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Assessing the financial management performance of Sulu State College: Teachers' perspective

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ABSTRACT

The research study entitled "Assessing the Financial Management Performance of Sulu State College: Teachers' Perspective" answered the following questions:1. What is the demographic profile of faculty-respondents in terms of gender, age, status of appointment, length of service, and educational attainment? 2. What is the level of financial management performance of Sulu State College as assessed by the faculty in the context of performance measurement system, public accountability, and organizational performance? 3. Is there a significant difference in the level of financial management performance of Sulu State College as assessed by the faculty when data are grouped according to gender, age, status of appointment, length of service, and educational attainment? 4. Is there a significant correlation among the sub-categories subsumed under the level of financial management performance of Sulu State College as assessed by the faculty? A descriptive research design method was employed in this study. Faculty of Sulu State College were the main source of data. This study was conducted at Sulu State College among the faculty assigned at the different colleges/academic departments during the Academic Year 2024-2025. A purposive sampling method was employed in this study. Representatives of one hundred (100) respondents was purposively chosen based on the availability of the employees. A survey questionnaire was the main instrument to be employed in gathering for data on the extent of the financial management performance as assessed by the faculty. This questionnaire was adapted and patterned from Tran & Nguyen (2020) Financial Management Performance Model. The research instrument used in this study consisted of two parts. Part I of the questionnaire focused on obtaining the demographic profile of the respondents. Part II will be geared towards obtaining data on the level of financial management performance as assessed by the faculty in terms of performance measurement system, public accountability, and organizational performance. Frequency counts and percentages were employed to determine the profile of respondents in research problem number one (1). Mean and standard deviation was employed to determine the level of financial management performance in research problem number two (2). t-test for independent samples were employed to determine the significant differences in the level of financial management performance when data are grouped according to gender, and One-way Analysis of Variance (ANOVA) was employed to determine the significant differences in the level of financial management performance when data are grouped according to profile in research problem number (3), and Pearson Product Moment Correlation Coefficient (Pearson's r) was employed to determine the significant correlation among the sub-categories subsumed under the financial management performance in research problem number (4). The demographic profile of the respondents showed that more than half of the teachers are female, between 30 years old and below, more than half are either contract service or casual, more than half are in service for at least 10 years and below, and half of them finished bachelor's degree with master's units. The respondents indicated always on performance management system and often on public accountability and organizational performance. The null hypothesis was accepted. There is no significant difference found in the level of financial management performance of Sulu State College as assessed by the faculty when data are grouped according to gender, age, status of appointment length of service, and educational attainment except on public accountability in terms of age and length of service. There is a moderate positive correlation between public accountability and organizational performance. No significant correlation was observed between performance measurement system and public accountability.

Keywords: financial management performance, faculty demographic profile, public accountability

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INTRODUCTION

For state colleges and universities, financial management performance is critical to their operational success, academic growth, and long-term sustainability. It is more than likely that the general public will have greater trust in public sector organizations if there is strong financial stewardship, accountability and transparency in the use of public funds (ACCA, 2010 in Cheruiyot et al., 2017).

Indeed, an educational institution like the Sulu State Colleges faces complex financial landscape, where balancing tuition revenue, government funding, research grants, and donations against the costs of employees' salaries, maintenance and operational expenses, academic programs, and student services is a continual challenge. Cheruiyot et al. (2017) affirmed that public financial management is a complex field with many new initiatives and relatively few successes to date. Budgetary control had a statistically significant effect on financial performance in public institutions of higher learning (Shitanda et al., 2016). A unit increase in control activities could result to increase in financial performance (Uwingabiye, 2019). Nevertheless, effective financial management ensures than an institution not only meets its immediate financial obligations but also invest in its future growth, academic excellence, and student success.

This research examines the financial management performance adopted by Sulu State College, with a focus on performance measurement system, public accountability, and organizational performance (Tran & Nguyen, 2020; Muguchia, 2018). In particular it explores how the college develops and executes strategies to manage its diverse revenues streams, allocate resources efficiently, and maintain financial stability in the face economic pressures. The study also addresses the role of governance, accountability, and strategic financial planning in shaping its financial health.

Through a detailed exploration of financial management performance, this research aimed to highlight the challenges and opportunities faced by Sulu State College in navigating the complexities of financial stewardship. Ultimately, the goal is to bridge the gap of knowledge that would provide valuable insights into how effective financial management fosters an environment conducive to academic achievement, institutional growth, and overall sustainability in the rapidly evolving landscape of higher education.

Statement of the problem

This study determined the level of financial management performance of Sulu State College as assessed by the faculty during the Academic Year 2024-2025. Specifically, it sought answers to the following questions:

1. What is the demographic profile of faculty-respondents in terms of gender, age, status of appointment, length of service, and educational attainment?
2. What is the level of financial management performance of Sulu State College as assessed by the faculty in the context of performance measurement system, public accountability, and organizational performance?
3. Is there a significant difference in the level of financial management performance of Sulu State College as assessed by the faculty when data are grouped according to gender, age, status of appointment, length of service, and educational attainment?
4. Is there a significant correlation among the sub-categories subsumed under the level of financial management performance of Sulu State College as assessed by the faculty?

METHODOLOGY

This study employed a descriptive research design, which provides a systematic approach to collecting, analyzing, and interpreting observed data. Descriptive research is well-suited for describing characteristics, quantifying variables, and discovering relationships to predict future phenomena based on current knowledge. In this context, the study aimed to describe the demographic profile of faculty members of Sulu State College in terms of gender, age, status of appointment, educational attainment, and length of service. It also sought to assess the level of financial management performance as perceived by the faculty, focusing on performance measurement systems, public accountability, and organizational performance. Furthermore, the study examined differences in financial management performance across demographic groups and investigated correlations among performance sub-categories.

The research was conducted at Sulu State College during the Academic Year 2024-2025, involving faculty members assigned to various academic departments and colleges. The concept of financial management performance was centered on three dimensions: performance measurement system, public accountability, and organizational performance. A purposive sampling technique was utilized to select a total of 100 faculty respondents based on their availability and to ensure representation across the key demographic variables of gender, age, status of appointment, educational attainment, and length of service. This sampling approach aimed to provide a focused yet representative sample relevant to the study's objectives.

Data collection was facilitated through a structured survey questionnaire adapted from the Financial Management Performance Model developed by Tran and Nguyen (2020). The questionnaire consisted of two parts: the first part gathered demographic information, while the second part contained an 18-item instrument measuring financial management performance across the three focal areas. Respondents rated each item using a five-point Likert scale ranging from "Never" to "Always." The original instrument was standardized and validated by Tran and Nguyen (2020) and subsequently reviewed for contextual suitability by two faculty experts from the Graduate Studies department of Sulu State College, ensuring both validity and reliability for the present study.

Prior to data collection, official permission was secured from the Office of the President and the Dean of Graduate Studies at Sulu State College. The researcher personally administered and retrieved the questionnaires, thereby ensuring consistency and control over the data gathering process. Ethical considerations were rigorously observed throughout the study, including safeguarding participant rights, ensuring voluntary informed consent, maintaining confidentiality and anonymity, and avoiding harm to respondents. Additionally, the study upheld principles of respect for dignity and rights, objectivity in analysis and interpretation, and obtained necessary ethics clearance in compliance with institutional requirements.

For data analysis, both descriptive and inferential statistical methods were applied appropriately to address the research questions. Frequency counts and percentages were used to profile the demographic characteristics of the respondents. The mean and standard deviation assessed the level of financial management performance. To determine significant differences in performance across groups, independent samples t-tests were applied for gender, while one-way Analysis of Variance (ANOVA) was used for age, status of appointment, educational attainment, and length of service. The Pearson Product Moment Correlation Coefficient (Pearson's r) examined relationships among the sub-categories of financial management performance. The results were interpreted using established rating scale intervals based on the five-point Likert scale, ranging from "Never" to "Always," to classify the frequency of observed behaviors and perceptions. This comprehensive methodological approach ensured that the study's findings were both robust and meaningful within the academic context.

RESULTS AND DISCUSSION

Demographic profile of the respondents

The demographic profile revealed that among the 100 faculty respondents, females comprised the majority with 56%, while males accounted for 44%, indicating a slight female predominance. Age distribution showed that most respondents, 64%, were aged 30 years and below, followed by 28% aged 31 to 40 years, with smaller proportions in older age groups. This suggests a predominantly younger faculty body. Regarding status of appointment, 51% of faculty members were employed on a contract or casual basis, whereas 32% held permanent positions and 17% temporary ones, highlighting a substantial proportion of non-permanent staff. In terms of length of service, 73% had served for 10 years or less, indicating a relatively less experienced faculty in terms of tenure. Educational attainment data showed that half of the respondents had a Bachelor's degree with units toward a Master's program, 21% held a Master's degree, and smaller percentages had attained higher academic qualifications, reflecting ongoing professional advancement among the faculty.

Respondents' level of financial management performance

When assessing the level of financial management performance, faculty responses regarding the Performance Measurement System yielded a high overall rating, with a total weighted mean of 4.52, categorized as "Always." Faculty strongly agreed that performance measures reflecting the quantity of products or services were consistently present, while measures related to outcome effects, though slightly less frequent, were still positively rated. This suggests that the college maintains effective performance measurement mechanisms focused on operational outputs, customer satisfaction, and service quality. In the realm of Public Accountability, the overall rating was "Often," with a weighted mean of 4.27. Faculty frequently observed accountability practices, particularly the assessment of how current operations affect future funding. However, some aspects, such as evaluating operational effectiveness and making funding representations, were perceived somewhat less often, though still regularly present. These findings indicate a robust commitment to accountability in financial practices. Regarding Organizational Performance, faculty assessments also averaged to "Often" with a mean of 4.36. High ratings were given to the attainment of production or service goals, reflecting consistent organizational success. Slightly lower ratings on work quality suggest room for further emphasis on accuracy and excellence in outputs, though overall organizational performance remains strong.

Difference in the level of financial management performance of Sulu State College as assessed by the faculty when data are grouped according to profile

Analysis of differences in financial management performance across demographic groups showed varied results. Grouping data by gender revealed no significant differences across the Performance Measurement System, Public Accountability, or Organizational Performance categories, indicating consistent perceptions regardless of gender. Similarly, grouping by status of appointment and educational attainment showed no significant differences, suggesting these demographic factors do not influence faculty perceptions of financial management performance. However, when grouped by age, significant differences emerged only in Public Accountability, with an F-value of 6.029 and p-value of 0.001, indicating that age affects faculty perceptions of accountability practices. Likewise, length of service influenced perceptions of Public Accountability significantly ($F = 5.088$, $p = 0.003$) but did not affect views on the other categories. These results imply that while most demographic variables do not impact perceptions of financial management performance, faculty age and tenure are relevant factors in assessing public accountability.

Relationship among the sub-categories subsumed under the level of financial management performance of Sulu State College as assessed by the faculty

Finally, the correlation analysis among the financial management sub-categories revealed a moderate positive correlation ($r = 0.356$, $p < 0.01$) between Public Accountability and Organizational Performance. This suggests that improvements in accountability practices are associated with better organizational outcomes. No significant correlations were observed between Performance Measurement System and either Public Accountability or Organizational Performance, indicating that performance measurement operates somewhat independently from the other aspects. Thus, while accountability and organizational performance are interlinked, performance measurement may represent a distinct dimension of financial management.

The study found that the majority of faculty respondents at Sulu State College were female, aged 30 years or younger, predominantly employed on a contract or casual basis, with most having served 10 years or less and pursuing further academic qualifications beyond a Bachelor’s degree. Faculty consistently indicated strong adherence to performance measurement systems and frequently observed public accountability and organizational performance practices in the college's financial management. The findings suggest that Sulu State College regularly practices financial management activities as perceived by its faculty.

Statistical analyses confirmed no significant differences in financial management performance perceptions across gender, status of appointment, and educational attainment, except for public accountability where differences were significant with respect to age and length of service. The observed moderate positive correlation between public accountability and organizational performance aligns with existing literature, which posits that accountability enhances organizational effectiveness and trust in the public sector. Overall, these findings support the theoretical model proposed by Tran and Nguyen (2020), highlighting the interconnected roles of performance measurement, accountability, and organizational outcomes in public sector financial management.

CONCLUSION

Based on the findings of this study, several conclusions can be drawn regarding the financial management performance of Sulu State College as assessed by its faculty. The demographic profile of the respondents reveals that the majority are female teachers who are predominantly young, with most aged 30 years and below. Additionally, more than half of the faculty members are not permanent employees, indicating a workforce largely composed of newly hired teachers, while about half are pursuing graduate studies, reflecting ongoing professional development. These demographic characteristics provide important context for understanding the faculty's perspectives on financial management practices.

The faculty consistently observe the implementation of performance measurement systems within the organization, as well as practices related to public accountability in the college's financial management. Furthermore, they frequently recognize positive organizational performance, suggesting that the institution maintains a generally effective financial management framework. However, perceptions of public accountability vary significantly based on age and length of service, with younger and newly hired teachers holding different views compared to their older and more experienced counterparts. This divergence highlights the influence of tenure and experience on faculty members' understanding and evaluation of accountability mechanisms.

Moreover, the study identified a moderate positive correlation between public accountability and organizational performance, indicating that improvements in accountability practices positively impact the overall performance of the organization. This relationship underscores the importance of fostering transparent and responsible financial management to enhance institutional effectiveness. Taken together, these conclusions suggest that while the college demonstrates strong financial management practices, attention to the diverse perceptions among faculty can further strengthen these efforts.

In light of these conclusions, several recommendations are proposed to improve the financial health and operational efficiency of the institution. It is advised to conduct a thorough review of expenses to identify opportunities for reduction and ensure prudent allocation of resources. Consolidating and managing business debt through effective strategies is also recommended to alleviate financial burdens. The adoption of automation software could streamline repetitive and administrative tasks, reducing paperwork and improving accuracy. Maintaining up-to-date accounting records is crucial to prevent financial losses due to missed or late payments. Finally, regular monitoring of the organization's financial position is essential to track progress and inform timely decision-making. Implementing these recommendations can contribute to enhanced financial management performance and sustained organizational success.

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