INTERNATIONAL JOURNAL OF RESEARCH AND INNOVATION IN SOCIAL SCIENCE (IJRISS)
ISSN No. 2454-6186 | DOI: 10.47772/IJRISS | Volume X Issue VI June 2026

Sugar Regulatory Administration: A Study on Departmental Effectiveness and Operational Transparency for Strategic Enhancement

Ted Freilan N. Bantad[1], Sharon A. Juance[2]

[1]Regulation Department Visayas, Sugar Regulatory Administration, Philippines

[2]Graduate School, La Carlota City College, Philippines

DOI: https://doi.org/10.47772/IJRISS.2026.100601145

Received: 28 June 2026; Accepted: 03 July 2026; Published: 13 July 2026

ABSTRACT

This study evaluated the effectiveness and operational transparency of the three major divisions under the Regulation Department Visayas of the Sugar Regulatory Administration (SRA): the Sugar Regulation and Enforcement Division (SRED), Licensing and Monitoring Division (LMD), and Laboratory Services Division (LSD). Anchored on the Bureaucratic and Systems Theories of Management, the research employed a descriptive-correlational design using a validated survey questionnaire administered to 65 Regulation Department Visayas personnel. Departmental effectiveness was examined using dimensions such as purpose, roles, processes, relationships, problem-solving, commitment, and learning, which yielded excellent results overall. Operational transparency was also assessed through participation, information-sharing, and accountability, resulting in a very high overall rating. Findings revealed no significant differences in perceptions of effectiveness and transparency when demographic characteristics, including age, sex, educational attainment, employment status, and length of service, or by division grouped respondents. However, a significant relationship between departmental effectiveness and operational transparency was established. The results highlight transparency's importance in enhancing organizational performance. The study aimed to identify performance gaps and support policy reforms and good governance initiatives within the SRA and other government agencies. It concludes with recommendations for improvement and reforms to promote sustainable development and public trust in the sugar industry.

Keywords: Sugar Regulatory Administration, Bureaucratic Theory, Operational Transparency, Departmental Effectiveness

INTRODUCTION

The Philippine sugar industry remains a vital component of the Philippine economy, providing millions of Filipinos with a source of livelihood as farmers, mill workers, traders, and agribusiness practitioners across the country. The Sugar Regulatory Administration (SRA) was created by Executive Order No. 18 in 1986 to help the sugar industry grow and succeed by regulating it, conducting research, and putting policies into action.

Tan and Olaore (2021) emphasized that departmental effectiveness and efficiency are essential for productivity, organizational stability, and overall success. When departments operate effectively, coordination within and across units improves, errors are reduced, and service delivery becomes more reliable—ultimately driving organizational growth and competitiveness.

Similarly, Alessandro et al. (2021) argued that governmental transparency fosters public trust by providing citizens with clear and accessible information. Transparency enables verification of government performance, thereby strengthening accountability and promoting integrity in public actions.

In recent years, the Sugar Regulatory Administration (SRA) has come under increasing public scrutiny, as its capacity to coordinate, manage resources, and make decisions that directly affect food security, economic stability, and the interests of sugar-dependent stakeholders has been questioned. This raises a critical issue: how effective and transparent are the divisions of the Regulation Department Visayas in managing their operations to fulfill the mandate of developing a sustainable and equitable sugar industry? Accordingly, this study sought to evaluate the Regulation Department's operational effectiveness and determine whether its practices foster transparency in service delivery to the sugar sector.

It is anticipated that this process will lead to a more efficient, accountable, and trustworthy SRA—one that earns stakeholders' confidence and ensures sustainable growth in the sugar industry.

Beyond organizational effectiveness, the study also holds social value by emphasizing transparency, accountability, and service quality in public sector governance. It highlights the strengths and weaknesses of the Regulation Department Visayas, to recommend strategic reforms that can enhance public trust and encourage greater participation in governance. A cohesive regulatory agency can strengthen stakeholder dialogue, ensure fair policy implementation, and ultimately improve the social and economic well-being of sugar farmers, workers, and other industry participants.

Within the field of Public Administration, this study contributes to ongoing discussions on performance management, institutional accountability, and good governance in government-owned and controlled corporations (GOCCs). It underscores the importance of evidence-based assessments of bureaucratic effectiveness and transparency mechanisms as pillars of democratic governance. In doing so, the study not only advances administrative theory but also offers practical insights to guide policymakers and administrators in strengthening public institutions in the Philippines by linking organizational performance with social impact.

METHODOLOGY

This study employed a quantitative descriptive-correlational research design to assess the regulatory effectiveness and operational transparency of the Regulation Department Visayas of the Sugar Regulatory Administration (SRA). The respondents were all sixty-five (65) personnel from the Sugar Regulation and Enforcement Division (SRED), Licensing and Monitoring Division (LMD), and Laboratory Services Division (LSD). Since the entire population was included, no sampling technique was utilized. Data were gathered through a researcher-adapted and modified questionnaire that measured departmental effectiveness and operational transparency using a five-point Likert scale. The instrument underwent face validation by three experts and obtained a validity index of 4.61 (Excellent). Reliability testing using the test-retest method yielded a Pearson correlation coefficient of 0.91, indicating very high reliability. After securing approval from the Sugar Regulatory Administration, the researcher personally distributed and retrieved the questionnaires from the respondents. The collected data were organized, tabulated, and analyzed using appropriate statistical tools. Frequency and percentage distribution were used to describe the respondents' profile, while mean scores determined the levels of effectiveness and operational transparency. The Kruskal–Wallis Test, Mann–Whitney U Test, and Gamma Coefficient were employed to determine significant differences and relationships among the variables. The findings served as the basis for developing recommendations to further enhance the department's effectiveness and transparency.

RESULTS AND DISCUSSIONS

Demographic Profile of the Respondents

Table 1. Distribution of Respondents per Section.

Profile	Category	f	%
Age	20-35 years old	31	47.69
	36-50 years old	18	27.69
	Above 50 years old	16	24.62

ISSN No. 2454-6186 | DOI: 10.47772/IJRISS | Volume X Issue VI June 2026

	Total	65	100.00
Sex	Female	33	50.77
	Male	32	49.23
	Total	65	100.00
Highest Educational Attainment	Postgraduate	11	16.92
	College Graduate	49	75.38
	Vocational Course/Undergraduate	5	7.69
	Total	65	100.00
Employment Status	Supervisory/Managerial	6	9.23
	Regular Rank and File	41	63.08
	Contract of Service	18	27.69
	Total	65	100.00
Length of Service	Less than 5 years	26	40.00
	5 years to 10 years	16	24.62
	More than 10 years	23	35.38
	Total	65	100.00

The 65 employees of the Regulation Department Visayas, have a fairly young to middle-aged demographic profile. Employees aged 20–35 years old formed the largest age group at 47.69%, followed by employees aged 36–50 years old at 27.69 % and aged 50 and above at 24.62 percent. This distribution indicates a mix of early-, mid-, and senior-career employees, which could help create an energetic workforce that balances new ideas and institutional memory. This age diversity gives the department energy as well as stability, and it could affect teamwork, adaptability, and productivity.

The sample is nearly balanced with 50.77% female and 49.23% male in terms of sex distribution. The closer-to-equal gender composition indicates a balance of representation in the workplace, which may contribute to inclusive decision-making and equal processes within office functions. In terms of educational achievement, over three-quarters of employees are College graduates at 75.38%, 16.92% have been educated to the postgraduate level, and just a fraction, at 7.69%, have vocational training or bachelor's units. It suggests that the department is predominantly filled with educated individuals (the work of those in regulatory positions at least partially entails technical and administrative capabilities) whose academic training is suited to the work of such a regulatory role.

Data on employment status showed that 63.08 percent of workers are regular rank-and-file employees, followed by employees on contract of service at 27.69 percent, and supervisory or managerial employees at 9.23 percent. This distribution suggests that much of what the department does operationally is done by permanent ranks, with additional help being provided by contractual workers if further manpower needs arise. Also, there is a low number of supervisors, indicating a fairly thin management tree, likely affecting how messages are relayed through the organization, how work is divided, and where decisions are made.

The service profile shows that 40.00 percent of employees worked in the department for less than 5 years, 24.62% for 5–10 years, and 35.38% for more than 10 years. This combination of tenure groups suggests a mix of new, mid-tenured, and longer-serving employees. Tenured employees may offer institutional knowledge critical to keeping processes consistent, while newer employees may bring innovation and new professional skills. Diversity in tenure breeds adaptation and evolution in organizational practices.

ISSN No. 2454-6186 | DOI: 10.47772/IJRISS | Volume X Issue VI June 2026

In general, the data on demographics suggest that the Regulation Department of SRA in Visayas is composed of a highly educated, gender-balanced, and moderately young workforce with a considerable range in terms of length of service. This type of structure lays the organizational groundwork for departmental effectiveness and transparency by cultivating stability and technical competence along with perspective through each division.

The significance of this demographic is supported in the literature since employee competency, engagement, and organizational learning are key factors in improving public sector performance. Tan and Olaore (2021) have pointed out that organizations that develop knowledge, learning, and continuous improvement are more likely to attain higher levels of effectiveness. The educational achievement level of the department and mixed tenure per division fit with the literature that highlights the importance of human capital for effectiveness, efficiency, and sustainability in the long term.

Level of Departmental Effectiveness of the Regulation Department Visayas in the area of SRED

Table 2a. Level of Effectiveness in the Sugar Regulation and Enforcement Division (SRED) When taken as a Whole and Grouped according to Various Dimensions.

Dimensions	Mean	Interpretation
Purpose and Goals	4.47	Excellent
Roles	4.13	Very Satisfactory
Team Processes	4.39	Excellent
Team Relationships	3.97	Very Satisfactory
Intergroup Relationships	3.98	Very Satisfactory
Problem Solving	3.74	Very Satisfactory
Passion and Commitment	4.32	Excellent
Skills and Learning	4.42	Excellent
As a Whole	4.18	Very Satisfactory

SRED displays a consistently very satisfactory to excellent performance across all dimensions assessed. The most highly-rated indicator is Purpose and Goals with a mean of 4.47, interpreted as Excellent, meaning employees have a clear and collective understanding of department expectations and performance goals. This clarity perhaps makes the performance of regulatory activities and compliance with institutional objectives easy. Likewise, Team Processes garnered a mean of 4.39, rated as Excellent and Skills and Learning with a mean of 4.42, interpreted as Excellent suggest that workflow systems and coordination mechanisms and professional competencies in the division are functioning at a very high threshold of excellence. These results are in line with a systematic apparatus that thrives on efficiency, correctness, and consistent capacity development, which are vital attributes for a regulatory unit.

The division also demonstrates impressive levels of engagement, as seen in the dedication to Passion and Commitment which obtained a mean score of 4.32 and was interpreted as Excellent. This indicates that staff continue to stay motivated and committed to performing their required duties, although enforcement or regulation can be complicated. But elements about defining roles and interpersonal dynamics show comparatively lower, but still positive scores. Roles recorded a mean score of 4.13, interpreted as Very Satisfactory, while Team Relationships and Intergroup Relationships obtained mean scores of 3.97 and 3.98, respectively, both interpreted as Very Satisfactory. These scores demonstrate that while collaboration and collegiality are strong, there is still potential for reducing confusion and duplicated efforts and enhancing communication and coordination, especially between teams or units.

Problem-solving was the lowest-rated dimension with a mean score of 3.74, although it is still rated as Very Satisfactory. This means that employees may be able to deal with regulatory concerns but not be able to handle more complex or emergent issues that need transfused judgment or creativity. This area could be strengthened even further by improving cross-functional planning or skills training.

Overall, the composite rating of 4.18, which was interpreted as Very Satisfactory, indicates that SRED is a well-operating division characterized as being process-driven, goal-oriented, and with dedicated/trained personnel. Aspects of operations and relationships are tracking well, but some indicators identify places where defining responsibilities, teamwork, and problem-solving capacities could be reinforced. Overall, the results indicate that SRED is functioning as intended and is in a good position to maintain and enhance its regulatory and enforcement roles.

The results of this study echo research in the literature on public service departmental effectiveness. That they scored so highly on Purpose and Goals, Team Processes, and Skills & Learning suggests that SRED is a clear, well-coordinated, and self-correcting division, something which prior research highlights as important for the performance of public sector organizations more generally (Dhanda, 2024). Likewise, the employees' heterogeneity, strong Passion and Commitment indicate that employees' dedication is essential for maintaining productivity and service quality. While the scores for Problem-Solving, Roles, Intergroup and Team Relationships are marginally lower, the study reaffirms that structured objectives, defined roles, interpersonal dynamics, and systematic learning processes are essential elements to ensure broadened departmental effectiveness and service delivery in government offices alike.

Level of Departmental Effectiveness of the Regulation Department Visayas in the area of LMD

Table 2b. Level of Effectiveness in Licensing & Monitoring Division (LMD) When Taken as a Whole and Grouped According to Various Dimensions.

Dimensions	Mean	Interpretation
Purpose and Goals	4.49	Excellent
Roles	4.01	Very Satisfactory
Team Processes	3.92	Very Satisfactory
Team Relationships	4.13	Very Satisfactory
Intergroup Relationships	3.81	Very Satisfactory
Problem Solving	3.85	Very Satisfactory
Passion and Commitment	4.19	Very Satisfactory
Skills and Learning	4.26	Excellent
As a Whole	4.08	Very Satisfactory

The results showed that the effectiveness of the Regulation Department in the area of the Licensing & Monitoring Division was perceived as above. Of the indicators, Purpose and Goals got a mean score of 4.49, and Skills and Learning, with a mean of 4.26, are the most highly rated; both were interpreted as Excellent, demonstrating that the division has a well-defined purpose and goals, and that staff are skilled and actively engaged in ongoing learning. Such strengths indicate that the division operates under a defined mission and is effective in nurturing the skills of its human assets, since these competencies are essential for the organization in creating agency and sustainability. All the other dimensions — Roles got a mean of 4.01, Team Processes obtained a mean of 3.92,

ISSN No. 2454-6186 | DOI: 10.47772/IJRISS | Volume X Issue VI June 2026

Team Relationships recorded a mean of 4.13, Intergroup Relationships garnered a mean of 3.81, Problem Solving posting a mean of 3.85, and Passion and Commitment obtained a mean of 4.19 — were also rated very satisfactory, showing that the staff is effective with respect to task, cooperation and diligence. This speaks to results indicating that employees essentially know what is expected of them, they generally have positive relationships both within the team and outside of it, and they show an overall commitment to doing their jobs. While these areas are performing well, there is potential to improve processes, roles, effective problem solving, and group interaction that could raise overall division effectiveness to an excellent level.

In general, the effectiveness of the Licensing & Monitoring Division is Very Satisfactory with a mean score of 4.08. This means the division is running smoothly, has the right people and systems for the desired outcomes, and contains and retains a competent and driven workforce. With extremely excellent ratings regarding purpose, goals, and skills development, combined with very satisfactory ratings on processes, roles, team dynamics, driving commitment, and problem-solving, this division is balanced and very competent. This would not only bolster its performance but also enable the divisions to have more defined roles and processes, better intergroup relations, and problem-solving strategies so that it can continue to play such an integral part of the organization.

The exceptional effectiveness of the Licensing & Monitoring Division mirrors findings in the literature suggesting that well-articulated goals, talented staff, and ongoing learning capabilities contribute to the superior performance of departments. Organizational learning, by its capacity to promote innovation, efficiency, and adaptability (Tan & Olaore, 2021), reinforces these strengths of purpose, skills development, and team processes within the division. The data showed that the division is well-organized and has enough experienced staff to be considered effective in its role of providing a certain level of public service.

Level of Departmental Effectiveness of the Regulation Department Visayas in the area of LSD

Table 2c. Level of Effectiveness in Laboratory Services Division (LSD) When Taken as a Whole and Grouped According to Various Dimensions.

Dimensions	Mean	Interpretation
Purpose and Goals	4.70	Excellent
Roles	4.42	Excellent
Team Processes	4.36	Excellent
Team Relationships	4.39	Excellent
Intergroup Relationships	4.33	Excellent
Problem Solving	4.21	Excellent
Passion and Commitment	4.45	Excellent
Skills and Learning	4.30	Excellent
As a Whole	4.40	Excellent

The perceived effectiveness of the Regulation Department in the area of the Laboratory Services Division in various operational dimensions are the following: Purpose and Goals recorded a mean score of 4.70, Roles obtained 4.42, Team Processes posted 4.36, Team Relationships achieved 4.39, Intergroup Relationships registered 4.33, Problem Solving garnered 4.21, Passion and Commitment attained 4.45, and Skills and Learning recorded a mean of 4.30 — all indicators have the highest category rating indicated, representing exceptional departmental operational performance. These outcomes are indicative of a division that has a strong directive in place with the objectives being clearly communicated, as well as staff who are both very well qualified and remain eager learners, meaning that job functions are being implemented smoothly and appropriately.

These extremely high ratings for team processes, team relationships, and intergroup collaboration show that the team has a high level of internal cooperation and interdepartmental coordination as well. Similarly, the excellent ranks in problem-solving and passion and commitment highlight pro-activeness about challenges and a high motivation level to help achieve departmental objectives, respectively. These outcomes mean that not only does it come from individual effort, but also from team effort in achieving organizational goals and in building an engaging and positive working environment.

In general, the laboratory Services Division realizes a mean 4.40 value, indicating a wide effectiveness level. Such consistently excellent scores on all dimensions reflect not only that the division operationally meets its objectives, but also that it can attract and retain a skilled, committed team that works collaboratively. In short, this performance is beyond commendable as it reinforces the importance of the division in the organization and defines it as primed for operational success and paving its path towards contributing significantly to the success of the organization itself.

In line with these findings, Dhanda (2024) highlighted that clear articulation of organizational purpose and goals, supported by the principle of unity of direction, enables departments to align their activities toward a shared mission. In fact, this research indicates that employees drive higher performance under a setting where departmental objectives are clear, and roles are well-defined, well-illuminating those remarkably high ratings for purpose, goals, and roles in the Laboratory Services Division. Meaningful teamwork aligned with strategic goals creates a unique culture, which nurtures development and ownership among associates — evidence that supports the effectiveness of the division is rooted in operational clarity.

Overall Level of Departmental Effectiveness of the Regulation Department Visayas of SRA

Table 2d. Overall Level of Departmental Effectiveness of the Regulation Department Visayas.

Area	Mean	Interpretation
Sugar Regulation & Enforcement Division (SRED)	4.18	Very Satisfactory
Licensing & Monitoring Division (LMD)	4.08	Very Satisfactory
Laboratory Services Division (LSD)	4.40	Excellent
As a Whole	4.22	Excellent

The SRA–Visayas departments are all largely effective, as evidenced by the Very Satisfactory to Excellent ratings. Out of the three divisions, the Laboratory Services Division (LSD) garnered the highest mean score of 4.40, interpreted as Excellent. Indicates that operational performance, service delivery, and function fulfilment are much better than in the other Sub-divisions or further down the hierarchy. These factors reflect significant effectiveness in operational processes, dynamics, technical competence, and overall service quality—further solidifying LSD's invaluable role in producing scientifically accurate laboratory outputs essential for regulatory processes.

The Sugar Regulation & Enforcement Division (SRED) scored an average of 4.18, interpreted as Very Satisfactory. This shows a high degree of effectiveness of regulation, enforcement actions, and ensuring compliance by the industry. The score, while a notch lower than LSD's, shows that SRED delivers on its function and provides a fairly stable degree of efficiency and responsiveness in functioning within the department. The result indicates that inner processes and a competent staff are steady, with some opportunities for improvement.

Likewise, the Licensing & Monitoring Division (LMD) received an average of 4.08, which is likewise well interpreted as Very Satisfactory. This reflects stable licensing administration, compliance monitoring, and stakeholder transactions. Although LMD has performed very well overall, the marginally lower score compared to SRED and LSD indicates that there may be potential for further strengthening operational systems, for example, by increasing or improving coordination and monitoring mechanisms.

The SRA–Visayas departments garnered an average composite rating of 4.22 which was interpreted as Excellent when bundled together. This aggregate outcome reflects the ability of the agency to work to uphold strong organizational standards, deliver high-quality services, and operate effectively as a whole. The high-level score across the board is driven by strong leadership, processes aligned to the agency's mission, and employees who are committed to ensuring the agency meets its mission. Additionally, it indicates that the ability to work across divisions and cooperative synergy within the department is a positive contributor to both individual and organizational performance (Dhanda, 2024).

Level of Operational Transparency of the Regulation Department Visayas in the area of SRED

Table 3a. Level of Operational Transparency in Sugar Regulation & Enforcement Division (SRED) When Taken as a Whole and Grouped According to Various Dimensions.

Dimensions	Mean	Interpretation
Participation	4.29	Very High
Information	4.46	Very High
Accountability	4.30	Very High
As a Whole	4.35	Very High

Overall operational transparency of Sugar Regulation & Enforcement Division (SRED) is rated very high with a 4.35 mean score. This illustrates that the division always keeps an open, transparent, and accountable environment in its work. A division with high operational transparency values open lines of communication with its stakeholders, along with systems ensuring that both your employees and those outside the division understand processes, policies, and decisions. This overall rating of very high indicates that transparency has permeated the division, resulting in improved trust, collaboration, and credibility of the organization as a whole.

Of all dimensions, information transparency achieved the highest mean of 4.46. This implies that the division is capable of making information more timely, relevant, and accurate for employees and stakeholders alike. In a regulatory environment, effective information dissemination means that staff know about updates, policies, and procedures, which minimizes errors and enables informed decision-making. Additionally, the Extremely High score in information transparency suggests the division is focused on minimizing information asymmetry and enabling a culture in which employees are empowered to act and innovate based on accurate information.

Participation, with a mean of 4.29, scored very high, indicating employees and stakeholders participate in decision-making, consultative and operational discussions. Such a high level of participation encourages inclusiveness and prevents neglect while implementing the policies or programs. This also cultivates a sense of ownership and accountability, as team members play a meaningful role in the division's goals/objectives. When these participatory mechanisms are in place, employees collaborate and strengthen their organizational commitment, aligning themselves with the mission of the department more readily.

Accountability achieved a very high 4.30 score, pointing to the division having strong systems in place for keeping performance monitored, having mechanisms in place for compliance, and taking responsibility at all levels.

There should be a good level of accountability, so that employees know exactly what is expected from them and that there are processes in place for when there is a failure or a breach. This also means that the division has established processes and tools to measure performance and provide feedback, which should lead to better performance and more ethical and efficient governance. In doing so, SRED pairs accountability with participation and information transparency, creating an environment where empowerment remains aligned with responsibility and consequently generates a culture of integrity and reliability.

Overall, the results can be supported by a study in which, according to Rahaman (2023), transparency in government offices engenders trust and engagement and alignment with institutional priorities and delivers performance. SRED sets a practical example of the positive effects of operational transparency, such as increased trust from stakeholders, wider employee engagement, and efficient service delivery, by upholding standards of quality in participation, information sharing, and accountability. This indicates that the division fulfills not just the procedural requirement of transparency but also lays a foundation for a collaborative and accountable organizational culture that substantiates its regulatory mandate.

Level of Operational Transparency of the Regulation Department Visayas in the area of LMD

Table 3b. Level of Operational Transparency in Licensing & Monitoring Division (LMD) When taken as a Whole and Grouped According to Various Dimensions.

Dimensions	Mean	Interpretation
Participation	4.04	High
Information	4.25	Very High
Accountability	3.99	High
As a Whole	4.09	High

The overall operational transparency of the Licensing & Monitoring Division (LMD) has been rated at a high level of 4.09 due to the division maintaining a continual and sustainable level of openness, accountability, and participatory practices in its operations. A very high score suggests that the division excelled in sharing information and engaging stakeholders, but still has opportunities to boost participation and accountability to achieve very high levels of transparency across dimensions.

As a result of the analysis, it can be seen that the highest mean was gained for the dimension of information transparency, with a mean of 4.25, which is interpreted as very high. This implies LMD can provide employees and stakeholders with meaningful information, i.e., relevant, accurate, and timely information. The division increases staff and client knowledge of licensing and monitoring processes, policies, and regulatory guidance, helping minimize mistakes or miscommunications by providing as much clarity as possible. Putting it all together, information transparency on a project leads to a better-empowered team that can make decisions independently and is aware of its ownership.

High participation means—4.04—shows that employees and stakeholders are involved in decision-making and discussions around operations, but further inclusivity and participation can still be improved. A high provision implies that the department promotes input, consultations, and collaborative solutions, which drives a more engaged and responsible workforce. This will also ensure staff engagement in decision-making, along with ensuring that departmental objectives are aligned with regulatory requirements.

Accountability drew a mean of 3.99, seen as high, meaning LMD has product structures for accountability, compliance with its policies, and performance monitoring. The rating indicates accountability practices are functioning, but also indicates that improvements can be made in formalizing oversight processes, performance evaluations, and feedback mechanisms. This way, an employee takes ownership of his/her responsibilities, thereby ensuring smooth functioning and a uniform service quality; reinforcing accountability mechanisms can help further achieve what you aim for.

The high level of operational transparency enjoyed at LMD reflects the division's commitment to building an open, accountable, and participatory workplace. Such a finding corroborates the study conducted by Rahaman (2023) that mentions how transparency heightens trust, engagement, and coherence with organizational priorities, which can further result in performance delivery and service. LMD is effective at transparent

ISSN No. 2454-6186 | DOI: 10.47772/IJRISS | Volume X Issue VI June 2026

information sharing, but in terms of participation and accountability, the tool could benefit from specific enhancements.

Level of Operational Transparency of the Regulation Department Visayas in the area of LSD

Table 3c. Level of Operational Transparency in Laboratory Services Division (LSD) When taken as a Whole and Grouped According to Various Dimensions.

Dimensions	Mean	Interpretation
Participation	4.13	High
Information	4.18	High
Accountability	4.25	Very High
As a Whole	4.19	High

The operational transparency of the Laboratory Services Division (LSD) is scoring high with a mean of 4.19, presenting a passion for openness, accountability, and collaborative practices. This implies versatility as LSD maintains a fair degree of accountability in its daily work, as employees are aware of all steps involved, are responsible, and are actively working towards achieving the objectives of the division. LSD has overall effective transparency practices, although some areas can be improved, as this can help strengthen trust and operational functioning within an organization.

The dimension with the highest mean score was accountability, which received a mean of 4.25, interpreted as very high. This is a reflection of the Division's well-established systems of accountability in operations, protocol compliance, and outcome monitoring. LSD staff seem to own their jobs and work by clear standards, leading to predictability and stability of laboratory services. In addition, a high degree of accountability enhances confidence in the division with internal and external stakeholders, thereby increasing the division's credibility and effectiveness. Information transparency scored a mean of 4.18, indicating that the division does a good job of communicating relevant data, policies, and news to employees and stakeholders. When LSD shares information clearly and in an appropriate timeframe, it allows for projections, limitations, misfortune incidents, and gains sharing, leading to better decisions, reduced misperceptions, and increased vigilance in achieving departmental goals.

Participation scored most highly with a mean of 4.13, suggesting that staff and stakeholders participate in decision-making and operational discussions. Although the level of engagement is commendable, there is still scope for improvement in participatory practices to make sure that every employee and stakeholder can meaningfully participate in process improvements and departmental strategies.

In summary, LSD has an overall highly transparent organisation, especially in accountability. Support for these findings appears in the work of Rahaman (2023), whose argument states that operational transparency drives trust, engagement, and organisational priority alignment, which in turn leads to performance improvement and an effective government office. However, information sharing and participatory mechanisms can be further improved and enhanced

Overall Level of Operational Transparency of the Regulation Department Visayas of SRA

Table 3d. Overall Level of Operational Transparency of the Regulation Department Visayas.

Area	Mean	Interpretation
Sugar Regulation & Enforcement Division (SRED)	4.35	Very High

ISSN No. 2454-6186 | DOI: 10.47772/IJRISS | Volume X Issue VI June 2026

Licensing & Monitoring Division (LMD)	4.09	High
Laboratory Services Division (LSD)	4.19	High
As a Whole	4.21	Very High

The level of operational transparency of the Regulation Department–Visayas of SRA, across its three major divisions, can be generally characterized as high and very high. The Sugar Regulation & Enforcement Division (SRED) received the highest mean score among all divisions, with 4.35, which is interpreted as Very High. This means that SRED is one of the most transparent entities in the spectrum of information sharing and accountability procedures, participation of stakeholders, and their engagement. This very high rating indicates that SRED has a culture of transparency, openness, and effective communication where stakeholders and employees are able to explore the expectations or regulatory processes and enforcement actions with confidence.

Both the Licensing & Monitoring Division (LMD) and the Laboratory Services Division (LSD) also reflected a high level of operational transparency, with mean scores of 4.09 and 4.19, respectively. LMD receives a high score for providing information, following transparent procedures, and involving employees in relevant processes, although there is scope to further improve participatory mechanisms or strengthen accountability systems. LSD rates laboratories with high transparency, clear documentation, effective communication of test procedures, and a reliable information flow to stakeholders. Though high, they indicate the promise of further refinement to raise transparency to a very high level.

The Regulation Department as a whole got an average overall mean of 4.21, considered as Very High. This illustrates operational transparency as a powerful organizational quality; this finding was aligned to the study of Rahaman (2023).

The Department showed that it has systems in place to share information, include staff in the decision-making process, encourage accountability, and cope with strong internal and external communication. This very high overall level of transparency also entails that the practices of the department promote trust, efficiency, and responsiveness—important characteristics of effective regulatory governance as well.

Differences in the Level of Effectiveness of the Regulation Department Visayas of SRA When Grouped According to Profile

Table 4. Difference in the level of Departmental Effectiveness of the Regulation Department Visayas When Grouped According to Profile.

Variable	Grouping	n	Mean	Computed Value	p Value	Interpretation at 0.05 level of significance
Age	20-35 years old	31	31.89	H=1.215	0.545	Not significant
	36-50 years old	18	37.08			
	Above 50 years old	16	30.56			
	Total	65				
Sex	Female	33	35.88	U = 433	0.212	Not significant
	Male	32	30.03			
	Total	65				
	Postgraduate	11	28.55	H =0.874	0.646	

ISSN No. 2454-6186 | DOI: 10.47772/IJRISS | Volume X Issue VI June 2026

Highest Educational Attainment	College Graduate	49	33.60			Not significant
	Vocational Course/Undergraduate	5	36.90			
	Total	65				
Employment Status	Supervisory/Managerial	6	40.50	H =1.078	0.583	Not significant
	Regular Rank and File	41	31.93			
	Contract of Service	18	32.94			
	Total	65				
Length of Service	Less than 5 years	26	32.17	H =0.959	0.619	Not significant
	5 years to 10 years	16	30.16			
	More than 10 years	23	35.91			
	Total	65				

In terms of age, respondents were grouped into three categories: 20–35 years old (n = 31), 36–50 years old (n = 18), and above 50 years old (n = 16). The 36–50 age group obtained the highest mean rank of 37.08, followed by the 20–35 age group with a mean rank of 31.89, while respondents above 50 years recorded the lowest mean rank of 30.56.

To test whether these differences were meaningful, the Kruskal–Wallis test was conducted, yielding an H value of 1.215 with a p-value of 0.545. Since the obtained p-value exceeded the established significance level of $\alpha = 0.05$ ($p = 0.545 > 0.05$), the null hypothesis (H_0) was retained. This indicates that the observed differences in perceptions of departmental effectiveness across age groups did not meet the 0.05 criterion for statistical rejection. This implies that how respondents feel about the overall effectiveness of their department is not entirely influenced by age. The group of 36–50-year-olds had a somewhat higher mean rank of 37.08; however, this difference is not statistically significant. Specifically, perceptions of effectiveness—such as goal clarity, role performance, procedures, intergroup collaboration, problem-solving, and commitment within their divisions—are similar across the age continuum.

These findings are consistent with the literature of Guviyun et al. (2024), which highlights that organizational or HR variables (e.g., job placement, human relations) drive performance more than chronological age, underscoring that age alone does not significantly determine work effectiveness. Moreover, organizational performance extends beyond individuals, encompassing team achievements and overall success metrics, underscoring the impact of collaboration and cohesion in the workplace.

With respect to sex, comparing the level of effectiveness between female and male respondents, the results were the following: There were 33 Females with a mean rank of 35.88 and 32 Males with a mean rank of 30.03, the value of Mann-Whitney U of 433.00 and p-value of 0.212, which is above the 0.05 significance level; therefore, Ho was accepted. This represents that there was no statistically significant difference in male and female respondents' perception of the effectiveness of the Regulation Department.

While the mean rank for females was slightly over that of males, indicating somewhat more positive attitudes, the difference is not statistically significant. This showed that both male and female participants have an overall consensus about the department on basic domains, including whether or not goals are met, role execution, teamwork, department commitment, and skills application.

These findings are consistent with a study, suggesting that effectiveness is independent of fixed demographic characteristics such as sex or gender, and instead is influenced by trainable and organizational factors. According to Prudente et al. (2025), organizational systems, human capital investments and individual competencies play more decisive roles in shaping effectiveness across departments.

In terms of educational attainment, respondents with a vocational or undergraduate background (n = 5) obtained the highest mean rank of 36.90, followed by college graduates (n = 49) with a mean rank of 33.60, while postgraduate respondents (n = 11) recorded the lowest mean rank of 28.55.

To assess whether these differences were meaningful, the Kruskal–Wallis test was conducted, yielding an H value of 0.874 with a p-value of 0.646. Since the obtained p-value exceeded the established significance level of $\alpha = 0.05$ ($p = 0.646 > 0.05$), the null hypothesis (H_0) was retained. This indicates that the observed differences in perceptions of departmental effectiveness across educational attainment groups did not meet the 0.05 criterion for statistical rejection. The figures mean that employees, regardless of education, typically view how well the department is accomplishing objectives, executing functions and roles, cooperating, problem-solving, and demonstrating commitment and competence as similar. This difference is not adequate to be considered statistically meaningful, but the somewhat elevated mean rank among vocational/undergraduate respondents may reflect a somewhat better perception of departmental effectiveness.

This can be supported by a study that organizational effectiveness is strongly associated with productivity, commitment, and work engagements. The finding implies that formal educational attainment alone does not determine work outcomes that contribute to overall departmental effectiveness (Picardo et al., 2025).

As for the employment status, the level of effectiveness had slightly higher mean ranks when comparing supervisory or managerial employees with 6 respondents and mean rank of 40.50 to regular rank-and-file employees with 41 respondents and mean rank of 31.93 and contract of service employees with 18 respondents and mean rank of 32.94. However, the Kruskal-Wallis test found a computed H of 1.078 and a p-value of 0.583, which indicated no statistically significant difference between the three groups at the 0.05 significance level.

This finding indicates that the employment status of the employees does not influence their perception of the signaling of the effectiveness of the operations of the department, which indicates that the department is functioning properly and consistently, regardless of level of employment. There is a certain level of awareness among the supervisory employees, as they may participate in the managerial processes, but overall departmental effectiveness is found in all fields.

These findings align with broader organizational studies that caution against attributing employee performance or department effectiveness to employment status alone. Rather, organizational practices, motivation, recognition, and supportive work environments often play a more decisive role in determining work outcomes (Aquino, 2025).

In addition, the comparison of mean ranks for departmental effectiveness according to length of service showed that respondents with more than 10 years of experience (n = 23) obtained the highest mean rank of 35.91. This was followed by those with less than 5 years of service (n = 26), who recorded a mean rank of 32.17, while respondents with 5 to 10 years of service (n = 16) had the lowest mean rank of 30.16.

To determine whether these differences were meaningful, the Kruskal–Wallis test was applied and produced an H value of 0.959 with a p-value of 0.619, which is higher than the established significance level of $\alpha = 0.05$ ($p = 0.619 > 0.05$). Based on this result, the null hypothesis (H_0) was retained, indicating that the observed differences in perceptions of departmental effectiveness across the different lengths of service did not meet the 0.05 criterion for rejection.These findings suggest that the effectiveness of the department in meeting goals, defining roles, resolving problems, collaborating as a team, and living up to commitments is experienced similarly by employees, independent of tenure. Although those in service longer experience a minor increase in mean rank, this is not statistically significant, which reinforces that systems, culture, and practice continuously enable effectiveness regardless of length of service in the department.

In general, the results highlight that departmental effectiveness is felt equally by tenure of every employee. This phenomenon is in line with existing literature that indicates individual capabilities, motivation, leadership, training, and work environment factors have more predictive power for effectiveness than years of service. Therefore, departments should focus more on competence development, job design, and supportive systems rather than relying on tenure as a proxy for employee effectiveness (Prudente, 2025).

Difference in the Level of Effectiveness of the Regulation Department Visayas of SRA When Grouped According to Division

Table 5. Difference in the level of Departmental Effectiveness of the Regulation Department Visayas When Grouped According to Division.

Variable	Grouping	n	Mean	Computed Value	p Value	Interpretation at 0.05 level of significance
Division	Sugar Regulation & Enforcement Division (SRED)	30	33.23	H =5.785	0.055	Not significant
	Licensing & Monitoring Division (LMD)	24	27.60			
	Laboratory Services Division (LSD)	11	44.14			
	Total	65				

In terms of division, respondents from the Laboratory Services Division ($n = 11$) obtained the highest mean rank of 44.14, followed by the Sugar Regulation and Enforcement Division ($n = 30$) with a mean rank of 33.23, while the Licensing and Monitoring Division ($n = 24$) recorded the lowest mean rank of 27.60. Comparing these three divisions using the Kruskal–Wallis test produced an H value of 5.785 with a p-value of 0.055. Because the obtained p-value exceeded the established significance level of $\alpha = 0.05$ ($p = 0.055 > 0.05$), the null hypothesis (H_0) was retained. This outcome indicates that the observed differences in mean ranks across the three divisions did not satisfy the 0.05 criterion for rejecting the null hypothesis, suggesting comparable perceptions of departmental effectiveness among the respondents.

While LSD personnel had a higher mean rank, indicating a perception of higher effectiveness, this difference is not significant. In other words, when the employees across divisions perceive the relative effectiveness of the department — from the standpoint of goal achievement, clarity of roles, processes, and commitment — it is broadly similar. The strong alignment of perceptions across divisions suggests that the department is achieving its goal of consistent policies, communication, and operational standards to ensure effectiveness in all divisions. In sum, these results showed that the Regulation Department Visayas of SRA is similarly and widely effective across all its divisions. This corroborates past literature that having organized processes, defined roles, and a continual learning mindset leads to repeatability and effectiveness of results with teams across an organization (Tan & Olaore, 2021).

Differences in the Level of Operational Transparency of the Regulation Department of Visayas of SRA When Grouped According to Profile

Table 6. Difference in the level of Operational Transparency of the Regulation Department Visayas When Grouped According Profile.

Variable	Grouping	n	Mean	Computed Value	p Value	Interpretation at 0.05 level of significance
Age	20-35 years old	31	35.89	H=2.819	0.244	

	36-50 years old	18	26.72			Not significant
	Above 50 years old	16	34.47			
	Total	65				
Sex	Female	33	36.05	U = 427.50	0.186	Not significant
	Male	32	29.86			
	Total	65				
Highest Educational Attainment	Postgraduate	11	31.55	H =3.072	0.215	Not significant
	College Graduate	49	34.71			
	Vocational Course/Undergraduate	5	19.40			
	Total	65				
Employment Status	Supervisory/Managerial	6	37.92	H =2.211	0.331	Not significant
	Regular Rank and File	41	30.34			
	Contract of Service	18	37.42			
	Total	65				
Length of Service	Less than 5 years	26	29.58	H =1.432	0.489	Not significant
	5 years to 10 years	16	35.50			
	More than 10 years	23	35.13			
	Total	65				

In terms of age, respondents across the 20–35, 36–50, and over 50 years age groups reported comparable perceptions of the Operational Transparency of the SRA Regulation Department, as reflected in their similar mean ranks. The Kruskal–Wallis test yielded an H value of 2.819, with a p-value of 0.244, which exceeded the established significance level of $\alpha = 0.05$ ($p = 0.244 > 0.05$). Based on this result, the null hypothesis (H_0) was retained, indicating that the observed differences in perceptions of operational transparency among the three age groups were not sufficient to meet the 0.05 criterion for rejecting the null hypothesis. That is to say, age had no impact on the way employees view clarity, transparency, or responsibility built into the operational processes of the department.

This finding is consistent with Arnold et al. (2024), suggesting that transparent practices within organizational systems can improve consistency in managerial decision-making—an aspect of transparency that may not be significantly moderated by demographic variables such as age, emphasizing that it stems from standardized processes, routines, formats, and reporting systems instead of personal or demographic characteristics.

Accordingly, the results suggest that the institutionalization of transparency practices within the SRA & Regulation Department has led to consistent perceptions across different age groups, supporting the view that organizational design, information delivery, and the management of information flows are more influential in driving transparency than the individual traits of information recipients.

In terms of sex, female respondents obtained a slightly higher mean rank of 36.05 than male respondents, who recorded a mean rank of 29.86, in their perceptions of the level of operational transparency in the SRA–Visayas Regulation Department. The Mann–Whitney U test yielded a U value of 427.50 with a p-value of 0.186, which exceeded the established significance level of $\alpha = 0.05$ ($p = 0.186 > 0.05$). Based on this result, the null hypothesis (H_0) was retained, indicating that the observed difference in mean ranks between male and female respondents did not meet the 0.05 criterion for rejecting the null hypothesis. These findings suggest that employees' perceptions of operational transparency were generally comparable regardless of sex.

There was no statistically significant difference in terms of sex, although female employees rated it marginally higher than males. The small discrepancy may represent experiences or communication preferences, but overall, both male and female employees view how department transparency is expressed across participation, information access, and accountability structures similarly.

The study supports the view that perceptions of operational transparency are shaped more by organizational practices and leadership behaviors than by individual demographic characteristics, reinforcing transparency's universal role in fostering trust within organizations (Meriç & Öz, 2025).

These results, in turn, imply that transparency has been successfully implemented across genders by the SRA-Visayas Regulation Department, which indicates a strong culture of information sharing, involvement, and accountability.

In terms of educational attainment, respondents with vocational or undergraduate education, college graduates, and those with postgraduate education generally reported comparable perceptions of the operational transparency of the SRA–Visayas Regulation Department, as reflected in their similar mean ranks. The Kruskal–Wallis test yielded an H value of 3.072 with a p-value of 0.215, which exceeded the established significance level of $\alpha = 0.05$ ($p = 0.215 > 0.05$). Based on this result, the null hypothesis (H_0) was retained, indicating that the observed differences in perceptions across the educational attainment groups did not meet the 0.05 criterion for rejecting the null hypothesis. These findings suggest that respondents' educational attainment was not associated with meaningful differences in how they perceived the department's operational transparency.

The mean rank is a little higher among college graduate respondents than other groups, but the difference is negligible and not statistically significant. It indicates that employees of varied educational attainment levels perceive transparency measures— participation, info-sharing, and accountability similarly; and that these transparency practices are experienced on the ground between employees and top management. This signifies an organizational culture wherein the practices of disseminating decisions and sharing information follow a systematic procedure for each staff member.

This finding is consistent with the study of Atay & Argon (2025), which implies that teachers, regardless of their level of formal education, interpret and evaluate the clarity and openness of school operations in similar ways, reinforcing transparency as a workplace construct experienced independent of individual educational qualifications. By demonstrating that perceptions of operational transparency remain consistent across different educational attainment levels, the study supports the notion that transparent practices function as a universal organizational attribute that affects all employees comparably.

The results, in general, show institutionally adhered transparency mechanisms to equitable access of information, participatory engagement, and accountability, in such a way that all employees, regardless of educational attainment, perceive the same thing on transparency and thus act in the same and regular manner.

In terms of employment status, supervisory or managerial personnel, regular rank-and-file employees, and contract-of-service personnel generally reported comparable perceptions of the operational transparency of the SRA–Visayas Regulation Department, as reflected in their similar mean ranks.

The Kruskal–Wallis test yielded an H value of 2.211 with a p-value of 0.331, which exceeded the established significance level of $\alpha = 0.05$ ($p = 0.331 > 0.05$). Based on this result, the null hypothesis (H_0) was retained, indicating that the observed differences in perceptions among the three employment status groups did not meet the 0.05 criterion for rejecting the null hypothesis. These findings suggest that respondents' employment status was not associated with meaningful differences in their perceptions of the department's operational transparency.

In the case of supervisory and contract-based employees, it was seen that they have slightly higher mean rank than regular employees, but the difference was not significant. It implies that transparency practices, including participatory decision making, information access, and accountability, are felt by all types of employees nearly equally. Such uniformity of perception suggests that transparency measures have become institutionalized and formalized; that they penetrate the organization irrespective of contractual or managerial rank.

This finding aligns with the study of Khalid & Hashim (2025) which showed that employment status was not a determining factor in shaping transparency perceptions, suggesting that employees across different work arrangements experienced and evaluated transparency in similar ways. This implies that perceptions of operational transparency are largely influenced by organizational communication practices and leadership behaviors rather than by employees' contractual or employment status.

In conclusion, the results reaffirm the SRA–Visayas Regulation Department's commitment to standard transparency across all lines of employment, which further promotes a flexible in-house setting that values transparency, teamwork, and accountability, felt indiscriminately by all employees.

In terms of length of service, respondents with less than 5 years, 5 to 10 years, and more than 10 years of service generally expressed comparable perceptions of the operational transparency of the SRA–Visayas Regulation Department, as reflected in their similar mean ranks.

The Kruskal–Wallis test yielded an H value of 1.432 with a p-value of 0.489, which exceeded the established significance level of $\alpha = 0.05$ ($p = 0.489 > 0.05$). Based on this result, the null hypothesis (H_0) was retained, indicating that the observed differences in perceptions among the three length-of-service groups did not meet the 0.05 criterion for rejecting the null hypothesis. These findings suggest that respondents' length of service does not really impact the perception of operational transparency.

Results found that employees with 5 to 10 years of experience had higher mean ranks than employees with less than 5 years of experience, but this difference was not statistically significant, whereas employees with 10+ years of experience had higher ranks too. This indicates that the transparency practices of the department of access to information, participatory decision-making, accountability, and team interaction are experienced uniformly across employees, irrespective of their length of tenure. These perceptions also support the idea that transparency is part of an organization's DNA and not a function exclusively driven by seniority or experience.

This pattern is supported by the idea of Meriç & Oz (2025) that operational transparency—a construct involving open communication, accessibility of information, and inclusiveness in decision-making—is understood and perceived by employees independently of how long they have worked in the organization.

Difference in the Level of Operational Transparency of the Regulation Department of Visayas of SRA When Grouped According to the Division

Table 7. Difference in the level of Operational Transparency of the Regulation Department Visayas When Grouped According to Division.

Variable	Grouping	n	Mean	Computed Value	p Value	Interpretation at 0.05 level of significance
Division	Sugar Regulation & Enforcement Division (SRED)	30	38.98	H =5.751	0.056	Not significant
	Licensing & Monitoring Division (LMD)	24	27.06			
	Laboratory Services Division (LSD)	11	29.64			
	Total	65				

In terms of division, the comparison of mean ranks in employees' perceptions of operational transparency across the three units of the Regulation Department showed that the Sugar Regulation and Enforcement Division (SRED) obtained the highest mean rank of 38.98, followed by the Laboratory Services Division (LSD) with

29.64, while the Licensing and Monitoring Division (LMD) recorded the lowest mean rank of 27.06. These differences in rankings were tested using the Kruskal–Wallis test, which produced an H value of 5.751 with a p-value of 0.056, slightly above the established significance level of $\alpha = 0.05$ ($p = 0.056 > 0.05$). Based on this result, the null hypothesis (H_0) was retained, indicating that the observed differences in perceptions of operational transparency across the three divisions did not meet the 0.05 criterion for rejection and difference in perceptions of operational transparency did not exist between the three divisions.

SRED employees do report a marginally greater sense of transparency, but not by a margin that distinguishes the two divisions to a point of significance. It means that practices of transparency around participation, information-sharing, accountability are roughly the same in all divisions, meaning that the same experience is afforded to each staff member, no matter the unit to which they are assigned. It further showed that transparency is ingrained in departmental norms, such that it is observably practiced regardless of the nature of departmental functions and responsibilities.

This result agreed with the study of Rahaman (2023), who highlighted that transparency is driven by open information flows across the organization and has a greater impact on performance than a narrow focus on individual divisions or departments. The Regulation Department operationalizes this by embedding transparency at the organizational level, ensuring that employees across all divisions have equal access to information, opportunities for participation, and shared accountability mechanisms. These practices collectively strengthen trust and collaboration throughout the workforce.

Overall, though, despite slight differences in perceptions on specific items across divisions, the findings suggest that the relationship between division membership and employees' experience of operational transparency is weak. This highlights the success of department-wide transparency channels that encourage standard participation and access to information across the SRA-Visayas Regulation Department.

Relationship between the Departmental Effectiveness and Operational Transparency of the Regulation Department Visayas

Table 8. The Relationship between Departmental Effectiveness and Operational Transparency of SRA's Regulation Department Visayas.

Level of Departmental Effectiveness	Level of Operational Transparency of the Regulation					
	Very High	High	Moderate	Low	Very Low	Total
Excellent	16	12	1	0	0	29
Very Satisfactory	10	25	1	0	0	36
Satisfactory	0	0	0	0	0	0
Needs Improvement	0	0	0	0	0	0
Poor	0	0	0	0	0	0
Total	26	37	2	0	0	65

Computed value (G): 0.468

p-value: 0.034

Decision: Reject Ho

Interpretation: Significant at the 0.05 level of significance

The cross-tabulation results on departmental effectiveness and operational transparency among employees of the Regulation Department Visayas of SRA revealed a clear pattern of association between the two variables. Of the 29 respondents who rated departmental effectiveness as excellent, 16 also assessed operational transparency as very high, while 12 rated it as high, and only 1 considered it moderate. Meanwhile, among the 36 respondents who rated departmental effectiveness as very satisfactory, 25 perceived operational transparency as high, 10 rated it as very high, and only 1 indicated a moderate level.

Across all responses, no participant rated departmental effectiveness as satisfactory, needs improvement, or poor, and likewise, operational transparency was never rated as low or very low. These distributions suggest a consistently positive alignment between perceptions of effectiveness and transparency.

This relationship was further supported by a gamma (G) value of 0.468 with a p-value of 0.034, which is below the established significance level of $\alpha = 0.05$ ($p = 0.034 < 0.05$). Based on this result, the null hypothesis (H_0) was rejected, indicating a statistically meaningful positive association between departmental effectiveness and operational transparency. In practical terms, respondents who perceived their departments as more effective also tended to report higher levels of transparency. In other words, those employees who see their departments getting things done, with role clarity, and an overall efficient process, also report greater transparency on participation, information sharing, and accountability.

Overall, the relationship between the two variables is moderate and positive, suggesting that increases in perceived effectiveness are generally accompanied by increases in perceived transparency. This pattern reflects a consistent alignment between how employees evaluate departmental performance and how they experience transparency in day-to-day operations. The literature also highlights those transparent practices, such as communication, accountability, and participatory practices, whereby employees receive information on what is expected of them and feel included in decision-making, are associated with contributing to the effectiveness of an organization through trust building, cooperation, quasi-voluntary behavior, and goal alignment (Kuang et al., 2021).

Moreover, the study of Putra & Suryanawa (2022) also suggested that when organizational operations are transparent—characterized by clarity, accessibility of information, and accountability—the outcomes of departmental functions are enhanced.

CONCLUSIONS

Based on the findings of this study, the following conclusions were drawn:

1. The demographic profile of the respondents from the three divisions of the Regulation Department revealed a workforce characterized by youth, stability and emerging professional capacity. The predominance of employees aged 20–35, female, bachelor's degree holders, regular rank and file, and who have served fewer than five years in the department. Collectively, it indicates that the department is largely staffed by young, degree-holding, permanent, and early-tenured professionals who formed the stable operational backbone of its regulatory responsibilities.
2. As for the Level of Departmental Effectiveness, the result showed that the Regulation Department Visayas is excellently effective as a whole. Among the divisions, LSD is the most effective, followed by SRED and then LMD, both rated as very satisfactory. All the divisions have performed well with notable strengths in Purpose and Goals, Roles, Passion and Commitment, Skills and Learning, and Team Processes. Despite these strengths, the study also identified lower scores in Team Relationships, Intergroup Relations and Problem Solving, which indicate areas for meaningful improvement.
3. In terms of the Level of Operational Transparency, the Regulation Department demonstrated very high operational transparency, led by SRED, while the LSD and LMD also maintained high transparency across all dimensions, with minor relative weaknesses in participation and accountability.

4. Departmental effectiveness was perceived consistently across all demographic groups, such as age, sex, educational attainment, employment status and length of service, with no statistically significant differences observed, meaning the department practices, processes, programs and policies are equitable and applied in the same manner for everyone.
5. Departmental effectiveness was generally viewed as consistent across the department despite minor variations in mean ranks.
6. Perceptions of operational transparency was perceived uniformly across all demographic groups, implying that transparency practices are consistently experienced by employees regardless of age, sex, level of education, employment status and length of service.
7. Implementation of transparency practices was generally uniform department-wide. Further, the department has successfully standardized its systems and culture of transparency, so that all divisions have similar experiences of openness and accountability.
8. A significant positive relationship exists between operational transparency and departmental effectiveness, indicating that enhancing transparency practices is generally associated with improved effectiveness across the department. Moreover, departments that perform more effectively tend to exhibit higher levels of operational transparency, indicating a positive reciprocal relationship.

The strong positive correlation between departmental effectiveness and operational transparency indicates that any gain in the level of one dimension complements the other. The study recommends that the department should bring all effectiveness and transparency indicators under one umbrella, and that the Regulation Department Visayas strengthen both its operational transparency and overall effectiveness by institutionalizing clear, consistent, and evidence-based practices. Since the findings revealed a strong positive link between them, the department and other regulatory agencies should foster team dynamics and intergroup synergies, prioritize the use of standardized processes, unified systems and shared organizational goals, while also promoting inclusive and well-informed decision making that engages employees at all levels, as well as industry stakeholders.

ACKNOWLEDGMENT

The researcher expresses his sincere gratitude to the Sugar Regulatory Administration, particularly the Regulation Department Visayas, for their support and cooperation in the conduct of this study. Special thanks are extended to the adviser, jurors, defense panel members, statisticians, language critic, respondents, colleagues, friends, and family whose guidance, encouragement, and assistance contributed to the successful completion of this research. Above all, the researcher offers his deepest thanks to Almighty God for His wisdom, strength, and countless blessings throughout this academic journey. Through His grace, this achievement was made possible.

REFERENCES

1. Alessandro, M., Lagomarsino, B.C., Scartascini, C., Streb, J., Torrealday, J. (2021). Transparency and Trust in Government. Evidence from a Survey Experiment. ScienceDirect. Retrieved from https://www.sciencedirect.com/science/article/pii/S0305750X20303508
2. Aquino, G. K. (2025). Examining the role of employment status in public welfare workers' self-efficacy and job satisfaction. Saint Louis University. https://doi.org/10.21512/becossjournal.v7i1.12437
3. Arnold, M. C., Artz, M., & Tafkov, I. D. (2024). The effect of target transparency on managers' target-setting decisions. Accounting, Organizations and Society, 112, 101545. https://doi.org/10.1016/j.aos.2024.101545
4. Atay, G., & Argon, T. (2025). Teachers' views on school transparency and values-based management. The Journal of Academic Social Science Studies, 18(103), 45–72. https://doi.org/10.29228/JASSS.76056
5. Dhanda, K. (2024). Optimizing organizational effectiveness in higher education: An integrated application of Fayol's management principles. Journal of Research in Vocational Education, 6(10), 86–92. https://doi.org/10.53469/jrve.2024.6(10).17
6. Guviyun, M., Laura, N., & Silvanita, K. (2024). The influence of job placement and human relations with age as a moderating variable on employee performance of PT. KSA. International Journal of Research and Innovation in Social Science. https://dx.doi.org/10.47772/IJRISS.2024.814MG009

7. Iraola, J. (2023, November 6). The fuel for success: The power of passion in the workplace. LinkedIn. https://www.linkedin.com/pulse/fuel-success-power-passion-workplace-julio-iraola-92vxe
8. Iraola, J. (2023, October 30). The cornerstone of success: The importance of commitment in the workplace. LinkedIn. https://www.linkedin.com/pulse/cornerstone-success-importance-commitment-workplace-julio-iraola-h39je
9. Khalid, N. S., & Hashim, H. U. (2025). Transparent communication in Malaysian workplace: Employee perspectives via organizational transparency and communication climate theory. Quantum Journal of Social Sciences and Humanities, 6(4), 28–42. https://doi.org/10.55197/qjssh.v6i4.736
10. Kuang, X., Li, Z., & Yang, D. (2021). The effects of transparency and voice on managerial decisions and employee effort in hierarchical organizations. European Accounting Review, 31(4), 1003–1027. https://doi.org/10.1080/09638180.2021.1896370
11. Meriç, İ. H., & Öz, Y. (2025). School transparency as a predictor of organizational trust. ResearchGate. https://www.researchgate.net/publication/398081448_School_transparency_as_a_predictor_of_organizational_trust
12. Najar, B. W. (2020). The effectiveness management in organizations. Journal of Education and Culture Studies, 4(4), 19. https://doi.org/10.22158/jecs.v4n4p19
13. Oates, W. B. (2024, May 15). The importance of problem-solving skills in the workplace. Thomas International. https://www.thomas.co/resources/type/hr-blog/importance-problem-solving-skills-workplace
14. Organisation for Economic Co-operation and Development. (2023). Governing through transparency: Corruption, accountability and the design of formats for disclosure. OECD Publishing. https://doi.org/10.1787/4aeabee7-en
15. Organisation for Economic Co-operation and Development. (2023). Open government for stronger democracies: A global assessment. OECD Publishing. https://doi.org/10.1787/5478db5b-en
16. Organisation for Economic Co-operation and Development. (2023). Open, useful and re-usable data (OURdata) index 2023. OECD Publishing. https://doi.org/10.1787/a37f51c3-en
17. Park, S. M., & Choi, S. O. (2020). Performance feedback, goal clarity, and public employees' performance in public organizations: Examining the role of organizational learning culture. Sustainability, 12(7), 3011. https://doi.org/10.3390/su12073011
18. Picardo, R., Embong, I., Bo-oc, P., Sameon, M., & Nicolas, M. (2025). Predictors of work engagement among non-teaching personnel of a private higher education institution. International Journal of Research and Scientific Innovation, 12(7), 2011–2023. https://doi.org/10.51244/IJRSI.2025.120700198
19. Pinheiro, M., Rebelo, T., Lourenço, P. R., de Sousa, B., & Dimas, I. (2022). Dynamics of team learning behaviours: The effect of time and team culture. Behavioral Sciences, 12(11), 449. https://doi.org/10.3390/bs12110449
20. Prudente, J. E., Cuaresma, E. R., Quilon, A. D., & Nieva, A. M. (2025). What factors predict employee performance? A regression analysis of age, gender, and work experience. International Journal of Research and Innovation in Social Science, 9(14), 2144–2154. https://doi.org/10.47772/IJRISS.2025.914MG00163
21. Public Sector Experts. (2025, March 14). Strategic planning in public sector: Key insights for effective governance and resource allocation. https://www.publicsectorexperts.com/blog/public-sector-news-insights-and-analysis-1/strategic-planning-in-public-sector-key-insights-for-effective-governance-and-resource-allocation-357
22. Putra, K. A. U., & Suryanawa, I. K. (2022). The effect of accountability and transparency on the effectiveness of government school operational assistance funds management. European Journal of Business and Management Research, 7(4), 111–113. https://doi.org/10.24018/ejbmr.2022.7.4.1364
23. Rahaman, A. (2023, June 16). The case for transparency in the workplace and its impact on organizational performance. Forbes. https://www.forbes.com/councils/forbesbusinesscouncil/2023/06/16/the-case-for-transparency-in-the-workplace-and-its-impact-on-organizational-performance/
24. Saavedra, M. P., Vallejos, M., Vega, S. H., García, W. M., & Campos, A. G. (2024). Work team effectiveness: Importance of organizational culture, work climate, leadership, creative synergy, and emotional intelligence in university employees. Administrative Sciences, 14(11), 280. https://www.mdpi.com/2076-3387/14/11/280
25. Sugar Regulatory Administration. (2025). Laboratory Services Division (LSD) Visayas. https://www.sra.gov.ph/aboutUs/organizationalChart

ISSN No. 2454-6186 | DOI: 10.47772/IJRISS | Volume X Issue VI June 2026

26. Sugar Regulatory Administration. (2025). Regulation Department–Visayas. https://www.sra.gov.ph/aboutUs/organizationalChart
27. Sugar Regulatory Administration. (2025). SRA mandate: Executive Order No. 18 dated May 28, 1986. https://www.sra.gov.ph/aboutUs/mandate
28. Sugar Regulatory Administration. (2025). Sugar Regulation and Enforcement Division (SRED) Visayas. https://www.sra.gov.ph/aboutUs/organizationalChart
29. Tan, F. Z., & Olaore, G. O. (2021). Effect of organizational learning and effectiveness on the operations, employee's productivity and management performance. Vilakshan – XIMB Journal of Management, 19(2), 110–127. https://doi.org/10.1108/XJM-09-2020-0122