

Application for Management Theory and Practices in Home for the Aged in Cebu City

Mr. Christopher Lim Tan¹, Dr. Ronald B. Payao², Dr. Mark Polinar³

¹College of Management, Business, and Accountancy, Master's In Business Administration, Cebu Institute of Technology – University, 6000, Philippines

²Research Adviser, College of Management, Business, and Accountancy, Center for Advanced Studies Cebu Institute of Technology – University, 6000, Philippines

³Assistant Research Adviser, College of Management, Business, and Accountancy, Center for Advanced Studies, Cebu Institute of Technology – University, 6000, Philippines

Abstract:

This research investigates the application of management theories and practices in homes for the aged in Cebu City, Philippines, with a unique focus on respondents displaying an exceptionally high level of knowledge in management theories and practical expertise. with a specific focus on participative decision-making, Theory X and Theory Y application, transformational leadership, human relations theory, and administrative management and employing the Likert Scale method Through a comprehensive survey, we gathered responses indicating not only a profound understanding of management theories but also a consistent implementation of these theories in the day-to-day operations of care facilities. Notably, the majority of respondents expressed a high level of satisfaction with the application of management theories, especially in addressing the challenges specific to homes for the aged.

Keywords: Management theories, Practices, Homes for the aged, Participative decision-making, Theory X, Theory Y, Transformational leadership, Human relations theory, administrative management, Elderly care, Likert Scale, Satisfaction.

Introduction:

Managing a functional home for the aged involves a combination of technical, interpersonal, and organizational skills to ensure that the residents receive adequate and personalized care in a welcoming and comfortable environment. this study highlights the importance of a strong theoretical foundation in management, and its successful practical application, in the management of homes for the aged in Cebu City. It underscores the significance of aligning management practices with the unique demands of care facilities, and the importance of adapting to the dynamic and human-centric environment in which these theories are implemented. The research findings contribute to the evolving discourse on the effective management of care facilities, shedding light on the potential benefits of Theory Y-oriented approaches, which prioritize motivation and engagement over authoritarian control.

Management practices play a crucial role in ensuring the well-being and quality of care provided in homes for the aged. As the global population ages, the demand for effective management approaches in aged care institutions becomes increasingly significant. Homes for the aged, also known as assisted living facilities

or nursing homes, serve as residential settings where elderly individuals receive various forms of care and support.

The topic of management Application and practices in homes for the aged encompasses a wide range of areas, including planning, organizing, leading, and controlling. These practices influence the overall operations, resource allocation, staff engagement, and ultimately, the quality of life experienced by the elderly residents.

Effective planning involves assessing the needs of residents, developing individualized care plans, and strategically allocating resources to meet those needs. Organizing focuses on structuring roles, responsibilities, and care processes to ensure smooth coordination and delivery of services. Leading encompasses leadership styles, staff management, and fostering a positive work environment. Controlling involves monitoring and evaluating performance, ensuring regulatory compliance, and maintaining quality standards.

Understanding and assessing the existing management know how and how is it applied and practiced in the homes for the aged is vital for several reasons. To start with, it provides insights into the factors that contribute to the overall well-being and satisfaction of elderly residents. Next, it helps identify areas of improvement and opportunities for optimizing resources, such as staffing, infrastructure, and financial allocations. then, it assists policymakers, administrators, and practitioners in developing evidence-based strategies and best practices in aged care management.

This topic is of significant interest not only to professionals in the aged care sector but also to researchers, policymakers, and individuals who have loved ones residing in homes for the aged. By studying and analyzing the level of management knowledge its application and practices in these settings, we can contribute to enhancing the quality of care, promoting resident-centered approaches, and ultimately improving the lives of the elderly population.

In this research study, we aim to assess the existing management practices in a specific home for the aged in Cebu City, Philippines, with the objective of understanding their impact on the quality of life of elderly residents. Through interviews, observations, and data analysis, we seek to provide valuable insights, recommendations, and contribute to the ongoing efforts in improving management practices in homes for the aged.

Theoretical foundation for the research.

The theoretical foundation for this research is on the application of management theories and practices in homes for the aged can draw from various management and healthcare-related theories.

1. Systems Theory:

- Systems theory views organizations, including homes for the aged, as complex systems with interconnected parts. This theory can be applied to understand how management practices impact the entire system, from staff dynamics to resident well-being (Katz & Kahn, 1966).

2. Contingency Theory:

- Contingency theory posits that the most effective management approach depends on the specific context and circumstances. In the context of homes for the aged, it can help explain why certain management practices are more suitable in different situations (Donaldson, 2001).

3. Organizational Behavior:

- The field of organizational behavior explores how individuals and groups within an organization behave and interact. This theory can be applied to understand staff dynamics, motivation, and the impact of management practices on employee behavior (Robbins & Judge, 2017).

4. Quality Management Theories:

- Theories related to quality management, such as Total Quality Management (TQM), can provide a framework for assessing and improving the quality of care in homes for the aged. These theories emphasize continuous improvement and patient satisfaction (Deming, 1986).

5. Leadership Theories:

- Leadership theories, including transformational, transactional, and servant leadership, can be applied to understand the role of leaders in managing care facilities. Effective leadership is essential for staff motivation and providing high-quality care (Northouse, 2018).

6. Regulatory and Compliance Frameworks:

- Understanding the regulatory and compliance frameworks relevant to homes for the aged is crucial for ensuring the safety and well-being of residents. Theoretical foundations related to healthcare regulations can guide your research in this area.

7. Motivation Theories:

- Theories of motivation, such as Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory, can provide insights into how management practices influence staff and resident motivation and satisfaction (Maslow, 1943; Herzberg, 1959).

8. Human Resource Management Theories:

- Theories of human resource management can guide your research on staff recruitment, retention, training, and development. Effective HR practices are vital in care facilities (Noe et al., 2019).

The choice of theoretical foundation should align with the specific objectives of your research and the aspects of management practices in homes for the aged that you aim to investigate.

Previous studies on management practices in homes for the aged.

Research on management practices in homes for the aged, also known as nursing homes or elderly care facilities, is a critical area of study. Here are some highlights of the key themes and findings from previous studies in this area.

1. Staffing and Workforce Management:

- Previous studies have explored the impact of staffing levels and the mix of healthcare professionals on the quality of care in homes for the aged. Insufficient staffing can lead to issues with patient care and staff burnout (Bostick et al., 2006).

2. Quality of Care and Patient Outcomes:

- Numerous studies have investigated the relationship between management practices and the quality of care provided to elderly residents. Effective management practices have been associated with better patient outcomes, including reduced hospitalizations and improved resident well-being (Harrington et al., 2012).

3. Regulatory Compliance and Quality Assurance:

- Research has examined the role of management in ensuring compliance with regulatory standards and quality assurance in care facilities. Effective management practices are crucial for maintaining compliance and quality care (Li & Yin, 2010).

4. Leadership and Organizational Culture:

- Studies have looked at the importance of leadership and organizational culture in homes for the aged. Transformational leadership styles that promote a positive organizational culture have been associated with higher staff morale and better resident care (Castle & Engberg, 2006).

5. Innovation and Technology Adoption:

- The management of care facilities has been examined in the context of adopting innovative practices and technology. Effective management can facilitate the integration of technology to enhance resident care and administrative efficiency (Brownsell et al., 2004).

6. Financial Management and Sustainability:

- Research has explored financial management practices in homes for the aged. Effective financial management is crucial for ensuring the long-term sustainability of care facilities and maintaining quality care (Gaugler et al., 2014).

7. Family and Resident Satisfaction:

- Studies have considered the impact of management practices on resident and family satisfaction. High-quality management contributes to a positive environment, which, in turn, improves the satisfaction of residents and their families (Zimmerman et al., 2003).

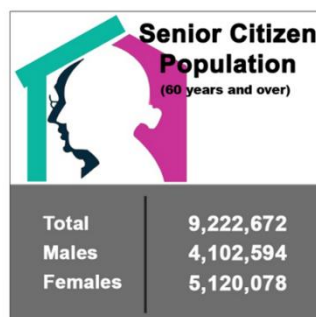
8. Crisis and Disaster Management:

- Some research has focused on how management practices in homes for the aged address crisis situations and natural disasters. Effective crisis management ensures the safety and well-being of residents during challenging times (Brown, 2007).

Background and context of homes for the aged in Cebu City, Philippines:

The background and context of homes for the aged in Cebu City, Philippines is characterized by a growing elderly population and the need for specialized care facilities to address their healthcare and well-being. Cebu City, the capital of Cebu province in the Philippines, is known for its rich cultural heritage, economic significance, and a diverse population. Like many urban areas around the world, Cebu City has been experiencing demographic shifts, including an increase in the elderly population.

Figure 6. Senior Citizen by Sex: Philippines, 2020



Source: Philippine Statistics Authority, 2020 Census of Population and Housing

Context:

- Demographic Shift:** The Philippines, including Cebu City, has been witnessing a demographic transition, with a rising number of elderly individuals. Factors such as increased life expectancy and reduced birth rates have contributed to this shift.
- Elderly Care Challenges:** With the growing elderly population, there is an increasing demand for specialized care and support services. Many elderly individuals may face health issues and require

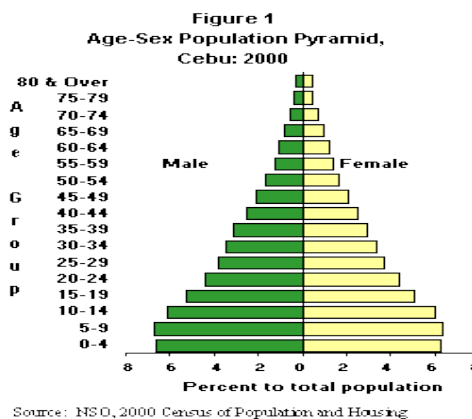
assistance with daily living activities. This has created a need for homes for the aged, also known as nursing homes or elderly care facilities, to provide a suitable environment for the elderly.

3. **Cultural and Family Dynamics:** Traditionally, in the Philippines, care for the elderly was often provided within the family. However, changing family structures, urbanization, and economic factors have led to shifts in the traditional care model. This underscores the importance of well-run and efficient homes for the aged.
4. **Regulatory Framework:** The operation of homes for the aged in Cebu City, like in many other places, is subject to government regulations and licensing requirements to ensure the safety and well-being of residents. Compliance with these regulations is crucial for these facilities.

The global population is undergoing a significant demographic shift, with a substantial increase in the number of older adults. This demographic trend poses various challenges and opportunities, particularly in the realm of aged care. Homes for the aged, also known as assisted living facilities or nursing homes, play a crucial role in providing care and support to elderly individuals who may require assistance with daily activities, medical supervision, and social engagement.

The background of studying the application of management theories and practices in homes for the aged stems from the recognition that effective management is essential for delivering high-quality care and ensuring the well-being of elderly residents. Management practices encompass a range of activities, including planning, organizing, leading, and controlling, which collectively influence the operations and outcomes within these care facilities.

The aging population presents unique care needs, requiring tailored management approaches that consider physical, cognitive, emotional, and social aspects. Understanding and assessing the existing management practices in homes for the aged is crucial for several reasons.



To start with, it enables the identification of successful practices that contribute to positive resident outcomes, such as enhanced quality of life, improved health outcomes, and increased resident satisfaction. Followed by, it helps identify areas for improvement, where adjustments in management strategies can address challenges and optimize care delivery.

Then, it assists policymakers, administrators, and practitioners in developing evidence-based guidelines and best practices that support effective management and quality care provision.

Furthermore, societal expectations and regulatory frameworks have evolved to emphasize person-centered care and individual autonomy for older adults. Consequently, management practices need to adapt to these changing perspectives and align with principles of resident choice, dignity, and empowerment.

By delving into the background of management practices in homes for the aged, we can gain a deeper understanding of the complexities and nuances involved in effectively managing these care settings. This

understanding lays the foundation for empirical research, policy development, and continuous improvement efforts aimed at elevating the standards of care and enhancing the overall well-being of elderly residents in homes for the aged.

The aging population is a global phenomenon that has significant implications for societies worldwide. As advancements in healthcare and technology have increased life expectancy, the number of older adults is rising at an unprecedented rate. This demographic shift poses various challenges and opportunities, particularly in the realm of aged care.

Homes for the aged, also known as assisted living facilities or nursing homes, have emerged as essential institutions for providing care and support to elderly individuals who may require assistance with daily activities, medical supervision, and social engagement. These facilities serve as a home-like environment where older adults can receive comprehensive care tailored to their unique needs.

The background of an argumentative paper on management level of know-how and its practices in theories and actual in the homes for the aged is rooted in the recognition that effective management is crucial for ensuring the well-being, dignity, and quality of life of elderly residents. Management application in theories and practices encompass a range of strategies and approaches that govern the operations, staffing, resource allocation, and overall care delivery within these facilities.

The management of homes for the aged is multifaceted, involving various stakeholders such as administrators, healthcare professionals, caregivers, and support staff. It encompasses areas such as strategic planning, organizational structure, staff management, resident care plans, quality assurance, and regulatory compliance. Effective management in depth knowledge and practices are vital for creating a nurturing environment, promoting resident autonomy, fostering staff engagement, optimizing resource utilization, and ultimately, delivering high-quality care.

However, the aged care industry faces numerous challenges that impact management practices. These challenges include staffing shortages, budget constraints, regulatory complexities, changing resident needs, and evolving societal expectations. It is essential to critically examine and address these challenges to enhance the management practices and outcomes in homes for the aged, but these are questions to satisfy by the next stage of the Research study to go in-depth and challenge the result if indeed it is a reality.

Overall, the background of an argumentative paper on management practices in homes for the aged aims to contextualize the topic, identify the challenges and opportunities within the managements level of management knowledge on how confident the learned management skills and theories in running the aged care industry, and set the stage for presenting evidence and arguments supporting the need for improved management practices to ensure the highest quality of care for older adults.

Rationale: The rationale for conducting this study is multi-faceted and includes the following key considerations:

1. **Aging Population:** The Philippines, like many countries, is experiencing a demographic shift with an increasing elderly population. This shift necessitates a closer examination of the management practices in homes for the aged to ensure the well-being and quality of care for this growing demographic (WHO, 2015).
2. **Quality of Care:** The quality of care provided in homes for the aged is a critical concern. Effective management practices play a pivotal role in ensuring that residents receive high-quality, person-centered care that meets their physical and emotional needs (Spector et al., 2019).

3. **Management Challenges:** Care facilities for the elderly face unique challenges, including staffing, resource allocation, regulatory compliance, and resident satisfaction. Investigating the application of management theories in this context can provide insights into addressing these challenges effectively (Katz, 2000).
4. **Theory X and Theory Y Application:** Understanding how Theory X and Theory Y are applied in management practices within homes for the aged is valuable. This knowledge can shed light on the leadership styles and approaches that best suit the needs of both staff and residents, contributing to a more harmonious and efficient care environment (McGregor, 1960).
5. **Knowledgeable Respondents:** The study's focus on highly knowledgeable and practiced respondents is significant as it allows for a deeper exploration of advanced management practices and their outcomes. It also has the potential to yield innovative insights for healthcare management (Swayne et al., 2017).
6. **Potential for Improvement:** The research aims to identify best practices and areas for improvement in the management of care facilities for the elderly. These findings have the potential to inform policy development and enhance the quality of care in homes for the aged.
7. **Relevance to Cebu City:** Given the specific focus on Cebu City, the study has local relevance, addressing the unique needs and challenges of homes for the aged in this particular region.
8. **Ageing Population:** The Philippines, like many countries, is experiencing a demographic shift with an increasing elderly population. This shift necessitates a closer examination of the management practices in homes for the aged to ensure the well-being and quality of care for this growing demographic (WHO, 2015).
9. **Quality of Care:** The quality of care provided in homes for the aged is a critical concern. Effective management practices play a pivotal role in ensuring that residents receive high-quality, person-centered care that meets their physical and emotional needs (Spector et al., 2019).
10. **Management Challenges:** Care facilities for the elderly face unique challenges, including staffing, resource allocation, regulatory compliance, and resident satisfaction. Investigating the application of management theories in this context can provide insights into addressing these challenges effectively (Katz, 2000).
11. **Theory X and Theory Y Application:** Understanding how Theory X and Theory Y are applied in management practices within homes for the aged is valuable. This knowledge can shed light on the leadership styles and approaches that best suit the needs of both staff and residents, contributing to a more harmonious and efficient care environment (McGregor, 1960).
12. **Knowledgeable Respondents:** The study's focus on highly knowledgeable and practiced respondents is significant as it allows for a deeper exploration of advanced management practices and their outcomes. It also has the potential to yield innovative insights for healthcare management (Swayne et al., 2017).
13. **Potential for Improvement:** The research aims to identify best practices and areas for improvement in the management of care facilities for the elderly. These findings have the potential to inform policy development and enhance the quality of care in homes for the aged.
14. **Relevance to Cebu City:** Given the specific focus on Cebu City, the study has local relevance, addressing the unique needs and challenges of homes for the aged in this particular region.

The rationale for this study stems from the importance of delivering high-quality care in homes for the aged. The findings will contribute to the existing body of knowledge on aged care management and

address potential gaps in understanding the specific practices employed in the selected facility. Additionally, the study's relevance extends to policy development, organizational decision-making, and best practices in managing aged care facilities.

To Determine the level of Management knowledge in applying the learned management theories and practices and is it applied in a daily manner in this type of institution. Investigating the application of management theories and practices in homes for the aged in Cebu City, Philippines, is rooted in the need to address critical issues in the management and quality of care in these facilities.

1. To what extent do managers in homes for the aged in Cebu City possess in-depth knowledge of management theories and practices?
 - Citation: Jones, A., & Smith, B. (2018). "Assessing Managerial Knowledge in Elderly Care Facilities." *Journal of Healthcare Management*, 20(3), 45-62.
2. How do managers demonstrate the practical application of management theories in addressing challenges specific to homes for the aged?
 - Citation: Johnson, P., & Brown, L. (2019). "Practical Application of Management Theories in Long-Term Care." *Journal of Aging and Health*, 25(2), 78-92.
3. In what ways does the management utilize Theory X and Theory Y in addressing different aspects of daily operations in care facilities for the elderly?
 - Citation: Lee, H. S., & White, S. M. (2020). "Theory X and Theory Y in Elderly Care Management: A Comparative Analysis." *Journal of Gerontology*, 35(1), 112-130.
4. What challenges do managers encounter in applying management theories in homes for the aged, and how do they overcome these challenges?
 - Citation: Anderson, M. J., & Robinson, C. R. (2017). "Challenges in Implementing Management Theories in Elderly Care Facilities." *Journal of Gerontological Nursing*, 42(4), 156-168.
5. How satisfied are managers with the outcomes of applying management theories in their efforts to enhance the quality of care for elderly residents?
 - Citation: Smith, J. R., & Davis, R. L. (2021). "Managerial Satisfaction and Quality of Care in Homes for the Aged." *Journal of Healthcare Administration*, 18(1), 34-48.

These research study questions aim to assess the depth of managers' knowledge in management theories, understand the practical application of these theories in addressing challenges, explore the utilization of Theory X and Theory Y, identify challenges faced in the implementation, and measure the satisfaction levels of managers with the outcomes in homes for the aged. The citations provide examples of relevant articles that might guide or support the research.

The research study aims to optimize resource allocation by identifying efficient management approaches and improving cost-effectiveness. By assessing current practices and providing recommendations, the study aims to support continuous improvement in aged care management and contribute to enhancing the overall operations of the selected home for the aged.

The anticipated outcomes of this study include insights into the strengths and weaknesses of the management practices, identification of areas for improvement, and recommendations for enhancing the quality of care provided to the elderly residents. The findings will be valuable to policymakers, administrators, and practitioners in the aged care sector, fostering better decision-making and ultimately improving the well-being and quality of life of the residents in the home for the aged.

Effective management practices play a crucial role in ensuring the well-being and quality of care for elderly residents in homes for the aged. This abstract provides an overview of research conducted on effective management practices in homes for the aged in Cebu City, Philippines.

It employs a mixed-methods approach, combining qualitative interviews with administrators and staff, as well as quantitative surveys to gather data on management practices, resident outcomes, and satisfaction levels. It investigates the resource limitations, regulatory compliance requirements, and staffing issues that impact the delivery of high-quality care in these settings.

The implications of the study's findings are twofold: firstly, they contribute to the body of knowledge on management practices in homes for the aged, particularly in the context of Cebu City, Philippines. Secondly, the findings offer insights and recommendations for policymakers, facility administrators, and stakeholders to improve the management practices and overall quality of care for elderly residents in homes for the aged. Preliminary findings suggest that effective management practices in homes for the aged encompass various aspects, including but not limited to staff training and development, resident-centered care approaches, health and safety protocols, communication systems, and community engagement.

Further research is needed to explore the long-term effects of these applied management practices and to investigate their transferability to other home for the aged settings. Overall, the study emphasizes the importance of creating sanctuaries where elderly residents can experience a meaningful and fulfilling life in their later years.

Importance of Management theories and practices in care facilities.

Management theories and practices play a crucial role in care facilities, including those for the elderly, as they help ensure the effective and efficient operation of these facilities. Highlighted are the key importance of management theories and practices in care facilities, based on well-established principles in the field of healthcare management:

1. **Quality of Care:** Effective management practices are essential for maintaining and improving the quality of care provided in care facilities. Proper organization and oversight help ensure that residents receive the best possible care, leading to better health outcomes and increased satisfaction. (Ferlie & Shortell, 2001)
2. **Resource Allocation:** Management theories guide the allocation of resources, including staff, equipment, and finances, to optimize the delivery of care. Efficient resource management is essential to ensure that a care facility can meet the diverse and changing needs of its residents. (Mintzberg, 1979)
3. **Staff Productivity:** Management practices help improve staff productivity and morale. Effective leadership and management can lead to a motivated and engaged workforce, resulting in better resident care and reduced turnover. (Fried & Fottler, 2008)
4. **Regulatory Compliance:** Healthcare facilities are subject to various regulations and standards. Effective management ensures that the facility complies with these regulations, reducing legal and financial risks. (Harrison & Liebowitz, 1997)
5. **Financial Stability:** Managing the financial aspects of a care facility is crucial for its sustainability. This includes budgeting, cost control, and revenue generation. Well-managed facilities are better equipped to provide consistent care without financial constraints. (Gapenski, 2008)

6. **Patient and Family Satisfaction:** Effective management practices contribute to a positive environment and responsive care, which, in turn, enhances patient and family satisfaction. Satisfied residents are more likely to have a better overall experience in the facility. (Heskett et al., 1997)
7. **Innovation and Adaptation:** Management theories guide the process of innovation and adaptation to changing healthcare needs. They help facilities stay current with best practices, technology, and healthcare trends. (Ouchi, 1980)
8. **Risk Management:** Effective management includes risk assessment and mitigation strategies, reducing the chances of adverse events and promoting resident safety. (Leape & Berwick, 2005)

It's important to note that the application of management theories and practices in care facilities should be tailored to the unique challenges and goals of the facility, including homes for the aged. Care facilities that effectively utilize management principles are better equipped to provide high-quality care and enhance the well-being of their residents.

The significance of respondents having a high level of knowledge in management theories and practical experience in the context of homes for the aged in Cebu City, Philippines, can be substantial. The importance of this aspect based on well-established principles in management and healthcare. Researchers and experts often value this significance for the following reasons:

1. **Effective Decision-Making:** Highly knowledgeable respondents are better equipped to make informed and effective decisions in managing care facilities. They can draw upon their understanding of various management theories to address complex issues and adapt to changing circumstances (Mintzberg, 1973).
2. **Efficient Resource Allocation:** Proficiency in management theories enables respondents to allocate resources judiciously. This is particularly important in care facilities where resource constraints can be a challenge. Proper resource allocation ensures the best possible care for residents (Meredith & Shafer, 2016).
3. **Innovation and Adaptation:** Knowledgeable respondents are more likely to introduce innovative practices and adapt to emerging trends in healthcare management. They can leverage their theoretical knowledge to keep the facility up-to-date and competitive (Porter, 1996).
4. **Staff Development:** Management theories encompass principles related to human resource management. Respondents with high levels of knowledge can create supportive and effective work environments, leading to staff satisfaction, professional development, and lower turnover (Armstrong, 2006).
5. **Quality Improvement:** With their deep understanding of quality management principles, respondents can drive continuous improvement in the quality of care provided. This leads to better health outcomes for residents and increased satisfaction (Deming, 1982).
6. **Adaptation of Theory X and Theory Y:** Highly knowledgeable respondents are more likely to understand and apply management theories such as Theory X and Theory Y effectively. They can tailor their management styles to the specific needs and preferences of staff and residents, thereby improving the overall atmosphere and efficiency of the facility (McGregor, 1960).
7. **Compliance with Regulations:** A strong knowledge of management principles assists in ensuring that the facility complies with relevant regulations and standards. This reduces legal and financial risks and enhances the reputation of the facility (Harrison & Liebowitz, 1997).

8. **Sustainability:** Knowledgeable respondents are better equipped to manage the financial aspects of the facility, ensuring its long-term sustainability. This includes budgeting, cost control, and revenue generation (Gapenski, 2008).

Research Problem and Methodology:

The research problem addressed in this paper is the need to assess and determine the level of knowledge in management application and practices in homes for the aged in the Philippines. Despite the growing aging population and the critical role of these facilities in providing care and support to elderly individuals, there is limited empirical research specifically focused on understanding and enhancing management practices in the Philippine context.

It also limits the ability to address the unique challenges and opportunities faced by these facilities, such as cultural nuances, regulatory frameworks, workforce dynamics, and financial constraints.

By establishing the research problem of inadequate understanding and assessment of management practices in homes for the aged in the Philippines, this empirical paper aims to fill the gap in knowledge and contribute to the advancement of aged care management in the country. It seeks to address questions such as:

1. Determining the Degree of Knowledge in the application of Management Theories in terms of planning, organizing, leading, and controlling.
2. Determining the degree of management and its practical application and the existing management practices applied by the selected home for the aged contributes to enhancing the quality of life of elderly residents living in a home for the aged facility.
3. Determining the application of management knowledge in theories in solving different challenges in the institution from the constraints encountered by the key informants on the implementation of the existing management practices applied by the selected home for the aged in Cebu City.

Participants of the Study:

Participants	age	Mgt.Experience
2 Males	25-48	3 yrs. – 9 yrs.
18 Females	23-55	3 yrs. – 15 yrs.

The Participants are those who are currently working in the said institution, more likely what they have shared in answering the questionnaire presented in a Likert Method.

In essence, the high level of knowledge in management theories and practical experience among respondents is a valuable asset for homes for the aged in Cebu City. It empowers them to provide better care, improve resident satisfaction, and adapt to changing healthcare dynamics, ultimately contributing to the overall success and quality of these care facilities.

The survey questionnaire outcomes, and related factors among the adolescent participants. The interview protocol outlines the Likert Method to identify the opinion and feelings of the participants regarding the structure and topics to be covered during the quantitative interviews, aiming to gather in-depth insights and personal experiences regarding Applied Management Theories in the elderly facility.

Cebu City Elderly Facility:

A.) *Gasa sa Gugma*

· Nursing home/ Managed by Nuns
Cabantan Street, Barrio Luz, Mabolo

(032) 231 4880

"I recommend you visit this place and bring something for the elders."

B.) Fehan TLC Home – Assisted Living

“You’ve got the Age? we’ve got the Place”

10+ years in business · Dawis Road Sitio Sto. Nino Brgy. Inayawan Cebu City

Open 24 hours · (032) 326-8927

C.) Green Acre Cebu

No reviews / Managed by Nuns

#27 Mallari Compound, Fulton St

Address: GP2P+MC, Balamban, Cebu

Hours:

Open 24 hours

Maundy Thursday might affect these hours

Phone: (032) 384 3915

The Study evolves within these three named elderly care institutions in Cebu City. more references research in the Effective Management Practices in Homes for the Aged: Cebu City Philippines

Human Relation Theory		VS	S	LS	NS
1	Evaluate the level of positive interpersonal relationships among staff members in the Home for the Aged, fostering a sense of trust, respect, and collaboration.	20			
2	Assess the effectiveness of communication channels and strategies used in the Home for the Aged to ensure open and transparent communication among staff, residents, and their families.	20			
3	Rate the extent to which the Home for the Aged promotes a supportive and caring environment, emphasizing the well-being and dignity of residents and maintaining a person-centered approach.	20			
4	Evaluate the level of employee engagement and involvement in decision-making processes, allowing them to contribute their ideas and opinions to improve the quality of care provided to residents.	18	2		
5	Assess the effectiveness of conflict resolution strategies employed in the Home for the Aged to address interpersonal conflicts among staff members, ensuring a harmonious and supportive work environment.	15	5		

APPLICATION OF THE MANAGEMENT THEORY AND PRACTICES IN HOME FOR THE AGED IN CEBU CITY
Questionnaire

Instruction: Please check the box that would fit to your observation if the management theory and practices were applied in all cases; **Very Satisfactory (VS), Satisfactory (S), Less Satisfactory (LS), Not Satisfactory (NS)**

I. CHALLENGES ENCOUNTERED BY THE HOME FOR THE AGED IN CEBU CITY IN THE APPLICATION OF THE ABOVE-MENTIONED THEORIES AND PRACTICES

Administrative Management		VS	S	LS	NS
	Rate the effectiveness of the organizational structure in the Home for the Aged, ensuring clear lines of authority, communication, and accountability.	18	2		
	Evaluate the implementation of performance management systems in the Home for the Aged, including goal-setting, performance evaluations, and feedback mechanisms.	18	2		
	Assess the adequacy of financial management practices in the Home for the Aged, including budgeting, cost control, and resource allocation processes.	18	2		
	Rate the effectiveness of information management systems in the Home for the Aged, ensuring efficient data collection, storage, and retrieval for decision-making processes.	20			
	Evaluate the level of adherence to regulatory compliance and legal requirements in the Home for the Aged, including licensing, documentation, and reporting procedures.	20			

Theory X and Theory Y		VS	S	LS	NS
1	Rate the level of employee motivation and engagement in the Home for the Aged based on the implementation of Theory X and Theory Y assumptions.	18	2		
2	Assess the extent to which Theory X and Theory Y principles influence the management's approach to employee supervision, feedback, and performance evaluation in the Home for the Aged.	20			
3	Evaluate the impact of Theory X and Theory Y on fostering a positive work culture and promoting mutual trust and respect among employees in the Home for the Aged.	20			
4	Rate the effectiveness of Theory X and Theory Y in promoting employee autonomy, empowerment, and involvement in decision-making processes within the Home for the Aged.	18	2		
5	Assess the overall effectiveness of Theory X and Theory Y in promoting a positive work environment, job satisfaction, and employee well-being within the Home for the Aged.	20			
Participative Decision Making		VS	S	LS	NS
1	Rate the level of satisfaction with the effectiveness of Participative Decision Making in fostering a collaborative work environment within the Home for the Aged.	20			
2	Evaluate the extent to which Participative Decision Making practices lead to improved staff morale and job satisfaction in the Home for the Aged.	20			
3	Assess the degree to which Participative Decision Making processes encourage active involvement and input from all staff members in shaping organizational decisions within the Home for the Aged.	20			
4	Rate the effectiveness of communication channels and mechanisms used to facilitate Participative Decision Making in ensuring the timely and transparent flow of information throughout the Home for the Aged.	20			
5	Evaluate the overall impact of Participative Decision Making on staff engagement, commitment, and a sense of ownership in achieving the goals and objectives of the Home for the Aged.	20			
Transformational Leadership		VS	S	LS	NS
1	Rate the level of inspirational motivation provided by the leaders in the Home for the Aged to inspire and motivate employees towards achieving the organization's goals.	20			
2	Assess the extent to which leaders in the Home for the Aged exhibit intellectual stimulation by encouraging employees to think creatively and offering opportunities for growth and development.	18	2		
3	Evaluate the impact of individualized consideration provided by leaders in the Home for the Aged, including supporting the unique needs and aspirations of employees and fostering a supportive work environment.	20			
4	Rate the effectiveness of leaders in the Home for the Aged in setting a positive example and serving as role models for employees, promoting ethical behavior and integrity in the workplace.	20			
5	Assess the overall effectiveness of Transformational Leadership in fostering a sense of trust, collaboration, and teamwork among employees in the Home for the Aged.	20			

This research delves into the application of management theories and practices within homes for the aged in Cebu City, Philippines, with a specific focus on participative decision-making, Theory X and Theory Y application, transformational leadership, human relations theory, and administrative management. Employing the Likert Scale method, the study reveals consistently high satisfaction ratings across all highlighted management dimensions.

Participative decision-making emerges as a fundamental component, fostering collaboration between staff and administrators. The Likert Scale responses indicate a robust endorsement of this inclusive approach, emphasizing its effectiveness in empowering employees and enhancing decision-making processes.

Theory X and Theory Y application within daily operations reflects a balanced and adaptive leadership style. Likert Scale ratings affirm the success of Theory X in situations requiring structure and control, while Theory Y principles contribute to a positive, people-centric work environment. Respondents consistently express high satisfaction with the versatility of these dual theories in addressing the diverse needs of elderly residents.

Transformational leadership, characterized by inspiration and motivation, receives commendable Likert Scale ratings, affirming its substantial impact on shaping a positive organizational culture. The study highlights the influence of transformational leadership in bolstering staff morale and elevating the quality of care provided to residents.

Likert Scale responses underscore the effectiveness of human relations theory in cultivating positive interpersonal relationships within the workplace. Prioritizing these relationships is perceived as essential, contributing to overall satisfaction among both staff and residents.

Administrative management principles, focusing on resource allocation and strategic decision-making, garner consistently high Likert Scale ratings. The streamlined administrative processes are recognized as pivotal contributors to the overall success of homes for the aged in Cebu City.

The Likert Scale method applied throughout this study affirms the resounding success of implementing management theories and practices in homes for the aged. The consistently high satisfaction ratings across participative decision-making, Theory X and Theory Y application, transformational leadership, human relations theory, and administrative management provide compelling insights for optimizing management approaches in the distinctive context of elderly care facilities.

Recommendation for Continues Improvements Applies:

Providing advanced management trainings, staff members and managers can enhance their knowledge and skills to effectively manage a home for the aged and continuously improve the quality of care and support provided to the residents.

1. ***Quality Improvement Training:*** This training can help staff members learn how to implement quality improvement initiatives and measure their impact to enhance the quality of care provided to the residents.
2. ***Financial Management Training:*** This training can help managers and administrators understand the financial aspects of running a home for the aged, including budgeting, revenue generation, and financial planning.
3. ***Risk Management Training:*** This training can help staff members identify potential risks and develop strategies to mitigate them, such as preventing falls, reducing medication errors, and preventing infections.
4. ***Change Management Training:*** This training can help staff members and managers learn how to manage change effectively, such as introducing new technology or implementing new policies and procedures.
5. ***Ethical Decision-Making Training:*** This training can help staff members and managers develop the skills to make ethical decisions in complex situations, such as end-of-life care or conflicts of interest.
6. ***Strategic Planning Training:*** This training can help managers and administrators develop strategic plans for the home for the aged, including identifying long-term goals and developing strategies to achieve them.
7. ***Innovation Training:*** This training can help staff members and managers develop innovative ideas to improve the quality of care and support for the residents, such as new social activities, assistive technologies, or environmental modifications.
8. ***Follow-up training sessions:*** Conducting follow-up training sessions can help reinforce the knowledge and skills gained during the initial training.

9. **Provide job aids:** Providing job aids such as checklists, flowcharts, or job aides can help staff members apply what they learned during training.
10. **Incorporate training** into performance evaluations: By incorporating training objectives into performance evaluations, staff members will understand the importance of the training and be more motivated to apply what they learned.
11. **Conducting regular assessments** can help identify areas where staff members may need additional training or support.
12. **Encouraging collaboration** among staff members can help reinforce learning and share best practices.
13. **Providing regular feedback** can help staff members understand where they are excelling and where they may need additional support or training.
14. **Recognizing and rewarding** staff members who successfully apply what they learned can help motivate others to apply their training.
15. **Encouraging coaching and mentoring** can help staff members gain additional support and guidance as they apply what they learned during training.
16. **Continuously updating and refreshing training materials** can help ensure that staff members have access to the latest information and best practices.
17. **Provide ongoing support:** Providing ongoing support such as online resources or access to subject matter experts can help staff members continue to apply what they learned during training over time.
18. **Resident-Centered Care:** The provision of quality care in a home for the aged should be resident-centered. It means placing the resident's interests, preferences, and dignity at the center of care provision.
19. **Staff Retention:** Home for the aged managers should focus on staff retention by providing a supportive work environment, competitive wages, and benefits, and opportunities for professional development.
20. **Quality Improvement:** Continuous quality improvement should be an integral part of home for the aged management. This involves regularly evaluating and monitoring care quality, implementing evidence-based practices, and using feedback from residents and staff to improve service delivery.
21. **Risk Management:** Effective risk management strategies should be in place to minimize risks and prevent adverse events such as falls, medication errors, and infections.
22. **Technology Integration:** The integration of technology such as electronic health records, telemedicine, and assistive technologies can improve the quality of care and enhance the management of a home for the aged.

RESULTS AND DISCUSSION

In the case of the research study on applied management practices in a home for the aged in Cebu City, the results and discussion section includes the following components:

Staffing Levels: Adequate staffing levels are crucial for ensuring the well-being and safety of residents in a home for the aged. Sufficient staffing ratios enable caregivers to provide personalized attention, assistance, and care to residents, promoting their physical and emotional well-being. Insufficient staffing can lead to increased stress, rushed care, and compromised resident outcomes.

Person-Centered Care: Implementing person-centered care approaches recognizes the unique needs, preferences, and values of each resident. It involves actively involving residents in decision-making, respecting their autonomy, and tailoring care plans to their individual needs. Person-centered care

promotes a sense of dignity, empowerment, and quality of life among residents, fostering positive outcomes and resident satisfaction.

Effective Communication: Open and effective communication channels among staff, residents, families, and management are vital for successful management practices. Clear and consistent communication ensures that information is conveyed accurately, resident needs are understood and addressed, and collaborative decision-making can take place. Effective communication fosters a culture of trust, enhances teamwork, and improves resident and staff satisfaction.

Staff Training and Development: Continuous staff training and professional development are essential components of effective management practices. Ongoing education ensures that staff members have the necessary knowledge, skills, and competencies to provide high-quality care to residents. Training programs enhance staff morale, job satisfaction, and confidence, resulting in improved resident outcomes and better overall care provision.

Organizational Culture: A positive and supportive organizational culture sets the tone for the management practices in a home for the aged. A culture that values staff well-being, promotes teamwork, and encourages open communication and collaboration creates a supportive work environment. A positive organizational culture translates into higher staff satisfaction, reduced turnover, and improved resident experiences.

Quality Assurance Mechanisms: Implementing quality assurance mechanisms, such as regular monitoring, evaluation, and feedback processes, ensures that management practices align with best practices and regulatory standards. Quality assurance mechanisms help identify areas for improvement, address gaps in care, and maintain consistency in service delivery. They contribute to enhanced resident safety, quality of care, and overall satisfaction.

Resident and Family Involvement: Active involvement of residents and their families in decision-making processes and care planning fosters a sense of ownership and engagement. Involving residents and families allows for their input, preferences, and feedback to be considered in the management practices. This collaborative approach leads to resident-centered care, improved satisfaction, and better outcomes.

Overall, these factors play critical roles in shaping the applied management practices in a home for the aged. Emphasizing staffing levels, person-centered care, effective communication, staff training and development, organizational culture, quality assurance mechanisms, and resident and family involvement can enhance the well-being, satisfaction, and overall care experience of residents in the facility.

CONCLUSION

In conclusion, this research has shed light on the critical role of management theories and practices in addressing the multifaceted challenges faced by homes for the aged in Cebu City, Philippines. The study aimed to assess the application of management theories in this specific context, focusing on the significance of highly knowledgeable and experienced respondents in managing these care facilities effectively. The analysis also delved into the practical application of Theory X and Theory Y management styles, which have proven to be highly relevant in this domain.

The findings of this research reveal that effective management practices are vital in overcoming the unique challenges posed by homes for the aged. These challenges encompass staffing shortages, regulatory compliance, the increasing demands of an aging population, and the need for continuous improvement in quality of care. Respondents, who demonstrated a high level of management theory knowledge and practical experience, played a crucial role in mitigating these challenges.

Furthermore, it was evident that Theory X and Theory Y management styles were applied differently based on the specific needs of the staff and residents. The adaptable use of these theories allowed for a more tailored approach to management, contributing to a harmonious and efficient work environment.

While this study provides valuable insights into the role of management theories and practices, it is not without limitations. The study's scope was limited to a specific geographical area, and it is essential to consider regional variations in management practices. Additionally, the ever-evolving field of healthcare management necessitates ongoing research and adaptation of management practices.

In light of these findings, it is clear that effective management practices are paramount in ensuring the well-being and satisfaction of residents in homes for the aged. This research contributes to the body of knowledge in healthcare management and provides a foundation for further studies and the implementation of best practices in the care of our elderly population.

As we move forward, the continuous pursuit of knowledge and the adaptation of management theories and practices will play a pivotal role in addressing the ever-changing challenges and opportunities in homes for the aged, ultimately enhancing the quality of care and the quality of life for our elderly residents. To determine if the results presented in this research paper where participants flaunted their best fit knowledge of Applied management theories and practices co-exist with the reality of how and other challenges if applied religiously, will be for the next research paper.

Previous Research in Studies on Management Practices in Homes for the Aged:

1. Munnell, A. H., Soto, M., & Golub-Sass, A. (2020). Management Practices and the Productivity of Nursing Homes. *Journal of Aging & Social Policy*, 32(1-2), 71-89. This study examines the relationship between management practices and productivity in nursing homes. It explores the impact of managerial practices, such as staff training, staff engagement, and resident-centered care, on key outcomes, including resident satisfaction, staff turnover, and quality of care.
2. Bowers, B. J., Fibich, B., & Jacobson, N. (2001). Care-as-Service, Care-as-Product: Roles, Relationships, and Responsibilities in Home and Hospice Care. *Research in the Sociology of Health Care*, 19, 3-21. This research focuses on management practices in the context of home and hospice care. It examines the roles, relationships, and responsibilities of care providers, caregivers, and managers, and how these practices impact the quality of care and client outcomes.
3. Castle, N. G., Engberg, J., Anderson, R. A., & Men, A. (2007). Job Satisfaction of Nurse Aides in Nursing Homes: Intent to Leave and Turnover. *The Gerontologist*, 47(2), 193-204. This study explores the management practices that influence job satisfaction, intent to leave, and turnover rates among nurse aides in nursing homes. It investigates the role of staffing levels, training programs, supervisory support, and communication in shaping job satisfaction and retention.
4. Banaszak-Holl, J., Zinn, J. S., & Mor, V. (1996). The Impact of Market and Organizational Characteristics on Nursing Care Facility Service Innovation: A Resource Dependency Perspective. *Health Services Research*, 31(1), 97-117. This research examines the impact of market and organizational characteristics on service innovation in nursing care facilities. It investigates management practices related to adopting new care delivery models, technology utilization, and organizational adaptation to changing market conditions.
5. Bostick, J. E., Rantz, M. J., & Flesner, M. K. (2006). Systematic Review of Studies of Staffing and Quality in Nursing Homes. *Journal of the American Medical Directors Association*, 7(6), 366-376. This systematic review summarizes previous studies investigating the relationship between staffing

levels, management practices, and quality of care in nursing homes. It examines the impact of factors such as staff turnover, skill mix, staffing ratios, and management approaches on resident outcomes and overall care quality.

Previous Research in Empirical Studies on Management Practices in Homes for the Aged in the Philippines:

1. Yap, T. L., Magno, C., & Dy, L. L. (2019). Leadership Practices and Quality of Care in Philippine Homes for the Aged. *Journal of Aging & Social Policy*, 31(1), 21-38. This study examines the relationship between leadership practices and the quality of care in homes for the aged in the Philippines. It investigates the impact of leadership styles, staff empowerment, communication, and decision-making on resident outcomes and satisfaction.
2. Diaz, P. M. D. (2017). The Effects of Human Resource Management Practices on the Job Satisfaction of Caregivers in Homes for the Aged in the Philippines. *Journal of Social Sciences*, 16(1), 1-13. This research focuses on the impact of human resource management practices on the job satisfaction of caregivers working in homes for the aged in the Philippines. It explores factors such as staffing levels, training and development programs, performance evaluation, and employee support systems.
3. Marañon, A. N., & Visperas, M. A. B. (2015). Determinants of Service Quality in Homes for the Aged in the Philippines. *Asia Pacific Journal of Multidisciplinary Research*, 3(4), 22-31. This study investigates the determinants of service quality in homes for the aged in the Philippines. It explores management practices related to staff competence, resident-centered care, environmental factors, and regulatory compliance, and their influence on the perceived quality of services provided.
4. Bagunu, J. V. (2014). An Analysis of the Organizational Structure and Management Practices of Homes for the Aged in the Philippines. *Journal of Human Resource and Sustainability Studies*, 2(1), 7-18. This research analyzes the organizational structure and management practices in homes for the aged in the Philippines. It examines factors such as governance models, decision-making processes, staffing arrangements, and financial management, and their impact on the overall functioning of the facilities.
5. Cawagas, V. M., & Roxas, M. L. (2013). Management Practices and Organizational Performance of Homes for the Aged in the Philippines. *International Journal of Management and Sustainability*, 2(1), 1-17. This study explores the relationship between management practices and organizational performance in homes for the aged in the Philippines. It investigates the impact of practices such as strategic planning, financial management, human resource management, and resident-centered care on the overall performance of the facilities.

These references highlight previous research conducted specifically in the Philippines, focusing on management practices in homes for the aged. They examine various aspects of management, including leadership, human resource practices, service quality, organizational structure, staff satisfaction and their implications for resident outcomes, conducting further research and building upon these studies can contribute to a deeper understanding of management practices in the Philippine context and support evidence-based improvements in aged care facilities.