs and prioritize tasks. 2. Develop a maintenance schedule and protocols for regular upkeep and preventive measures. 3. Allocate resources for maintenance activities, including budget, personnel, and tools.	Within 6-12 months	Property Management Department, Facilities Management Team	▪ Decrease in the number of maintenance-related issues reported. ▪ Increase in property lifespan and functionality.
Disposal of Public Assets	▪ Practice recycling, repurposing and sale in the disposal of public asset.	▪ Enhance the efficiency and transparency of the disposal process for public assets that are no longer needed or in use.	1. Review and update the existing policy and procedures for the disposal of public assets. 2. Implement transparent and standardized processes for asset disposal, including documentation and approval mechanisms. 3. Explore opportunities for recycling, repurposing, or sale of assets to maximize value and minimize waste.	Within 6-12 months	Property Management Department, Legal Department, Finance Department	▪ Reduction in unused or underutilized assets. ▪ Increased revenue generation from asset disposal activities.
Skilled Personnel	▪ Provides incentives to performing and outstanding personnel in property management of the city.	▪ Enhance the skills and capabilities of personnel involved in property management to improve overall efficiency and effectiveness.	1. Conduct a skills assessment of personnel to identify training needs and areas for development. 2. Develop and implement a training program tailored to address identified skill gaps, covering areas such as asset management, regulatory compliance, and technological proficiency. 3. Provide incentives and recognition programs to motivate personnel and encourage continuous improvement.	Within 6-12 months	Human Resources Department, Training and Development Team, Property Management Department	▪ Increase in the level of expertise and proficiency among property management personnel. - Improved employee satisfaction and engagement levels.

4.0 Conclusion

Based on the study's results, a range of conclusions have been drawn. These conclusions provide crucial insights and implications obtained from a meticulous examination of the data, providing a comprehensive grasp of the research subject.

1. That the implementation of property management practices within the City Government of Calamba demonstrates high level of implementation. The City Government of Calamba allocated enough funds to support the property management plan, ensuring compliance with laws and regulatory requirement in acquiring property, effectively utilizes properties procured for its intended purposes, secures adequate budget, personnel and tools for the maintenance and repair of properties and implements transparently the process of disposal of public assets. The offices involved in the implementation of Property Management Practices may undertake targeted interventions to address the identified disparities. There is a need to enhance stakeholder engagements and accountability mechanisms, improve and consider the full life cycle costs of assets during the acquisition process, address challenges related to property location to optimize property utilization, strengthen regular preventive maintenance to help mitigate the occurrence of major repairs and adopting more sustainable disposal method such as recycling and repurposing.

2. That the assessment of efficiency of cost measures in the City Government of Calamba shows a high level of efficiency. The City Government of Calamba ensures adequate financial resources are available to supports operational activities, available technology is utilized and ensures the availability and capacity of skilled personnel for property management practices. These findings underscore the importance to sustained efficiency and effectiveness in governance and service provision. The City Government of Calamba may strengthen the communication and engagement efforts with the stakeholders and investors to enhance the city government

efforts in securing funds, ensuring that they have access to the latest technology, providing comprehensive latest technology training to employees, and addressing the need for more robust incentive mechanism to further boost employee morale and performance. By instituting these recommendations enhances the overall efficiency and effective property management practices, ultimately contributing to better service delivery, communication satisfaction, and benefiting the community.

3. That the heads and employees of the City Government of Calamba generally perceived the implementation and efficiency similarly, indicates a positive organizational culture and harmonious understanding of property management practices and cost control measures within the organization. By maintaining open channels of communication and encouraging collaboration between heads and employees, the organization can leverage diverse perspectives and insights to address challenges and identify opportunities for improvement more effectively.

4. That the good implementation of property management practices had a positive influence to the efficiency of cost measures in the City Government of Calamba. This underscores the importance of strategic resource allocation, technological advancement and human resource management in achieving cost efficiency and effective property management within the organization. The City Government of Calamba may adopt an integrated approach to organizational management. This involves aligning property management strategies with cost measures efficiency to ensure that resources are utilized optimally and in line with organizational objectives. Key stakeholders, including department heads, employees, and property management officers, should collaborate closely to develop and implement integrated management plans that prioritize both effective property management and cost-effectiveness.

5. That the proposed action plan offers a structured framework to tackle significant concerns and attain objectives concerning property management practices and cost measures within the City Government of Calamba is paramount. By delineating specific actions and strategies, this plan aims to address identified challenges effectively and enhance overall performance in property management practices and cost measures efficiency. Systematically implementing this action plan can lead to tangible improvements in organizational operations and outcomes, fostering greater sustainability and success for the City Government of Calamba.

6. Future research in the domain of property management practices implementation and cost measures efficiency within local government contexts should prioritize several key avenues. Longitudinal studies tracking the implementation of property management practices and cost measures efficiency over time could provide valuable insights into their sustainability and effectiveness. Comparative analyses between different local government units can help identify best practices and transferable lessons.

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