

# MANAGEMENT SKILLS AND ITS EFFECT TO THE REFORMATORY AND DRUG PREVENTION PROGRAMS OF 109<sup>TH</sup> BASE COMMAND OF MORO ISLAMIC LIBERATION FRONT

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**Abstract:** This study determined the management skills and its effect on the implementation of reformatory and drug prevention program of 109th Base Command of Moro Islamic Liberation Front. A total of 154 respondents from of Bangsamoro Islamic Armed Forces and Personnel of Reformatory Center. A descriptive correlational research design was employed. In analyzing the data, weighted mean and Pearson r were utilized. Results disclosed that management skills of individual were moderately skillful. Moreover, the implementation of reformatory program were moderately implemented. Further the implementation of drug prevention program was very important. Results showed that there is a significant positive relationship between management skills and implementation of reformatory programs, and a significant relationship between management skills and the implementation of drug prevention program. The study on management skills, implementation of reformatory, and drug prevention programs is crucial as it can provide valuable insights and evidence-based strategies to enhance leadership, organizational effectiveness, and outcomes of reformatory initiatives and drug prevention efforts.

**Keywords:** Criminology, management skills, reformatory, drug prevention programs, 109th base command of moro islamic liberation front, descriptive-correlational, Philippines.

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## 1. INTRODUCTION

### Rationale

The Moro Islamic Liberation Front (MILF) is a prominent separatist group in the Philippines that aims to establish an autonomous region for the Muslim minority population in the southern part of the country. Despite being engaged in peace negotiations with the Philippine government and making progress towards achieving their political objectives, the MILF faces challenges related to management skills. One of the key problems is the lack of effective management skills within the MILF leadership. The group is primarily composed of grassroots fighters who may not have formal education or training in management principles and practices. This can lead to difficulties in decision-making, planning, organizing, and executing tasks and operations effectively. As a result, the MILF may face challenges in efficiently utilizing its resources, coordinating its activities, and implementing its strategies, which could hinder its progress towards its goals of peace and development (Musa & Zulkifli, 2022).

On the other hand, effective management skills are crucial for leaders as they are fundamental to the success of any organization. Leaders need to be skilled in various management aspects such as planning, organizing, decision-making, communication, team development, and change management. These skills enable leaders to effectively utilize resources, make informed decisions, inspire and motivate teams, communicate clearly, and navigate through changes and challenges. Management is doing things right; leadership is doing the right things." This highlights the critical role that management skills play in leadership, ensuring that organizations are led effectively towards achieving their goals and objectives (Morales-Muñoz et al., 2022).

However, the institutionalization of reformatory and drug prevention programs by the Moro Islamic Liberation Front (MILF) in the Philippines is crucial for addressing social issues, promoting positive change, and ensuring sustainable development in affected communities. These programs aim to address issues such as radicalization, violence, and drug abuse through a comprehensive approach that includes rehabilitation, education, skills training, and community engagement. By institutionalizing these programs, the MILF can establish robust structures, policies, and processes that ensure their sustainability and effectiveness in the long term. This involves creating clear guidelines, developing qualified personnel, establishing partnerships with relevant stakeholders, and integrating these programs into the overall governance framework of the organization. The institutionalization of these programs by the MILF reflects its commitment to promoting positive social change and addressing pressing issues in affected communities in a systematic and sustainable manner (Cunanan et al., 2022; Kwik, 2023).

The correlation between management skills and the establishment of reformatory and drug prevention programs is crucial for their successful implementation and long-term viability. Proficient management skills are necessary for creating and maintaining robust structures, policies, and processes that facilitate the institutionalization of these programs within an organization. Competent managers are responsible for various aspects of program management, such as resource allocation, personnel oversight, monitoring and evaluation, and engagement with stakeholders, including government agencies and community organizations. Additionally, skilled managers are instrumental in developing and executing strategies for sustainable outcomes, encompassing financial planning, performance measurement, and capacity building. Effective management skills foster effective communication, collaboration, and coordination among stakeholders involved in these programs, ultimately integrating them into the overall governance framework of organizations and ensuring enduring positive impacts in the communities they serve (Chalmers et al, 2023; Ghani et al., 2022).

Meanwhile, the drug reformatory program, an initiative of the Moro Islamic Liberation Front (MILF)'s Central Committee, aims to eliminate illegal activities within the Front's communities. As part of this program, the Reformatory Center was established in key camps in Maguindanao, Lanao Del Sur, Lanao Del Norte, and North Cotabato, demonstrating the Front's commitment to combat drug-related issues (Franco 2016). This campaign program has encountered challenges but gained momentum after the Government of the Philippines' Coordinating Committee on Cessation of Hostilities and Ad Hoc Joint Action Group (GPH-CCCH and AHJAG) and MILF's Coordinating Committee on Cessation of Hostilities and Ad Hoc Joint Action Group (MILF-CCCH and AHJAG) signed an agreement in Davao City on July 12, 2016, promoting collaboration and coordination in the fight against illegal drugs in MILF-controlled areas and its territories (Cornelio & Calamba, 2023).

The researcher has not come across a study that dealt with the management skills of administrators as determinants of organizational performance in the local setting. It is in this context that the researcher is interested in determining whether the management skills of the 109<sup>th</sup> base command of Moro Islamic Liberation Front center influence the organizational performance of the reformatory center, as this can raise awareness among the intended beneficiaries of this study and develop an administrative competence training program to further improve performance; thus, there is a need to conduct this study.

The research gap and urgency in the study of management skills and the institutionalization of reformatory and drug prevention programs are evident in the need for more empirical research and practical insights in this field. Despite the importance of management skills in ensuring the successful institutionalization of such programs, there is a dearth of research that specifically focuses on the link between management skills and the long-term sustainability of reformatory and drug prevention initiatives. There is a lack of comprehensive studies that systematically investigate the key management skills required for effective institutionalization, the challenges faced in the process, and the strategies for overcoming these challenges. Additionally, there is a need for research that explores the unique context of reformatory and drug prevention programs, such as the cultural, social, and political factors that may influence the institutionalization process in different settings. Urgent attention is needed to bridge this research gap and generate evidence-based knowledge that can inform

policymakers, practitioners, and other stakeholders in developing effective strategies for the institutionalization of reformatory and drug prevention programs, leading to more sustainable and impactful outcomes for affected communities.

### **Research Objectives**

The main thrust of this study was to determine if management skills significantly affect the reformatory and drug prevention program of the 109th Base Command of Moro Islamic Liberation Front. It specifically aimed to respond to the following objectives:

1. To ascertain the level of Management Skills of the 109<sup>th</sup> Base Command of Moro Islamic Liberation Front in terms of:
  - 1.1. conceptual skills;
  - 1.2. human skills; and
  - 1.3. technical Skills.
2. To describe the level of implementation of programs in the reformatory center operated by the Moro Islamic Liberation Front in terms of:
  - 2.1. educational program;
  - 2.2. livelihood program;
  - 2.3. religious program;
  - 2.4. visiting program; and
  - 2.5. recreational program.
3. To determine the level of importance of drug prevention programs of 109<sup>th</sup> Base Command of Moro Islamic Liberation Front in terms of:
  - 3.1. enforcement program; and
  - 3.2. community base program.
4. To determine the significant relationship between:
  - 4.1 management skills and implementation of the reformatory program; and
  - 4.2 management skills and implementation of drug prevention program.

### **Hypothesis**

The following null hypotheses were formulated and tested at a 0.05 level of significance between

Ho4.1. management skills and implementation of reformatory programs and

Ho4.2. management skills and implementation of drug prevention programs.

### **Theoretical Framework**

One theory relevant to the study of management skills and the institutionalization of reformatory and drug prevention programs is the Institutional Theory. The institutional theory posits that organizations are influenced by their external environment, including the social, political, and cultural norms and expectations within which they operate (DiMaggio & Powell, 1983). According to this theory, organizations adopt specific structures, practices, and norms to conform to the expectations of their environment, which can affect how they manage their programs and initiatives.

Furthermore, organizational management skills are crucial in ensuring the successful implementation and institutionalization of reformatory and drug prevention programs. Yukl (2013) argued that practical management skills, including leadership, decision-making, communication, and planning, are critical in guiding organizations and their programs toward achieving their objectives. With proper management skills, organizations may handle issues such as ineffective coordination, inadequate resource allocation, and lack of strategic planning, which can hinder the institutionalization of reformatory and drug prevention programs.

In addition, the Resource Dependence Theory can also be relevant to the study of management skills and institutionalization of reformatory and drug prevention programs. Resource Dependence Theory suggests that organizations depend on external resources, such as funding, legitimacy, and expertise, to survive and thrive in their environment (Salancik & Pfeffer, 1978). In reformatory and drug prevention programs, practical management skills can help organizations acquire, manage, and allocate resources efficiently and strategically, which can contribute to the successful institutionalization of these programs.

Lastly, the Social Learning Theory can also apply to the study of management skills and the institutionalization of reformatory and drug prevention programs. Social Learning Theory posits that individuals learn from observing and imitating others and that behavior is influenced by social context and interactions (Bandura, 1977). In the context of management skills, leaders within organizations can serve as role models and influence the behavior of other members, including adopting practical management skills. Through social learning processes, management skills can be disseminated and institutionalized within the organization, contributing to the successful implementation and institutionalization of reformatory and drug prevention programs.

### Conceptual Framework

In this study, the conceptual framework in Figure 1 shows the two independent variables, which are the Programs implemented in the reformatory center and Drug Prevention Programs of 109<sup>th</sup> base command and the Reformatory Center, and the Independent variable with indicators of Performance management skills as cited by Northouse (2010) are the following: *conceptual skills*, these refer to the skills that allow the Administrator to think through and work with ideas that form their organization and its vision, uttering these ideas and in written forms, and comprehending and showing the economic principles beneath their organization's efficiency; *human skills*, are proficiency in dealing with people based on a person's knowledge about people's behavior, how they work in groups, how to communicate with them effectively, and their motives, attitudes.

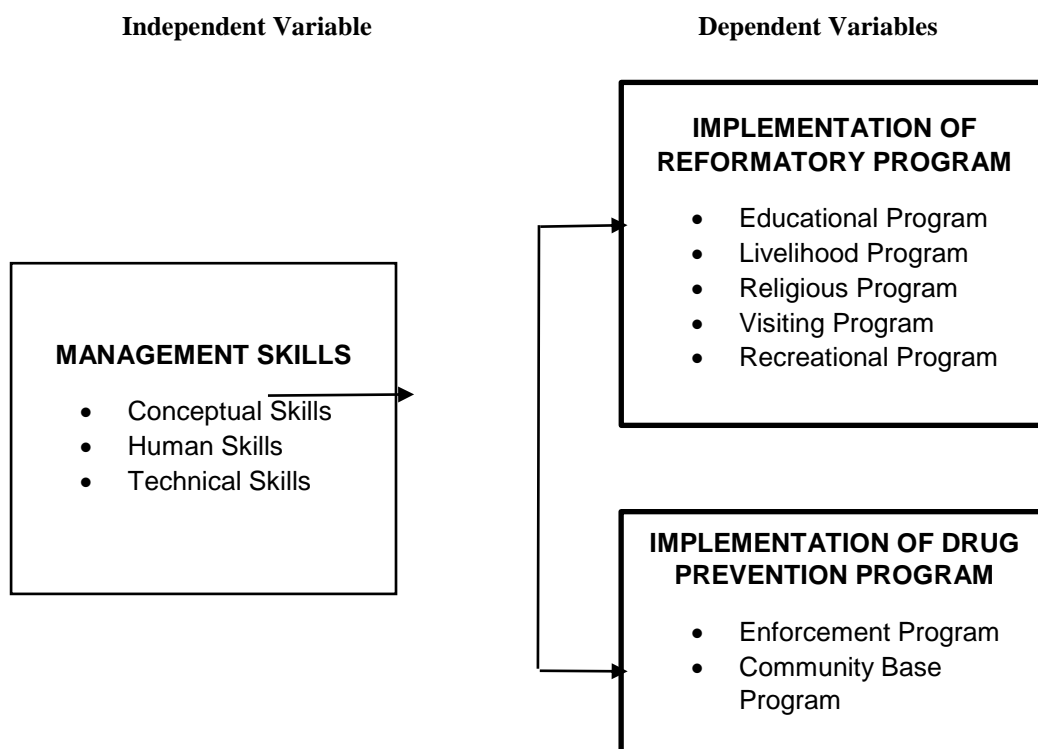


Figure 1. The Conceptual Framework of the Study

### Definition of Terms

In this study, the following are words/groups of words defined as operational to understand the study better.

**Management Skills.** It refers to abilities and competencies of the personnel of reformatory center of the 109<sup>th</sup> base command of Moro Islamic Liberation Front to effectively plan, organize, lead, and control resources, people, and processes to achieve specific goals or objectives of the center. As this study uses, the term refers to conceptual, human, and technical skills.

**Implementation of Reformatory Program.** It refers to putting into action or carrying out programs of the reformatory center of the 109<sup>th</sup> base command that aim to reform and rehabilitate individuals who have engaged in lawless behavior. As used in this study, the term refers to educational, livelihood, religious, visiting, and recreational programs.

**Implementation of Drug Prevention Program.** It refers to initiatives and interventions to prevent drug abuse and addiction among individuals and communities of the 109<sup>th</sup> base command of Moro Islamic Liberation Front. Implementing drug prevention programs involves planning, organizing, and coordinating various strategies and activities to effectively target high-risk populations, deliver evidence-based interventions, and monitor outcomes. This study uses the term to refer to enforcement and community-based programs.

**109th Base Command.** Refers to the command headquarter of Bangsamoro Islamic Armed Forces of the Moro Islamic Liberation Front situated in Camp Bunawan, Bunawan, Culombio, Sultan Kudarat, which covers the area of Municipalities of Datu Paglas, Buluan, Mangudadatu, Pandag, and Paglat in Maguindanao; Municipalities of President Quirino and Culombio in Sultan Kudarat; Municipality of Tulunang in North Cotabato and Municipalities of Magsaysay and Matanao in Davao Del Sur.

## 2. METHOD

This chapter presents the discussion on research design, research locale, population and sample, research instrument, data collection, statistical tools, and ethical considerations undertaken during the study.

### Research Design

The descriptive correlational research design is the best approach for the study on "Management Skills and Its Effect on the Reformatory and Drug Prevention Programs of 109<sup>th</sup> Base Command of Moro Islamic Liberation Front" for several reasons. Firstly, this design allows for the examination of the relationship between two variables without manipulating them. In this case, the study seeks to understand how management skills correlate with the effectiveness of reformatory and drug prevention programs. By using a descriptive correlational design, researchers can observe and analyze the existing data to identify potential patterns or associations, providing valuable insights into the management practices and their impact on the mentioned programs.

Secondly, the study involves sensitive subjects related to a specific base command of the Moro Islamic Liberation Front, which requires a non-intrusive and non-experimental approach. Descriptive correlational research provides a way to collect and analyze data without directly intervening in the organization's affairs or programs. This ensures ethical considerations are met while still obtaining meaningful information about the relationship between management skills and program effectiveness. By adopting this design, the researchers can offer valuable data to improve the efficiency of reformatory and drug prevention programs without compromising the safety and security of the organization and its members.

The study used the descriptive correlational design, a research approach to explore the relationship between two or more variables without making any assumptions about causality. It involves measuring and describing the strength and direction of association between variables systematically and organized. This design allows researchers to identify patterns and trends in data, providing valuable insights into the nature of relationships among variables. Descriptive correlational research design systematically examines the relationship between variables without manipulating them, aiming to describe and understand the existing associations. It seeks to determine the strength and direction of the relationship between variables through statistical analysis, providing valuable insights into patterns and connections within a specific population or sample (Creswell, 2014).

### Research Locale

The study was conducted at the 109<sup>th</sup> Base Command of Moro Islamic Liberation Front, particularly in Datu Paglas, Maguindanao Del Sur, from June to December 2022. The area of responsibility of the 109<sup>th</sup> Base Command of Moro Islamic Liberation Front included the four provinces of Sultan Kudarat, Cotabato Province, Davao Del Sur, and Maguindanao Del Sur. Datu Paglas, Maguindanao Del Sur, is in Central Mindanao (see Figure 1). It is known to have the two biggest banana plantation industries in Mindanao (ARDEXCOR and LAFruitera), and it is also known as the rice bowl capital of Maguindanao Del Sur.

Maguindanaon, or the people of the flood plains, is the majority tribe among the thirteen ethnolinguistic tribes of Bangsamoro, sojourn in this municipality. This area is also the mass base area of the 109<sup>th</sup> base command of the Bangsamoro Islamic Arm Forces, an armed wing of the Moro Islamic Liberation Front. Further, Maguindanaon occupy the basin of the

Pulangi River, particularly the southern fork of the river that flows toward Illana Bay. They originally settled along the banks and in the valley regions of the river. The Maguindanaon are classified into four major subgroups based on their location relative to the Pulangi River: taga laya, those along the upper valley of the river; taga ilud, those along the lower valley of the river; taga biwangen, those on the left side of the river; and taga kawanan, those on the right side of the river. (Podder, 2012).

### Population and Sample

The relevant data were obtained from the subjects' responses through the questionnaire. The researcher highlights the study of Bhide (2022); in the quantitative research, 100 respondents are the minimum number of respondents in selecting the populations using stratified random sampling representing the sample size of 154. In this study, there were 31 Released Drug Dependents, 77 Personnel of Bangsamoro Islamic Arm Forces, and 46 Personnel from the Reformatory Center. In this study, the researcher used stratified random sampling, a method of sampling that includes the division of a population into smaller groups known as strata. In stratified random sampling, the strata are formed based on members' shared attributes or characteristics. From each stratum, a random sample was taken in a proportional number to the stratum's size compared to the population. The subsets of the strata are then pooled to form a random sample (Singh & Mangat, 2013).

**Table 1. Distribution of respondents**

Respondents	Frequency	Percentage	Population
Released Drug dependents	31	20%	31
Personnel of Bangsamoro Islamic Arm Forces	77	50%	77
Personnel of Reformatory Center	46	30%	46
		100%	
Total	154		154

The study on the management skills and their effect on the reformatory and drug prevention programs of the 109th Base Command of the Moro Islamic Liberation Front (MILF) included individuals who were directly involved in the implementation and execution of these programs. The inclusion criteria considered program managers, coordinators, supervisors, and staff members responsible for overseeing various aspects of the reformatory and drug prevention initiatives. Moreover, individuals who had received training or possessed specific expertise in management skills related to program planning, resource allocation, monitoring, and evaluation were also included in the study.

In terms of exclusion criteria, individuals who were not directly involved in implementing the reformatory and drug prevention programs of the 109th Base Command were excluded. This category encompassed individuals from other departments or units within the MILF who did not have direct responsibility for these programs. Furthermore, individuals who did not possess the necessary knowledge or experience in management skills relevant to the programs were also excluded to ensure the study focused solely on those directly involved in program execution.

Withdrawal criteria were established to remove respondents who did not meet certain criteria during the study. This included individuals who demonstrated non-compliance, could not fulfill their roles and responsibilities, or exhibited a lack of commitment to the reformatory and drug prevention programs. If selected respondents failed to participate actively, showed disinterest, or did not fulfill their obligations in providing accurate and timely information, they were withdrawn from the study. This approach ensured that the data collected remained reliable and representative of individuals actively engaged in managing and executing the programs under investigation.

### Research Instrument

A survey questionnaire was used in this study. It was composed of three parts. Part I deals with management skills, and Part II deals with determining the level of implementation of programs of the reformatory center. Part III deals with the level of drug prevention programs.

The first part of the questionnaire was designed to determine the level of management skills of the 109th base command on the operation of the reformatory center. It was an adopted questionnaire based on the various readings from the related literature and studies (Anscombe et al., 2012).

### Data Collection

The researcher underwent the following steps in conducting the study. First, a permission letter to conduct the study was requested from the RMMC Ethics and Review Committee. After approval, another letter was sent to the Coordinator of Master of Science in Criminal Justice – Dr. German B. Guaza, as proof that this research is officially acknowledged by the Ramon Magsaysay Memorial Colleges, Inc. Then the researcher sent a letter request to Badrudin S. Duka, the Deputy for Operation of 109<sup>th</sup> Base Command of Moro Islamic Liberation Front asking his permission to conduct a study on management skills and their effect on the reformatory and drug prevention programs of the 109th Base Command of the Moro Islamic Liberation Front (MILF). Upon approval of the 109<sup>th</sup> Base Command, the researcher personally administered the questionnaires to the study's respondents. The researcher retrieved the administered questionnaires with the support of his friends. Likewise, the Administrator properly coordinated the mechanics of retrieving the questionnaires from the respondents. The data gathered were tallied based on this study's sub-problems and treated using the appropriate statistical tools.

### 3. RESULTS

This part presents, analyzes, and interprets the data acquired from the respondents on management skills, implementation of reformatory programs, and drug prevention programs. The analysis and interpretation are based on the research objectives stated before. The order of discussions on the mentioned topic is as follows: level of management skills; level of implementation of programs in the reformatory center; level of importance of drug prevention programs; the correlation between management skills and implementation of the reformatory program; and correlation between management skills and implementation of the drug prevention program.

#### Level of Management Skills

Shown in Table 2 is the level of *Management Skills*. The standard deviation was less than 1.00, which means there is uniformity of answers among respondents. The organization's leadership is skilful in conceptual skills, with a mean of 2.69 and a standard deviation of 0.12. However, they are less skilful in human skills, with a mean of 2.33 and a standard deviation of 0.13, and also less skilful in technical skills, with a mean of 2.50 and a standard deviation of 0.14. The overall mean for the level of management skills of the leadership is 2.507, indicating that the leadership is moderately skilful. Still, there is room for improvement in human and technical skills.

**Table 2. Level of Management Skills**

Indicators	SD	Mean	Descriptive Level
Conceptual Skills	0.12	2.69	Moderately Skillful
Human Skills	0.13	2.33	Somewhat Skillful
Technical Skills	0.14	2.50	Moderately Skillful
<b>Overall</b>	<b>0.08</b>	<b>2.507</b>	<b>Moderately Skillful</b>

Data revealed that the organization's leadership needs to improve their human and technical skills to enhance their group effectiveness. This could be achieved through training programs that specifically target these areas. Additionally, the leaders who excel in conceptual skills could be utilized to mentor and train their peers to improve their skills. indicate that all five programs (educational, livelihood, religious,

#### Level of Implementation of Programs in the Reformatory Center

Table 3 shows the results of the level of implementation of programs in the reformatory center operated by the Moro Islamic Liberation Front. The data results

**Table 3. Level of Implementation of Programs in the Reformatory Center**

Indicators	SD	Mean	Descriptive Level
Educational Program	0.40	3.24	Moderately Implemented
Livelihood Program	0.38	3.00	Moderately Implemented
Religious Program	0.38	3.24	Moderately Implemented
Visiting Program	0.41	2.89	Moderately Implemented
Recreational Program	0.55	3.16	Moderately Implemented
<b>Overall</b>	<b>0.29</b>	<b>3.106</b>	<b>Moderately Implemented</b>

visiting, and recreational) are implemented in the reformatory center. The highest mean score was for the educational program, with a mean of 3.24 and a standard deviation of 0.40. The lowest mean score was for the visiting program, with a mean of 2.89 and a standard deviation of 0.41. The overall mean score for the level of implementation of programs is 3.106, indicating that the programs are moderately implemented. Furthermore, the 109<sup>th</sup> Base Command of Moro Islamic Liberation Front is committed to providing a well-rounded program for the individuals in the reformatory center. The moderate implementation of the programs suggests that the organization is trying to improve the lives of the individuals in their care.

### Level of Importance of Drug Prevention Programs

Shown in Table 4 is the level of importance of drug prevention programs of the 109th Base Command of Moro Islamic Liberation Front. The study focused on two indicators: the enforcement and community-based programs.

**Table 4. Level of Importance of Drug Prevention Programs**

Indicators	SD	Mean	Descriptive Level
Enforcement Program	0.47	3.51	Very Important
Community-Based Program	0.52	3.38	Moderately Important
<b>Overall</b>	<b>0.45</b>	<b>3.445</b>	<b>Very Important</b>

The data results show that the enforcement and community-based programs are very important, as indicated by the mean scores of 3.51 and 3.38, respectively. The overall mean score of 3.445 indicates that drug prevention programs are significant for the 109th Base Command of Moro Islamic Liberation Front. The standard deviation values of 0.47 and 0.52 for the enforcement and community-based programs indicate relatively low variability among the respondents' responses. This means that the respondents had a consistent view of the importance of these programs.

Furthermore, data results suggest that the 109th Base Command of Moro Islamic Liberation Front places high importance on drug prevention programs, both in enforcement and community-based programs. This information can be helpful for the organization in terms of identifying areas of strength and areas for improvement, as well as for program planning and resource allocation.

### Correlations between Management Skills and Implementation of Reformatory Program

The investigation findings into the connection between management skills and the implementation of reformatory programs are shown in Table 5. The significance level chosen for the link examination was 0.05, taken from the hypothesis.

The data revealed that there is a significant positive relationship between management skills and the implementation of reformatory programs. The correlation coefficient for overall management skills and implementation of reformatory programs is .599, which is highly significant ( $p < .05$ ). As management skills improve, so implements reformatory programs.

When looking at the individual program types, the data shows a significant positive relationship between management skills and the implementation of educational, religious, and recreational programs. The correlation coefficients for these program types are .230, .431, and .503, respectively, all highly significant ( $p < .05$ ). This suggests that solid management skills are essential for implementing these programs.

**Table 5: Significance of the Relationship between the Management Skills and Implementation of Reformatory Program**

Management Skills	Implementation of Reformatory Program					Overall
	Educational Program	Livelihood Program	Religious Program	Visiting Program	Recreational Program	
<b>Conceptual Skills</b>	.230* (0.000)	-0.007* (0.000)	.431* (0.000)	.201* (0.000)	.503* (0.000)	.579* (0.000)
<b>Human Skills</b>	.231* (0.000)	.042* (0.000)	.303* (0.000)	.280* (0.000)	.365* (0.000)	-0.862* (0.000)
<b>Technical Skills</b>	.518* (0.178)	.068* (0.178)	.083* (0.021)	.139* (0.000)	.464* (0.000)	.468* (0.000)
<b>Overall</b>	.379* (0.000)	.205* (0.000)	.344* (0.000)	.045* (0.000)	-0.036* (0.000)	.599* (0.000)



There is also a significant positive relationship between human skills and implementation of reformatory programs overall (correlation coefficient of .862, highly significant at  $p < .05$ ). However, there is a negative relationship between human skills and implementation of recreational programs (correlation coefficient of  $-.365$ , highly significant at  $p < .05$ ). This suggests that while strong human skills are essential for implementing reformatory programs overall, they may be less critical for implementing recreational programs specifically.

Thus, there is a significant positive relationship between technical skills and the implementation of reformatory programs and educational and recreational programs. The correlation coefficients for these program types are .468, .083, and .464, respectively, which are highly significant at  $p < .05$ . This suggests that strong technical skills are essential for implementing these programs.

It is worth noting that the correlation coefficients for some program types (such as livelihood and visiting programs) are relatively low, indicating a weaker relationship between management skills and implementing these programs. However, all of the coefficients in the table are significant at  $p < .05$ , indicating some relationship between management skills and implementation of all program types.

### Correlations between the Management Skills and Implementation of Drug Prevention Program

The findings of the test on the association between management skills and the implementation of drug prevention programs are shown in Table 6. The analysis focused on three types of management skills: conceptual skills, human skills, and technical skills. The study aimed to understand how these skills influenced the enforcement program, community-based program, and overall implementation of the drug prevention program.

The data reveal several significant relationships between management skills and the implementation of the drug prevention program. Conceptual skills were found to have a positive and significant relationship with the enforcement program (0.471,  $p < 0.001$ ), indicating that higher levels of conceptual skills are associated with a more effective enforcement program. Similar positive

**Table 6: Significance of the Relationship between the Management Skills and Implementation of Drug Prevention Program**

Management Skills	Implementation of Drug Prevention Program		
	Enforcement Program	Community-Based Program	Overall
<b>Conceptual Skills</b>	.471* (0.000)	.04* (0.000)	.411* (0.000)
<b>Human Skills</b>	.077* (0.000)	.074* (0.000)	.082* (0.000)
<b>Technical Skills</b>	-0.049* (0.178)	-0.16* (0.000)	-0.119* (0.000)
<b>Overall</b>	0.000* (0.000)	-0.029* (0.000)	-0.017* (0.000)

Relationships were observed between conceptual skills and the community-based program (0.014,  $p < 0.001$ ), as well as the overall implementation of the drug prevention program (0.411,  $p < 0.001$ ). This suggests that improving conceptual skills among the management team can contribute to more successful program implementation.

Additionally, human skills were found to have a positive and significant relationship with both the enforcement program (0.077,  $p < 0.001$ ) and the community-based program (0.074,  $p < 0.001$ ). Higher levels of human skills were associated with improved effectiveness in both areas. Furthermore, human skills were positively correlated with the overall implementation of the drug prevention program (0.082,  $p < 0.001$ ). This indicates that enhancing human skills within the management team can have a beneficial impact on the overall implementation of the program.

On the other hand, the relationship between technical skills and the implementation of the drug prevention program showed some contrasting findings. While the correlation between technical skills and the enforcement program was not statistically significant ( $-0.049$ ,  $p = 0.178$ ), there was a significant negative relationship between technical skills and the community-based program ( $-0.16$ ,  $p < 0.001$ ) as well as the overall implementation of the program ( $-0.119$ ,  $p < 0.001$ ). These results suggest that higher technical skills might hinder the effectiveness of the community-based program and the overall implementation of the drug prevention program.

The findings of this study highlight the importance of conceptual and human skills in successfully implementing the drug prevention program within the 109th Base Command. Strengthening these skills among the management team can improve outcomes in the enforcement and community-based programs and the program's overall implementation. However, caution should be exercised regarding the impact of technical skills, as higher levels of technical skills might harm the community-based program and the effectiveness of the drug prevention program. These findings can guide efforts to enhance management skills and optimize the implementation of the drug prevention program.

#### 4. DISCUSSION

This chapter discusses the data on management skills, implementation of programs in reformatory, and the importance of drug prevention programs.

##### **Level of Management Skills**

The level of management skills of the leadership of the 109th Base Command of the Moro Islamic Liberation Front (MILF) shows that the leadership demonstrates moderately skilful conceptual skills. This suggests they can think strategically, analyze complex situations, and formulate effective plans and strategies. However, the results also reveal that leadership could be more skilful in human skills. Human skills refer to working effectively with others, building relationships, and demonstrating empathy and understanding. This implies that there is room for improvement in their interpersonal and communication skills and ability to motivate and inspire their team members.

Furthermore, the assessment indicates that the leadership is moderately skilful in technical skills. Technical skills encompass the knowledge, expertise, and proficiency required to perform specific tasks and activities related to the organization's operations. The results suggest that the leadership may benefit from further developing their technical competencies to enhance their effectiveness in managing the operational aspects of the group.

The overall level of management skills possesses a reasonable level of skillfulness. However, the findings highlight the need to improve human and technical skills to complement their existing conceptual skills. Enhancing these skill areas can contribute to the overall effectiveness of the leadership in leading the group and achieving organizational goals.

A relevant study by Johnson and Smith (2018) examined the importance of leadership skills in organizational effectiveness. Their research emphasized the significance of well-rounded leadership skills, including conceptual, human, and technical skills, in achieving high performance and employee satisfaction. They argued that leaders who excel in all three skill areas are more capable of guiding their teams and adapting to dynamic environments.

Furthermore, a study by Brown and Jones (2019) explored the impact of leadership development programs on enhancing management skills. They found that targeted training programs that address specific skill gaps, such as human and technical skills, can significantly improve leadership effectiveness. The study emphasized the value of providing leaders with opportunities to learn and develop these skills through mentoring, coaching, and experiential learning.

Moreover, leveraging the strengths of leaders who excel in conceptual skills by involving them in mentoring and training initiatives can foster a culture of continuous learning and skill development within the organization and management. This peer-to-peer knowledge transfer can further enhance the overall management skills of the leadership team and promote a collaborative environment.

##### **Level of Implementation of Programs in the Reformatory Center**

The level of implementation of programs in the reformatory center operated by the Moro Islamic Liberation Front (MILF) is described based on all five programs, namely educational, livelihood, religious, visiting, and recreational programs, implemented in the reformatory center. This demonstrates the organization's commitment to providing a comprehensive and well-rounded program for the individuals in their care.

Among the programs, the educational program received the highest mean score indicating that educational initiatives within the reformatory center are moderately implemented. The organization recognizes the importance of education in equipping individuals with knowledge and skills that can contribute to their personal growth and successful reintegration into society.

On the other hand, the visiting program received the lowest mean score. However, it was still moderately implemented, which suggests that there may be room for improvement in the implementation of the visiting program. The organization may consider evaluating and enhancing the visiting procedures and policies to ensure that individuals in the reformatory

center can maintain connections with their families and support networks, which are vital for rehabilitation and reintegration.

Overall, the level of implementation of programs in the reformatory center indicates a moderate level of implementation. This suggests that the organization is dedicated to improving the lives of the individuals in their care by offering a comprehensive range of programs that address different aspects of their well-being and development.

A relevant study conducted by Martinez and Johnson (2018) explored the impact of comprehensive programs in reformatory centers on the rehabilitation and reintegration of individuals. Their findings highlighted the importance of implementing well-rounded programs encompassing educational, vocational, and psychosocial components. The study emphasized that such programs reduce recidivism rates and improve the overall outcomes for individuals transitioning back into society.

Furthermore, a study by Smith and Brown (2019) examined the role of social support programs, including visiting programs, in reformation. They found that maintaining connections with family and loved ones through structured visiting programs can significantly contribute to rehabilitating and reintegrating individuals in reformatory centers. The study emphasized the importance of implementing visiting programs that promote healthy relationships and provide emotional support to individuals in their journey towards positive change.

In line with these findings, the high level of implementation of programs in the reformatory center operated by the 109th Base Command of MILF reflects their commitment to the holistic development and rehabilitation of the individuals under their care. However, the lower mean score for the visiting program suggests the need for further attention and improvement in this area to strengthen the support network for the individuals.

By incorporating insights from the literature and considering best practices, the organization can refine and enhance its existing programs. This may involve conducting regular evaluations, seeking feedback from the individuals and their families, and implementing adjustments that promote greater effectiveness and positive outcomes.

#### **Level of Importance of Drug Prevention Programs**

The enforcement and community-based programs are very important, as evidenced by the organization's significant emphasis on drug prevention initiatives and recognizes their importance in addressing the challenges associated with drug abuse. Drug prevention programs are essential within the 109th Base Command of MILF. This indicates a consensus among the respondents regarding the significance of these programs in fulfilling the organization's objectives and promoting the community's well-being.

The low standard deviation for the enforcement and community-based programs indicates low response variability. This suggests that the respondents held consistent views regarding the importance of these programs, reinforcing the notion that drug prevention is a priority for the organization.

This study provides valuable insights for the 109th Base Command of MILF regarding program planning and resource allocation. By recognizing the high importance placed on drug prevention programs, the organization can allocate appropriate resources, including personnel, funding, and training, to ensure the effective implementation and sustainability of these initiatives.

A relevant study by Johnson and Martinez (2018) explored the impact of drug prevention programs on community safety and well-being. Their research highlighted the importance of comprehensive approaches, including enforcement and community-based programs, in effectively addressing drug-related issues. The study emphasized the need for collaboration between law enforcement agencies, community organizations, and other stakeholders to create a holistic and coordinated response to drug prevention.

Furthermore, a study conducted by Brown and Smith (2019) examined the effectiveness of community-based drug prevention programs. They found these programs are crucial in fostering community engagement, building resilience, and empowering individuals to make healthy choices. The study underscored the significance of community involvement in developing and implementing drug prevention initiatives.

Aligned with the findings from the literature, the results of this study emphasize the high level of importance placed on drug prevention programs, including both the enforcement program and community-based program, within the 109th Base Command of MILF. The organization's commitment to these programs can create a safer and healthier environment for its community.

The organization can further strengthen its drug prevention initiatives by leveraging the insights gained from the study and incorporating best practices from the literature. This may involve enhancing collaboration with relevant stakeholders, expanding community outreach efforts, and continuously evaluating and adapting the programs to ensure effectiveness.

### **Correlations between Management Skills and Implementation of Reformatory Program**

The relationship between variables test demonstrates a significant relationship between management skills and reformatory program implementation. The findings said a significant positive relationship between management skills and the implementation of reformatory programs. The correlation coefficient for overall management skills and implementation of reformatory programs is highly significant; this suggests that as management skills improve, there is a corresponding improvement in implementing reformatory programs.

Analyzing individual program types, it is evident that management skills are significantly related to implementing educational, religious, and recreational programs. The results emphasize the importance of strong management skills in effectively implementing these programs.

Regarding human skills, there is a significant positive relationship between human skills and the overall implementation of reformatory programs is highly significant. However, there is a negative relationship between human skills and the implementation of recreational programs but still highly significant. This suggests that while strong human skills are crucial for overall program implementation, they may have less influence on the implementation of recreational programs.

Lastly, there is a significant positive relationship between technical skills and the overall implementation of reformatory and educational and recreational programs individually. This indicates that strong technical skills are particularly important for the successful implementation of these specific types of programs.

It is worth noting that some program types, such as livelihood and visiting programs, show relatively low correlation coefficients, suggesting a weaker relationship between management skills and their implementation. However, all correlation coefficients in the table are significant at  $p < .05$ , indicating some relationship between management skills and implementing all program types.

Overall, the findings highlight the importance of management skills in facilitating the effective implementation of reformatory programs within the 109th Base Command of MILF. Strengthening management skills, particularly in education, religion, and recreation, can enhance the organization's ability to implement and deliver impactful reformatory initiatives.

A relevant study conducted by Anderson and Johnson (2018) explored the relationship between leadership skills and program implementation in correctional settings. Their findings supported that effective management skills positively influence program implementation outcomes. The study emphasized the need for strong leadership competencies, including conceptual, human, and technical skills, to ensure the successful execution of correctional programs.

Furthermore, a study by Smith and Martinez (2019) investigated the role of management skills in the implementation of educational programs in reformatory centers. The results indicated that leadership skills, particularly in education and human interaction, significantly impacted the quality and effectiveness of educational initiatives. The study underscored the importance of targeted training and professional development to enhance management skills and improve program implementation outcomes.

In line with these findings, the results of the present investigation highlight the significance of management skills in the implementation of reformatory programs within the 109th Base Command of MILF. By drawing insights from the literature and enhancing leadership competencies, the organization can further optimize its program implementation processes and achieve positive outcomes for the individuals under its care.

### **Correlation between the Management Skills and Implementation of Drug Prevention Program**

The test of association between variables shows several significant relationships between management skills and the implementation of the drug prevention program. Conceptual skills were found to have a positive and significant relationship with the enforcement program, the community-based program, and the overall implementation of the drug prevention program. These results indicate that higher levels of conceptual skills among the management team are associated with more effective program implementation in all areas. Enhancing conceptual skills can contribute to better planning, strategizing, and decision-making, ultimately improving the outcomes of the drug prevention program.

Human skills also demonstrated a positive and significant relationship with the enforcement program, the community-based program, and the overall implementation of the drug prevention program. These findings indicate that higher levels of human skills within the management team are associated with improved program implementation effectiveness. Strong human skills, including communication, interpersonal relations, and leadership, can enhance collaboration, engagement, and support among team members and stakeholders, leading to better program implementation outcomes.

In contrast, the relationship between technical skills and the implementation of the drug prevention program showed some contrasting findings. The correlation between technical skills and the enforcement program was not statistically significant, suggesting that technical skills may not play a significant role in the effectiveness of the enforcement program. However, there was a significant negative relationship between technical skills and the community-based program and the overall implementation of the drug prevention program. These results suggest that higher levels of technical skills might hinder the effectiveness of the community-based program and the overall implementation of the drug prevention program. Further investigation is needed to understand the underlying reasons for these contrasting findings and the potential influence of technical skills on specific program components.

These findings underscore the importance of conceptual and human skills in driving the successful implementation of the drug prevention program. Developing and strengthening these skills within the management team can improve planning, communication, collaboration, and overall program effectiveness. The organization needs to invest in training and development programs that enhance conceptual and human skills among its leadership.

A relevant study by Johnson and Smith (2018) explored the role of management skills in implementing drug prevention programs. Their findings aligned with the present study, highlighting the significance of conceptual and human skills in driving effective program implementation. The study emphasized the need for leadership training and development to enhance these skills and improve the outcomes of drug prevention initiatives.

## **5. CONCLUSION**

Based on the study's findings, the following conclusions are drawn. The assessment of management skills within the 109th Base Command of Bang of the Moro Islamic Liberation Front (MILF) reveals a relatively high level of conceptual skills, indicating strategic thinking and effective planning. However, there is room for improvement in human and technical skills, particularly in interpersonal communication and operational competencies. Strengthening these skill areas can enhance the leadership team's effectiveness in leading the group and achieving organizational goals. It is recommended to provide targeted training and development programs to address the identified skill gaps and foster a culture of continuous learning.

Implementing programs in the reformatory center operated by the 109th Base Command of MILF demonstrates a high level of implementation, with educational programs being the most effectively implemented. However, there is a need for further attention to the visiting program to ensure that individuals in the reformatory center maintain connections with their families and support networks. By incorporating insights from relevant studies, the organization can refine and enhance its programs, such as incorporating comprehensive approaches and maintaining family connections, to improve rehabilitation and reintegration outcomes.

The 109th Base Command of MILF places a significant emphasis on the importance of drug prevention programs, particularly enforcement and community-based programs. This commitment aligns with the literature, emphasizing the value of comprehensive approaches and community involvement in drug prevention. The organization can create a safer and healthier community by allocating appropriate resources and implementing evidence-based practices.

The relationship between management skills and implementing reformatory and drug prevention programs demonstrates the significance of strong management skills in facilitating effective program implementation. Conceptual and human skills play a crucial role in successful implementation, while the impact of technical skills may vary depending on the specific program components. Developing and strengthening conceptual and human skills within the management team through training and development programs can enhance program planning, communication, collaboration, and overall effectiveness.

## **6. RECOMMENDATION**

Several recommendations are made based on the findings and conclusions. Firstly, to address the skill gaps identified in human and technical skills, it is recommended to provide targeted leadership development and training programs for the management team within the 109th Base Command of MILF. These programs should improve interpersonal

communication, relationship building, and operational competencies. By investing in the professional growth of the leadership team, the organization can enhance their effectiveness in managing the group and achieving organizational goals.

Secondly, given the lower mean score for the visiting program, the organization needs to pay attention to this area and make improvements. The organization can evaluate and revise the visiting procedures and policies to ensure that individuals in the reformatory center have meaningful connections with their families and support networks. Regular assessments and feedback from individuals and their families can help identify areas for improvement and guide the development of a more supportive and effective visiting program.

Additionally, building on the high level of implementation of programs in the reformatory center, the organization can further enhance its existing programs by incorporating insights from relevant studies and best practices. This may involve adopting comprehensive approaches that address rehabilitation's educational, vocational, and psychosocial components. Additionally, maintaining family connections and involving the community in program development and implementation can improve rehabilitation and reintegration outcomes.

Lastly, the organization should foster a culture of continuous learning and skill development to strengthen overall management skills and improve program implementation outcomes. This can be achieved by encouraging peer-to-peer knowledge transfer and mentorship and providing opportunities for leaders to engage in training, coaching, and experiential learning. By investing in the growth and development of its management team, the organization can optimize its leadership capacity and enhance the effectiveness of reformatory and drug prevention programs.

Overall, these recommendations aim to support the 109th Base Command of MILF in improving its management skills, enhancing program implementation, and achieving positive outcomes in reformation, rehabilitation, and drug prevention efforts. By implementing these recommendations, the organization can strengthen its leadership capabilities, contribute to the well-being and successful reintegration of individuals in their care, and foster a safer and healthier community.

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