

Strengthening The Resource Management of Military Reservations Through the Duty-Based Model

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Abstract— The intention of the analysis was to thoroughly examine the state of the AFP's management of military reservations. The descriptive-survey study approach is appropriate since the data from this investigation revealed details regarding the AFP's capacity to manage its enormous real estate holdings. The officers and staff of the AFP Real Estate Offices, Installation Management Battalion, Installation Management Command (P) PA, and related offices were the fifty-four (54) respondents that this study was intended to reach. This study was carried out in the real estate offices and relevant offices of the AFP in the Philippines by the researcher. The Army Real Estate Centers are situated in Fort Ramon, Magsaysay, Palayan City, Nueva Ecija, and Installation Management Command (P) PA, while the AFP Real Estate Office is situated in Camp Aguinaldo, Quezon City. Frequency counts and weighted means were employed by the researcher to evaluate and interpret the data with regard to the duty-based model's implementation, resource management capacity, and the gravity of the issues found. A five-point rating scale was employed in this investigation to qualitatively characterize the respondents' responses. The AFPREO is seen as "highly capable" in information resources management and "capable" in human resources management by the REO and AFP respondents, who regard the organization's programs and projects as "highly implemented." The AFPREO's capacity to manage resources is generally seen by respondents as "capable." However, the most significant issue facing the agency is the influx of unauthorized settlers into military reservations.

Indexed Terms— Military, Real Estate, Reservation, Resources, Unauthorized Settlers

I. INTRODUCTION

A military organization is a highly organized, heavily armed group whose primary goal is to defend and preserve a sovereign state's territory and populace. The common name of the Armed Forces knows them, and they display military power following a state's defense strategy. The Armed Forces of the Philippines (AFP) is one such institution. The President of the Republic serves as the Commander-in-Chief. The Chief of Staff is in charge of the AFP. It consists of the Army, Navy (which includes the Marines), and Air Force as its three (3) main services. Intending to carry out its objectives, the AFP established several offices and units with distinct tasks, duties, and responsibilities. Under the Installation Management Battalion and overseen by the Installation Management Command (Provisional), the Philippine Army, the Real Estate Office (REO) is one of the offices. Throughout the Philippines, fifteen (15) installation and management battalions are in operation. With effect from March 4, 2019, Headquarters Philippine Army activated the Installation Management Command (IMCOM) (Provisional) unit under its jurisdiction and further designated it as a Philippine Army Major Unit (PAMUS). With effect from the same date, the Army Support Command, PA's 1st and 2nd Installation Management Battalions (IMB) are hereby allocated to the IMCOM (P), PA. With the approval of relevant offices, the AFPREO advises dispositive action to the Chief of Staff AFP (CSAFP) and supports the CSAFP in the administration and management of the AFP lands. Additionally, it makes it easier for the Secretary of National Defense to approve any land-related transaction if the CSAFP makes a recommendation and it oversees the registration of all titles in AFP's name (Hall, 2022). Additionally, the AFPREO keeps an eye on all actions related to establishing land ownership. It serves as the last repository for the original land transaction documentation. The AFPREO assists in the issue of the proper orders

appointing Program Managers as administrators of all land under CSAFP administration and oversees the execution of the standard operating procedures regarding the procurement and management of AFP land (Klein, et al., 2023). This investigation also derived its conceptual structure on the resource-based view (RBV). Also known as resource-based theory, RBV is a strategy which emphasizes the significance of organizational resources and capabilities as the key to gaining competitive advantage and performance. A highly skilled talent pool helps an organization to explore opportunities and prevent risks in advance. It also enables them to implement strategies to improve operational efficiency and effectiveness. It was formulated by organizations to understand the elements of the business for a long-term competitive advantage. This theory emerged during the 1980s-1990s from the major works of B. Wernerfelt, Hamel, Prahalad, and others. They stated that to have an edge over the competition, the organization should look into the potential of the company's internal resource pool rather than seeking the external competitive environment. The RBV model explains that it is significant to accept and fulfill external or new opportunities using existing resources innovatively by acquiring new niche skills. As a result, the resource-based analysis should empower the workforce to achieve higher organizational prowess in the RBV framework (Gupta, 2023).

Resource-Based Theory (RBT) was first put forward by Penrose (2009), who proposed a model on the effective management of firms' resources, diversification strategy, and productive opportunities (Utami and Alamanos, 2022). RBT provides a framework to highlight and predict the fundamentals of organization performance and competitive advantage. RBT addresses an internally driven approach by focusing on internal organization resources, as opposed to externally driven approaches to understanding the accomplishment or failure of leveraging organization activities (Kozlenkova, Samaha & Palmatier, 2014).

II. METHODOLOGY

The present investigation employed the descriptive-survey study methodology. The researcher focused on

fifty-four (54) respondents in total to provide the necessary statistics and information. The officers and staff of the Installation Management Battalion, Installation Management Command (P) PA, AFP Real Estate Offices, and relevant offices shall be the target respondents. This indicates that the study used a complete enumeration of the target population. This study identified the sociodemographic traits of the men and women assigned to the AFP Real Estate Offices, including age, sex, marital status, highest level of education attained, position, number of years of relevant experience, and number of relevant trainings attended, to better understand their capabilities. The real estate offices and relevant offices of the AFP in the Philippines hosted this study. Installation Management Command (P) PA, Fort Ramon, Magsaysay, Palayan City, Nueva Ecija, and the AFP Real Estate Office are all located in Quezon City, Camp Aguinaldo, and the Army Real Estate Center. Real estate offices, various Installation and Management Battalions, and other relevant units and offices throughout Luzon, Visayas, and Mindanao were the focus of the interviewees and questionnaire responses. A questionnaire was the main data collection instrument in this investigation. The questionnaire was enhanced and augmented by interviews, document analysis, and other textual materials. To assess the respondents' sociodemographic profile, the researcher used frequency counts and percentages. To evaluate and interpret the data with regard to the duty-based model's implementation, resource management capacity, and the gravity of the issues encountered, the researcher employed frequency counts and weighted means.

III. RESULTS AND DISCUSSION

Table I. The Extent of Implementation of AFP-REO Programs and Projects

INDICATORS	RE	AFP		
	O	D	W	DE
	WM	E	M	

Fidelity. The AFP REO strives to be supportive to all its stakeholders and accurate in all its transactions.	4.43	H I	4.2 8	HI
Reparation. The AFP REO immediately undertakes corrective measures to resolve operational problems.	4.29	H I	4.2 0	I
Gratitude. The AFP REO shows appreciation to its personnel and other stakeholders for a job well done.	4.36	H I	4.3 3	HI
Benevolence. The AFP REO acts on issues in accordance with existing policies, rules, and regulations	4.23	H I	4.3 5	HI
Non-Maleficence. The AFP REO exhibits concern for the well-being of its personnel and other stakeholders.	4.43	H I	4.4 0	HI
Self-Improvement. The AFP REO endeavors to enhance the growth and development of its own personnel through capability building sessions/trainings.	4.35	H I	4.2 8	HI
Justice. The AFP REO tries to treat its stakeholders impartially, fairly, properly, and reasonably in accordance with existing laws.	4.36	H I	4.3 0	HI
OVERALL WEIGHTED MEAN	4.38	H I	4.3 0	HI

A thorough review of the table would reveal that the only difference between the two respondent groups' assessments of the prima facie duty of reparation—that is, the AFP REO's prompt implementation of corrective actions to address operational issues—is this. The respondents from AFP regarded their reparation duty as "implemented" (4.20), but the REO respondents ranked it as "highly implemented" (4.29).

This implies that the AFP respondents believe the REO has to further enhance their reparations process for wrongdoings. All things considered, nonetheless, both sets of participants assessed the AFPREO projects and programs' level of execution as "highly implemented" (4.38 and 4.30, respectively). Reparations received the lowest weighted mean of 4.29 among REO respondents, while fidelity (the AFPREO aspires to be supportive to all its stakeholders and accurate in all its transactions) and non-maleficence (the AFP REO exhibits concern for the well-being of its personnel and other stakeholders) obtained the highest weighted mean of 4.43. Conversely, non-maleficence (4.40) had the highest weighted mean among the AFP respondents. The findings suggest that the AFPREO values the way in which their responsibilities are carried out. Soldiers fulfill all responsibilities allocated to them to the best of their abilities because they view duty as a personal act of responsibility. As stated by Hall (2022), it is their duty to take accountability for their actions and inactions, as well as the actions of others who labor under their direction and control. Soldiers who are doing their duty place more emphasis on completing the mission than on themselves.

Table II. Level of Administrative Capability of the AFP-REO in terms of Human Resources

INDICATORS	REO		AFP	
	WM	D	WM	DE
Possess the required technical knowledge and abilities related to their job/role	4.0	C	4.23	HC
Can express their views well in oral and written communications	4.2	C	4.28	HC
Show ability to solve work problems	4.2	C	4.28	HC
Have leaders who are equipped with administrative, technical, and human relations skills	4.1	C	4.45	HC

Display analytical thinking, decision-making, and learning agility	4.3	HC	4.3 3	HC
Work well with other members of the staff	4.4	HC	4.5 0	HC
Exhibit potentials for promotion	4.3	HC	4.4 8	HC
Manifest a high level of work ethic	4.4	HC	4.4 3	HC
Are placed in the right jobs	4.1	C	4.2 8	HC
Provide fast and efficient service	4.2	C	4.2 0	C
Are properly motivated	4.40	HC	4.2 5	HC
OVERALL WEIGHTED MEAN	4.24	HC	4.3 3	HC

In summary, the REO respondents evaluated their human resources capability as "highly capable" (4.24), rating six indicators as "capable" and the remaining indicators as "highly capable." The items "possess the required technical knowledge and abilities related to their job or role" received the lowest weighted mean (4.0), while three (3) indicators—"work well with other members of the staff," "manifest a high level of work ethic," and "are properly motivated"—got the highest weighted mean (4.4). Conversely, nearly every indicator was evaluated as "highly capable" by the AFP respondents, with the exception of one, which was "provide efficient and fast service," which received a "capable" rating of 4.20. The AFP respondents viewed AFPREO's human resources as "highly capable" (4.33) in general. Pursuant to the findings, the AFPREO human resources department needs to strengthen its technical expertise, oral and written communication abilities, problem-solving abilities, leadership abilities, personnel placement capabilities, and capacity to offer quicker and more effective service. The AFP respondents believe that in order to improve their capacity to deliver timely and effective service, the AFPREO's human resources need to be strengthened.

Table III. Monitoring/ Evaluation of the PDAs as to Financial Resources

INDICATORS	REO		AFP	
	W M	DE	WM	DE
Generate enough funds to defray operating costs	3.9 0	C	4.05	C
Allocate efficiently resources based on priorities	4.1 0	C	4.15	C
Spend funds wisely and legally	4.1 0	C	4.38	HC
Provide more quality services with less cost	4.1 0	C	4.25	HC
Engage in economic enterprise activities	3.9 0	C	4.25	HC
Engage in other Public – Private Partnerships (PPP) and Joint Venture Agreements (JVA)	4.0 0	C	4.10	C
Implement strictly the financial management regulations	4.3 0	HC	4.43	HC
Depend minimally on outside sources of funds	3.8 0	C	4.18	C
Incur minimal or no liabilities	4.0 0	C	4.13	C
OVERALL WEIGHTED MEAN	4.0 2	C	4.21	HC

Table 3 appears to indicate that almost all indicators of financial resources capability were rated as "capable" by the REO respondents; "implement strictly the financial management regulations" was the only item to receive a "highly capable" rating (4.30), and "depend minimally on outside sources of funds" was the item with the lowest weighted mean (4.02). In summary, the REO respondents assessed their financial resource capability as "capable" overall. The indicator that reads "implement strictly the financial management regulations" likewise received the

highest rating (4.43) from the AFP respondents, while the item that reads "generate enough funds to defray operating costs" received the lowest rating (4.05). In contrast, the other four (4) indicators were rated as "highly capable" and five (5) items as "capable" by the respondents. On the whole, nonetheless, the AFP respondents assessed the AFPREO's capacity for financial resources as "very capable" (4.21). The results suggest that the AFPREO should improve its capacity to create and distribute capital, participate in PPP and JVA, rely less on outside funding sources, and take on little to no liabilities. The AFPREO also has to increase financial outflow, service effectiveness, and interaction with economic enterprises. The findings also suggest that both respondents place a high priority on the rigorous application of financial management laws. This shows that the respondents from the AFP and REO are accountable authorities and workers who manage their financial resources wisely and are dedicated to upholding the honor of their positions and offices.

Table IV. Monitoring/ Evaluation of the PDAs as to Information Resources

INDICATORS	REO		AFP	
	W M	DE	WM	DE
Exhibit proficiency in methods, processes, procedures, techniques in information management	4.30	HC	4.25	HC
Organize and facilitate access to data in the form of documents, digital content, reports, and intellectual assets	4.10	C	4.25	HC
Show facility in the use of tools/equipment	4.00	C	4.10	C
Make informed decisions based on data and analytics	4.40	HC	4.20	C

Remove duplicate or unwanted data to improve data quality	4.10	C	4.18	C
f. Create a centralized database to offer a unified view of the organization's data	3.70	C	4.05	C
g. Establish policies and standardized practices related to data management	3.90	C	4.23	HC
h. Protect critical data by using methods, such as access control, encryption, and other security measures	4.20	C	4.13	C
i. Manage the tools that store and handle data, such as software, hardware, and network resources.	3.90	C	4.15	C
j. Ensure accuracy and relevance of information resources.	4.30	HC	4.25	HC
OVERALL WEIGHTED MEAN	4.09	C	4.18	C

In accordance with Table 4, the two (2) sets of respondents concur that the AFPREO is "capable" of carrying out the five (5) information resources competency indicators. Additionally, both parties concur that the AFPREO scores "highly capable" on two (2) metrics. Compared to both groups, the AFPREO is very skilled in information management methods, processes, procedures, and strategies, as well as making sure that the information resources are correct and pertinent. On the basis of three (3)

indicators, however, the two groups are at odds. The REO respondents rated the AFPREO as "capable," despite the AFP respondents viewing it as "highly capable" in organizing and facilitating access to data as well as in creating policies and standardized practices relating to data management. Regarding how the AFPREO uses data and analytics to make defensible choices, they also differ. Both respondents' overall ratings for the AFPREO's resource management competence in terms of information resources were "capable" (4.09 and 4.18, respectively).

Table V. Monitoring/ Evaluation of the PDAs as to Physical Resources

INDICATORS	REO	AFP		
	WM	D E	W M	DE
Prepare plans for the construction, acquisition, and repair of office buildings	4.00	C	4.0 3	C
Recommend purchase and repair of office equipment and vehicles	3.90	C	4.2 3	HC
Participate in the formulation of a Master Development Plan for the AFP reservations	4.20	C	4.4 0	HC
Identify possible housing sites for military personnel	4.40	H C	4.3 5	HC
e. Prepare plans for military housing projects	4.40	H C	4.1 8	C
Recommend measures to protect military reservations from further encroachment of illegal settlers	4.30	H C	4.3 5	HC
g. Ensure the safety and cleanliness of office buildings	4.20	C	4.3 8	HC

h. Schedule regular maintenance of office equipment and vehicles	4.00	C	4.2 8	HC
i. Make sure that office supplies and materials are available when needed	4.00	C	4.3 3	HC
j. Ensure the efficient use of office equipment and facilities	4.20	C	4.2 8	HC
OVERALL WEIGHTED MEAN	4.16	C	4.2 8	HC

The data regarding the AFPREO's physical resource management capabilities is shown in Table 5. The table makes it clear that the two groups of respondents differ in the majority of the metrics related to the physical resource. Seven (7) actions out of the ten (10) indicators show differences between the two groups. This indicates that they concur on three markers. The tasks include creating plans for the construction, purchase, and maintenance of office buildings ("capable"), locating potential home sites ("highly capable"), and defending military reservations against more incursions by unauthorized settlers ("highly capable"). While rating themselves as "capable" in the other seven (7) activities, the REO respondents also considered themselves to be "highly capable" when it came to creating designs for military housing projects. Eight (8) of the AFPREO's actions were deemed "highly capable" by the AFP respondents, while the remaining two were rated as "capable." The physical resources management capability of AFPREO was rated as "highly capable" (4.28) overall by AFP respondents, while the REO respondents rated their own capability as "capable" (4.16). The findings demand that a strategy be developed to improve the AFPREO's ability to manage its physical resources. The management of physical resources is, in fact, essential to an organization's success. Physical resources, which include real assets that help firms run smoothly, are crucial parts of corporate resource management. Competitiveness, cost control, and

operational effectiveness are all directly impacted by the efficient administration of physical resources.

Table VI. Problems encountered by the AFP-REO relative to administrative capability and seriousness of the problems

INDICATORS	REO		AFP	
	WM	DE	W M	DE
Lack of land titles of military reservations	3.70	S	4.13	S
No tax declaration of real properties	3.50	S	3.73	S
Lack of relocation survey	4.07	S	3.70	S
Encroachment of illegal settlers	4.36	HS	4.23	HS
Refusal of retired military personnel to vacate their occupied AFP-owned housing units	4.29	HS	4.13	S
Increasing number of court cases filed by land claimants inside military reservations	4.36	HS	3.85	S
Difficulty in the eviction and demolition of illegal structures inside military reservations without a court order and the presence of a relocation site as provided in RA 7279 or the Urban Development and Housing Act	4.21	HS	4.20	S
Lack of dedicated real estate unit in the military installation	4.00	S	3.63	S
Lack of qualified personnel in terms of education, training, experience, and eligibility	3.86	S	3.85	S

Inadequate technical knowledge of current personnel in real estate management and disposition

Lack of operational funds 4.14 S 3.85 S

Absence of a Master Development Plan for the military reservations. 4.21 HS 3.85 S

OVERALL WEIGHTED MEAN 4.08 S 3.92 S

Both sets of respondents agree that the biggest issue with the management of military reservations is the intrusion of illegal squatters, as Table 6 illustrates. Six (6) more indicators, in their opinion, are "serious" issues. These comprise the absence of tax declarations, relocation surveys, dedicated real estate offices on military facilities, and qualified staff, in addition to the lack of land titles. The two groups also have different opinions on how severe four (4) different issues are. The AFP respondents classified the issues raised by retired military personnel's refusal to leave their occupied housing units owned by the AFP as "serious" issues, while the REO respondents regarded them as "extremely serious." Other issues included the rise in court cases brought by claimants, the difficulty of evicting and demolishing illegal structures, and staff members' lack of technical knowledge. In general, both respondents' groups rated the issues with military reservation administration as "serious" (4.08 and 3.92). In the study of Sandbrink, et al (2023), it is emphasized that a more proactive approach must be implemented due to the severity of the existing issues with military reservation management. After speaking with commanding officers of military installations around the country, it became clear that the AFP must finish mapping military reservations, conducting relocation surveys, and titling and fencing those areas in order to prevent illegal settlers from encroaching. These initiatives inevitably call for the commitment of financial resources. Additionally, it is necessary to regularly visually verify the boundaries and means of military reservations.

CONCLUSION

This study looked into how the duty-based approach affected the AFP-REO's administrative capacity. The total weighted mean scores, which show that both REO and AFP workers perceive moderate capacity, support the conclusion that the model has had a somewhat favorable influence on several aspects of administrative capability. Both groups gave human resources excellent marks, indicating that these resources are helpful in developing new hires and that they both agree that land titling concerns are serious. However, there are additional scenarios where the model could be enhanced. The differences in the perceptions of financial, informational, and physical resource management between AFP staff and REO personnel; the AFP staff's lower ratings of resource management areas, indicating the need for improved resource allocation, transparency, and communication; and the persistent issues, such as land titling, that require further attention under the duty-based model.

RECOMMENDATION

Under the AFPREO, the AFP should establish a dedicated division to manage particular real estate tasks. In addition to declaring and paying real property taxes, managing relocation surveys and mapping, and other related tasks, the unit will be in charge of acquiring land titles. Its primary goal is to streamline procedures and make it easier for land titles to be perfected in compliance with current legislation. The planned unit will strengthen capacities, such as adherence to eviction and demolition procedures, in order to ensure compliance with legal and regulatory standards. This can mean working with legal experts, improving documentation practices, and collaborating with relevant government agencies to streamline processes. Moreover, it is urged that the AFP allocate adequate funding to fulfill the operational needs of the AFPREO. This includes funding for land surveys, upkeep of infrastructure, legal actions, and staff training. Getting enough money is essential to making sure that tasks are completed on time and that administrative projects are carried out successfully. The AFP ought to boost security measures through the camp commanders in order to prevent illegal settlers from entering the area and safeguard military

reservations. To deter trespassing and unlawful occupation of military land, this may involve the deployment of security forces, the installation of surveillance equipment, perimeter fencing, and the collaboration of other law enforcement authorities. It is advised that the AFPREO create and execute programs aimed at enhancing the technical expertise and skills of its staff in the field of real estate management. Legal constraints, property value, land surveying, and conflict resolution should all be included in the training programs to give participants the fundamental information and abilities they need to successfully handle a variety of obstacles. Another, the AFPREO needs to come up with plans to improve the efficiency and efficacy of real estate management procedures. To ensure conformity with set benchmarks, this entails creating well-thought-out processes, establishing precise performance targets, and setting up mechanisms for tracking and assessing advancement.

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