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Management of Educational Resources in the New Normal among State Universities and Colleges in the Bangsamoro Autonomous Region in Muslim Mindanao

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ABSTRACT

In the new normal, the educational system has been bombarded with tremendous issues, problems and challenges particularly in the management and sustainability of educational resources. Though, there were several studies conducted in relation to educational management, very few had focused on the management of educational resources which have driven the researchers to conduct a study for the purpose of determining the extent of management of educational resources in the new normal in terms of human resources, physical facilities resources and financial resources using a descriptive quantitative research design as well as employing a survey questionnaire administered to the 150 key officials of the identified State Universities and Colleges in the Bangsamoro Autonomous Region in Muslim Mindanao as respondents who were selected using a purposive sampling technique. Results showed that the extent of management of educational resources in view of human resources was highly managed whereas physical facilities and financial resources were moderately managed. The researchers concluded that the educational key officials have shown remarkable skills in the management of human resources compared to the way they have managed the physical and financial resources. This suggests that the key officials of the State Universities and Colleges in the Bangsamoro Autonomous Region in Muslim Mindanao may enhance their physical and financial resources management skills by enrolling in post graduate studies, attending trainings, seminars and conferences as well as self-directed courses to ensure that their managerial skills can contribute to the holistic development of educational resources leading to economic and sustainable development.

KEYWORDS- Bangsamoro Autonomous Region in Muslim Mindanao, financial resources, human resources, management of educational resources, new normal, physical facilities resources, State Universities and Colleges

1. INTRODUCTION

The management of educational resources has become the trend in the new normal wherein the educational system needs to shift its modalities from the traditional system to flexible teaching and learning strategies to continue the flow of education despite the pandemic. It is undeniable that the educational system all over the world has been adversely affected by the sudden impact of COVID-19 leading to the abrupt modifications of policies, curricula among others including the management of educational resources. According to Soliman & Spooner (2000), the successful implementation of new technologies is dependent on many factors including the efficient management of human resources. Furthermore, recent research indicates that intellectual assets and resources can be utilized much more efficiently and effectively if organizations apply knowledge management techniques for leveraging their human resources and enhancing their personnel management.

Generally, this study aimed to determine the management of educational resources in the new normal among State Universities and Colleges in the Bangsamoro Region (BARMM) during the Academic Year 2021-2022. Specifically, the study investigated the extent of management of educational resources among the State Colleges and Universitas in the Bangsamoro Region in Muslim Mindanao in terms of human resources, physical resources, and financial management. In support to the variables of this study, several works of literature and studies had been surveyed by the researchers which are presented in the preceding texts.

Human Resources: Human Resource (HR) is primarily concerned with how people are managed within organizations, focusing on policies and systems. HR departments and units in organizations are typically

responsible for a number of activities, including employee recruitment, training and development, performance appraisal, and rewarding. HR is also concerned with industrial relations, that is, the balancing of organizational practices with regulations arising from collective bargaining and governmental laws (Rihan, n.d.). Effectively solving problems is a common goal for individuals and organizations, and successful problem solving is dependent on the quality of decisions made along the way. Making decisions to diagnose and direct organizational performance improvement efforts is a continual task throughout the human resource development (HRD) process (Korte, 2003).

Human resource management (HRM) is the practice of recruiting, hiring, deploying and managing an organization's employees. HRM is often referred to simply as human resources (HR). A company or organization's HR department is usually responsible for creating, putting into effect and overseeing policies governing workers and the relationship of the organization with its employees (Chai & Sutner, 2022). Human resource management is the organizational function that manages all of the issues related to the people in an organization. That includes but is not limited to compensation, recruitment, and hiring, performance management, organization development, safety, wellness, benefits, employee motivation, communication, policy administration, and training. Human resource management is also a strategic and comprehensive approach to managing people and the workplace culture and environment. Done well, it enables employees to contribute effectively and productively to the overall company direction and the accomplishment of the organization's goals and objectives (Heathfield, 2021). HRM staff members are partially responsible for ensuring that the organization has an overall mission, vision, and values that are shared and provide an overarching reason for employees to want to work for their organization. These elements can be inspirational and help employees feel as if they are part of something that is bigger than themselves.

Additional activities sponsored by HRM can include employee and community outreach. They are frequent mentors and members of employee teams that address philanthropic giving, employee engagement activities, and events that involve employee families. HRM functions are also performed by line managers who are directly responsible for the engagement, contribution, and productivity of their reporting staff members. In a fully integrated talent management system, the managers play a significant role in and take ownership of responsibility for the recruitment process. They are also responsible for the ongoing development of and retention of superior employees. HRM is moving away from traditional personnel, administration, and transactional roles, which are increasingly outsourced. The HRM function is now expected to add value to the strategic utilization of employees and to ensure that employee programs recommended and implemented impact the business in positive measurable ways. Employees who work in HRM must also help keep their employer and company safe from lawsuits and the resulting workplace chaos. They must perform a balancing act to serve all of an organization's stakeholders: customers, executives, owners, managers, employees, and stockholders (Heathfield, 2021).

Physical Facilities Resources: Physical Infrastructure' stands for the physical facilities of the school. It refers to buildings, grounds, furniture and apparatus along with equipment essential for imparting education. Management of resources by the School Head requires considerable skills. Resources have to be looked after properly. By managing the school resources more effectively the Head will achieve easier access, achieve the curriculum objectives and higher goals of good administration. In order to accomplish greater satisfaction amongst pupils and staff, the School Head must plan, anticipate, consult, supervise and act in a timely manner to ensure that all the required physical resources are identified, developed and fully used in a responsible manner. All possible resources should be identified and used appropriately. There should be the maximum use of all available resources. Local resources should be sought and manufactured wherever possible. The use of resources should be carefully maintained and controlled with consideration of adequacy, safety, coordination, efficiency, beauty, adaptability, and economy (Kohli, 2019). Fitsimmons (2009) found that library leaders must understand how to collaborate, negotiate and formulate policies in order to manage physical resources well for the sake of the bottom line as well as the quality of the user and staff experience.

Physical resources are: equipment, materials, supplies, facilities, and infrastructure that are utilized by your project, or become a part of your project deliverable. management of physical resources consists of four processes: plan resource management, estimate activity resources, acquire resources, and control resources (PMEducation, 2020).

Financial Resources: Managing Financial Resources addresses the complicated issues of financial planning and control. These include performance measures and cost analysis, methods of improving profitability and techniques of financial monitoring and control (Broadbent & Cullen, 2003). Financial management refers to the strategic planning, organizing, directing, and controlling of financial undertakings in an organization or an

institute. It also includes applying management principles to the financial assets of an organisation, while also playing an important part in fiscal management. Take a look at the objectives involved like maintaining enough supply of funds for the organisation; ensuring shareholders of the organisation to get good returns on their investment; optimum and efficient utilization of funds; and creating real and safe investment opportunities to invest in (LSBF Staff, 2018). Financial management deals with directing, controlling, planning, and strategically organizing financial projects or accounts of an organization. Financial management education involves using management rules for the finances of an organization. The basic objectives of financial management education are good utilization of monetary funds; ensuring there is a supply of funds in the organization; providing good investment choices to invest in.

Financial Management is important in education because organizations plan better with financial management or planning, it allows organizations to effectively allocate funds, organizations make better planning of funds, it encourages entrepreneurial skills in employees which ultimately lead to financial planning, value of organizations increases as a result of financial management education, profit also increases in the long run, and financial decisions are critically looked into and made (Westword University College, 2020). Financial management ensures that the administration and management team are able to manage the budget in a better manner and make informed decisions related to the school budget.

School finances are closely tied to both public policy and student achievement. School funding is a concern in the current climate of economic uncertainty. During these challenging economic times, effective school finance officers can leverage the following strategies to support a systematic approach. These strategies include Monitor data, public policy, and legislation continuously; Create a strategic three-to-five-year plan; Minimize unnecessary administrative costs; Manage district assets appropriately; Operate with transparency and accountability; Review cost containment strategies (Engle, 2022). The key findings were that principals and the SGBs chairpersons wish to play an important role in financial management in schools, but lack financial management skills to do so. The lack of financial management skills was more evident on the side of the SGB chairpersons. The result of this lack of financial management skills has the effect that other types of financial problems arise at schools (Mpoloking, 2011).

2. METHOD

The study employed the descriptive-quantitative research design. The descriptive research design was used to determine the extent of educational management of resources of State Universities and Colleges (SUCs) in the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM). The study was conducted in BARMM comprising the selected SUCs in the region wherein the respondents of the study were the key officials involved in the top management of SUCs. The study utilized the purposive sampling technique. According to Black (2010), purposive sampling is a sampling technique in which researcher relies on his or her own judgment when choosing members of population to participate in the study. Purposive sampling is a non-probability sampling method and it occurs when “elements selected for the sample are chosen by the judgment of the researcher. Researchers often believe that they can obtain a representative sample by using a sound judgment, which will result in saving time and money.” The researchers utilized a self-made survey questionnaire as the research instrument in generating the data. The research instrument was composed of close ended statements about the management of educational resources also subdivided into three parts based on the variables of the study. The survey questionnaire used the four (4) point Likert scale to measure the degree of choices of the respondents.

The research questionnaire was subjected to content validity through the evaluation of three experts composed of two internal validators who are professors from Cotabato State University and one external validator. The reliability of the instrument was evaluated through conducting a pilot study to 20 subjects wherein the answers were analyzed with the help of a statistician using Cronbach’s Alpha method. The data gathering process of the study had undergone several procedures. The first procedure was executed through securing the permission to conduct the study through distribution of letters of permission in data gathering approved by this University. The second activity was done through the conduct of the survey facilitated by the researchers. It was done through the personal distribution and retrieval by the researchers of the survey questionnaire to the respondents. The researchers had ensured that proper ethical protocols and guidelines such as asking for the consents of the respondents and giving of brief orientation on the goals of the study would be done properly. After the data gathering, the researchers personally tabulated the data gathered with the assistance of the assigned tabulator while the analysis and interpretation of the data was assisted by the statistician. Data gathered were analyzed using Statistical Package for Social Sciences (SPSS) version 21. Eventually, the data collected were analyzed using the Mean which was used for the analysis of the extent of management of educational resources.

3. RESULTS AND DISCUSSION

Management of Human Resources

Table 1 presents the mean values on the extent of management of educational resources in the new normal among State Universities and Colleges in the Bangsamoro Autonomous Region (SUCs) in Muslim Mindanao in terms of management of human resources which revealed that the respondents rated the highest on the statement that states to communicate openly with team members and share ideas with a mean value of 3.66 described as highly managed. This implies that the heads of SUCs are proficient in team leadership wherein this type of leadership style is highly relevant in the new normal management of educational programs.

Table 1
Mean Values on the Extent of Management of Educational Resources in the New Normal among State Universities and Colleges in the Bangsamoro Autonomous Region in Muslim Mindanao in terms of Management of Human Resources
 n=150

Statements	Mean	Descriptive Interpretation
Deals with people as complete individuals.	3.62	Highly Managed
Provides opportunities for growth within the organization.	3.60	Highly Managed
Treats faculty and staff with respect and dignity.	3.61	Highly Managed
Stresses organizational development interventions, achieving employee organizational fit, and other aspects that ensure employees add value.	3.47	Moderately Managed
Creates a working environment that fosters teamwork.	3.42	Moderately Managed
Focuses on achieving goals and objectives through the efficient mobilization of human resources.	3.57	Highly Managed
Designs and implement procurement, training and performance appraisal.	3.54	Highly Managed
Identifies employees that work hard and work well, appreciates their efforts openly so that they feel recognized and then reward them with the right incentives to keep their enthusiasm going.	3.36	Moderately Managed
Establishes a working culture that is transparent.	3.48	Moderately Managed
Communicates openly with team members and shares ideas.	3.66	Highly Managed
Overall Mean	3.53	Highly Managed

Legend:

3.50-4.00	Highly Managed	1.50-2.49	Less Managed
2.50-3.49	Moderately Managed	1.00-1.49	Least Managed

The successful implementation of new technologies is dependent on many factors including the efficient management of human resources. Furthermore, recent research indicates that intellectual assets and resources can be utilized much more efficiently and effectively if organizations apply knowledge management techniques for leveraging their human resources and enhancing their personnel management (Soliman & Spooner, 2000).

Moreover, the educational leaders highly managed to deal with people as complete individuals, treats faculty and staff with respect and dignity, provides opportunities for growth within the organization, and focuses on achieving goals and objectives through the efficient mobilization of human resources with mean values of 3.62, 3.61, 3.60, and 3.57 respectively. This indicates that the SUCs heads possess very strong social relationships, goal and action oriented with high standard of ethical values which are essential in the management of the SUCs in the new normal. Effectively solving problems is a common goal for individuals and organizations, and successful problem solving is dependent on the quality of decisions made along the way. Making decisions to diagnose and direct organizational performance improvement efforts is a continual task throughout the human resource development (HRD) process (Korte, 2003).

However, the study found out that the SUCs leaders moderately managed to establish a working culture that is transparent, stress organizational development interventions, achieving employee organizational fit, and other aspects that ensure employees add value, and create a working environment that fosters teamwork with mean values of 3.48, 3.47, and 3.42 correspondingly. Meaning, the SUCs leaders are equipped with leadership potentials that are beneficial in upholding the potentials of the human resources such as the faculty, staff,

students and all stakeholders concerned. Human resource management (HRM) is the practice of recruiting, hiring, deploying and managing an organization's employees. HRM is often referred to simply as human resources (HR). A company or organization's HR department is usually responsible for creating, putting into effect and overseeing policies governing workers and the relationship of the organization with its employees (Chai & Sutner, 2022). RM staff members are partially responsible for ensuring that the organization has an overall mission, vision, and values that are shared and provide an overarching reason for employees to want to work for their organization. These elements can be inspirational and help employees feel as if they are part of something that is bigger than themselves (Heathfield, 2021).

An overall mean revealed that the extent of management of educational resources in the new normal among State Universities and Colleges in the Bangsamoro Autonomous Region (SUCs) in Muslim Mindanao in terms of management of human resources is highly managed as manifested from its general weighted mean of 3.53 which means that SUCs educational leaders in BARMM have always manifested leadership competence in managing the human resources and this is a good sign that there is a positive and sustainable development of managing the SUCs in the Bangsamoro community. Human resource management is the organizational function that manages all of the issues related to the people in an organization that includes but is not limited to compensation, recruitment, and hiring, performance management, organization development, safety, wellness, benefits, employee motivation, communication, policy administration, and training. Human resource management is also a strategic and comprehensive approach to managing people and the workplace culture and environment. Done well, it enables employees to contribute effectively and productively to the overall company direction and the accomplishment of the organization's goals and objectives. Employees who work in HRM must also help keep their employer and company safe from lawsuits and the resulting workplace chaos. They must perform a balancing act to serve all of an organization's stakeholders: customers, executives, owners, managers, employees, and stockholders (Heathfield, 2021).

Management of Physical Facilities Resources

Table 6 presents the mean values on the extent of management of educational resources in the new normal among State Universities and Colleges in the Bangsamoro Autonomous Region (SUCs) in Muslim Mindanao in terms of management of material or physical facilities resources which revealed that the respondents rated the highest on the statement that ensure the maximum use of all available resources particularly at this time of pandemic with a mean value of 3.79 interpreted as highly managed followed by the statement which make the best use of community resources for the benefit of students with a mean value of 3.57 also described as highly managed. This implies that the heads of SUCs are very much resourceful and innovative in managing the physical resources and infrastructure of the school for the improvement of instruction, research, extension and even production. Physical Infrastructure' stands for the physical facilities of the school. It refers to buildings, grounds, furniture and apparatus along with equipment essential for imparting education. Management of resources by the School Head requires considerable skills (Kohli, 2019).

However, the study showed that the educational leaders moderately managed to build a task-oriented plan for actual execution and Learning Resources implementation of improvement programs for the purpose of physical resource management, call regular meetings of staff in order to identify the areas of improvements in physical resources needed for better management, ensure that projects have some broad and some specific objectives depending upon the utility and urgency of the resources, show knowledge and expertise on the principles involved in management of physical resources, carefully consider the institution's physical resource management plan, seeks improvement in all directions and includes school improvement projects in the form of action research, and ensure that materials are frequently checked and controlled to maintain their effective use with corresponding mean values of 3.43, 3.40, 3.38, 3.35 and 3.22. This indicates that the educational leaders should employ relevant schemes in the management of physical resources. Fitsimmons (2009) suggested that library leaders must understand how to collaborate, negotiate and formulate policies in order to manage physical resources well for the sake of the bottom line as well as the quality of the user and staff experience.

Moreover, respondents rated the lowest on the statement which devise mechanisms to maintain and control the use of resources with a mean value of 3.08 described as moderately managed. This implies that the educational leaders should improve their management skills in monitoring and controlling of physical facilities. Resources have to be looked after properly. By managing the school resources more effectively the Head will achieve easier access, achieve the curriculum objectives and higher goals of good administration. In order to accomplish greater satisfaction amongst pupils and staff, the School Head must plan, anticipate, consult, supervise and act in a timely manner to ensure that all the required physical resources are identified, developed and fully used in a responsible manner. All possible resources should be identified and used appropriately. There should be the maximum use of all available resources. Local resources should be sought and manufactured wherever possible.

Table 6
Mean Values on the Extent of Management of Educational Resources in the New Normal among State Universities and Colleges in the Bangsamoro Autonomous Region in Muslim Mindanao in terms of Management of Material/Physical Resources
 n=150

Statements	Mean	Descriptive Interpretation
Ensures the maximum use of all available resources particularly at this time of pandemic.	3.79	Highly Managed
Devises mechanisms to maintain and control the use of resources.	3.08	Moderately Managed
Carefully considers the institution's physical resource management plan, seeks improvement in all directions and includes school improvement projects in the form of action research.	3.35	Moderately Managed
Makes a survey of the existing physical resources as well as the resources that can be made available with the help of the supporting staff.	3.22	Moderately Managed
Makes the best use of community resources for the benefit of students.	3.57	Highly Managed
Calls regular meetings of staff in order to identify the areas of improvements in physical resources needed for better management.	3.40	Moderately Managed
Ensures that projects have some broad and some specific objectives depending upon the utility and urgency of the resources.	3.40	Moderately Managed
Builds a task-oriented plan for actual execution and learning resources implementation of improvement programs for the purpose of physical resource management.	3.43	Moderately Managed
Ensures that materials are frequently checked and controlled to maintain their effective use.	3.22	Moderately Managed
Shows knowledge and expertise on the principles involved in management of physical resources.	3.38	Moderately Managed
Overall Mean	3.38	Moderately Managed

Legend:

3.50-4.00	Highly Managed	1.50-2.49	Less Managed
2.50-3.49	Moderately Managed	1.00-1.49	Least Managed

The use of resources should be carefully maintained and controlled with consideration of adequacy, safety, coordination, efficiency, beauty, adaptability, and economy (Kohli, 2019).

Overall, the extent of management of educational resources in the new normal among State Universities and Colleges in the Bangsamoro Autonomous Region (SUCs) in Muslim Mindanao in terms of management of material or physical resources is moderately managed which signifies that the management of physical materials or facilities need to be enhanced and put into priority by the SUCs particularly at this time of pandemic to sustain the delivery of quality services to the learners. Physical resources are: equipment, materials, supplies, facilities, and infrastructure hence, the management of physical resources (should) consist of four processes: plan resource management, estimate activity resources, acquire resources, and control resources (PMEducation, 2020).

Management of Financial Resources

Table 7 presents the mean values on the extent of management of educational resources in the new normal among State Universities and Colleges in the Bangsamoro Autonomous Region (SUCs) in Muslim Mindanao in terms of management of financial resources which revealed that the respondents rated the highest on the statement which is to apply the general management principles to its financial resources with a mean of 3.49 described as moderately managed. This implies that the educational leaders are equipped with knowledge on management theories and they apply these concepts in the management of financial resources. Financial management refers to the strategic planning, organizing, directing, and controlling of financial undertakings in a

Table 7
Mean Values on the Extent of Management of Educational Resources in the New Normal among State Universities and Colleges in the Bangsamoro Autonomous Region in Muslim Mindanao in terms of Management of Financial Resources
 n=150

Statements	Mean	Descriptive Interpretation
Plans, organizes, directs and controls the financial activities of an educational institution's funds and resources.	3.22	Moderately Managed
Ensures optimum funds utilization in the most effective and efficient manner.	3.30	Moderately Managed
Makes and implements decisions in using financial resources to acquire real resources such as books, equipment and materials, utilities and maintenance.	3.29	Moderately Managed
Stays positive in the face of budget pressures and financial challenges.	3.26	Moderately Managed
Considers not only effective management of available financial support but also the proper allocation of funds directed to the fight against ignorance, poverty, and diseases.	3.27	Moderately Managed
Contributes to the increase of public investment in the education sector as well as equally grooms innovative communities for value addition to the educational outcomes.	3.30	Moderately Managed
Concerns with decisions on how to procure funds, of an organization's financial resources, disburses and gives account of funds provided for the implementation of educational programs.	3.40	Moderately Managed
Administers institutional funds both lawfully and morally.	3.39	Moderately Managed
Defines the program and financial objectives for the school projects and ensures the implementation of activities to attain these objectives through effective use of resources.	3.47	Moderately Managed
Applies the general management principles to its financial resources.	3.49	Moderately Managed
Overall Mean	3.34	Moderately Managed

Legend:

3.50-4.00	Highly Managed	1.50-2.49	Less Managed
2.50-3.49	Moderately Managed	1.00-1.49	Least Managed

particular organization or an institute. It also includes applying management principles to the financial assets of an organisation, while also playing an important part in fiscal management. Take a look at the objectives involved like maintaining enough supply of funds for the organisation; ensuring shareholders of the organisation to get good returns on their investment; optimum and efficient utilization of funds; and creating real and safe investment opportunities to invest in (LSBF Staff, 2018).

Likewise, the study found that the educational leaders moderately managed to define the program and financial objectives for the school projects and ensure the implementation of activities to attain these objectives through effective use of resources, concern with decisions on how to procure funds, of an organization's financial resources, disburses and gives account of funds provided for the implementation of educational programs, administer institutional funds both lawfully and morally, ensure optimum funds utilization in the most effective and efficient manner, contribute to the increase of public investment in the education sector as well as equally grooms innovative communities for value addition to the educational outcomes, make and implement decisions in using financial resources to acquire real resources such as books, equipment and materials, utilities and maintenance; consider not only effective management of available financial support but also the proper allocation of funds directed to the fight against ignorance, poverty, and diseases, and stay positive in the face of budget pressures and financial challenges with mean values of 3.47, 3.40, 3.39, 3.30, 3.29, 3.27, 3.26 respectively indicating that the SUCs leaders possess the ability to manage the fiscal resources of their

respective institutions or agencies nevertheless, they should exert more effort to become more competent in the management of resources that have something to do with finance or monetary matters. Westword University College (2020) emphasized that financial management deals with directing, controlling, planning, and strategically organizing financial projects or accounts of an organization. Financial management education involves using management rules for the finances of an organization.

However, it was found out that the respondents rated the lowest on the statement to plan, organize and control the financial activities of an educational institution's funds and resources with a mean value of 3.22 also interpreted as moderately managed. This implies that the educational leaders should capacitate themselves in the field of managing the financial resources of their respective agencies. Also, they need to update themselves with current trends on planning, organizing, implementing and monitoring of educational funds to successfully attain their vision, mission, goals and objectives. The basic objectives of financial management education are good utilization of monetary funds; ensuring there is a supply of funds in the organization; providing good investment choices to invest in. Financial Management is important in education because organizations plan better with financial management or planning, it allows organizations to effectively allocate funds, organizations make better planning of funds, it encourages entrepreneurial skills in employees which ultimately lead to financial planning, value of organizations increases as a result of financial management education, profit also increases in the long run, and financial decisions are critically looked into and made (Westword University College, 2020).

Overall, the extent of management of educational resources in the new normal among State Universities and Colleges in the Bangsamoro Autonomous Region (SUCs) in Muslim Mindanao in terms of management of financial resources was moderately managed as shown from its weighted mean of 3.34 which implies that the SUCs leaders should improve their skills in the management of funds because if these were not properly managed, it could lead to the occurrence of other problems which can adversely affect the operation of SUCs. In the study of Mpoloking (2011), he found out that principals and the SGBs chairpersons wish to play an important role in financial management in schools, but lack financial management skills to do so. The lack of financial management skills was more evident on the side of the SGB chairpersons. The result of this lack of financial management skills has the effect that other types of financial problems arise at schools (Mpoloking, 2011). Hence, financial management ensures that the administration and management team are able to manage the budget in a better manner and make informed decisions related to the school budget. School finances are closely tied to both public policy and student achievement. School funding is a concern in the current climate of economic uncertainty. During these challenging economic times, effective school finance officers can leverage the following strategies to support a systematic approach. These strategies include monitoring data, public policy, and legislation continuously; creating a strategic three to five-year plan; minimizing unnecessary administrative costs; managing district assets appropriately; operating with transparency and accountability; and reviewing cost containment strategies (Engle, 2022).

4. CONCLUSIONS AND RECOMMENDATIONS

This study examined the extent of management of educational resources among the State Universities and Colleges in the Bangsamoro Autonomous Region in Muslim Mindanao during the new normal specifically in terms of human resources, physical facilities resources and financial resources. The study found out that the State Universities and Colleges in the Bangsamoro Region have demonstrated excellence in the management of human resources but manifested a moderate capability in managing the physical and financial resources. This leads to a principle that not all managers or leaders possess the credibility of managing all resources since no man possesses all the skills; hence, no man is an island and everything is interconnected. Educational managers should know how to utilize the skills of human resources to improve their competence in managing the material and financial resources. This concept suggests that leaders continue to learn, unlearn and relearn since change has remained constant and even comes so rapidly like in the case of the pandemic forcing all sectors to shift and modify existing policies or regulations. Educational managers should manifest high caliber in the administration and supervision of all the resources of the institution they may be human, material or physical, financial, technological among others. The excellent management of educational resources can contribute to the improvement of institutional performance leading to the efficient attainment of educational mission and goals as well as for the attainment of quality education even in the new normal and during trying times.

On the other hand, this study has a limitation for it was not able to include the in-depth understanding on the experiences of the educational managers during the new normal in terms of human, physical and financial resources management. Thus, in order to generate substantial data, the researchers recommend that a qualitative study may be included and that the indicators with the lowest mean shall be used as baseline data in the formulation of research problem and even in the construction of guide questions to be used in the interview method.

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