

Contextualizing Human Resource Management Practices: The Philippine Experience for an HEI

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Originality: 99% • Grammar Check: 90 • Plagiarism: 1



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ABSTRACT

Human resource management is extremely imperative for any association, particularly in the scholarly setting. The employees should be given a clear direction on where they are going to when they become part of the organization. This study aimed to assess the extent of the manifestation of a sound human resource

management (HRM) practices of the University of Cebu-Banilad as assessed by the teaching and the non-teaching staff. The results of this investigation will be used as basis for the formulation of interventions in the current human resource management system. This study utilized the predictive relational method of research using a researcher-made questionnaire. Using purposive sampling, there were forty-seven (47) employees who participated in this investigation. Percent, median, mode, and range were computed to analyze the data. The results revealed that wage and salary, administration, training and development, and change in personnel status were practiced in some cases only. Further, career management, job security and status, working condition, and people empowerment were the factors that motivate them in some cases to perform well in their respective job functions. There is a significant relationship between the age and the respondents' perception of the human resource management practices. However, there was no connection between the sexual orientation of the representatives and their reactions to the motivational variables.

Keywords — Human resource management, motivation, correlation, Cebu City, Philippines

INTRODUCTION

Managers and economists have traditionally seen human resource management (HRM) as a necessary expense rather than a source of value to the organization. However, research has demonstrated that HRM practices can be valuable. Choices, for example, whom to procure, what to pay, what preparing to offer, and how to assess representative execution specifically influence workers' inspiration and capacity to give merchandise and enterprises that are important to the clients. Companies attempt to increase their competitiveness and invest in new technology and promote quality throughout the organization by making use of state-of-the-art staffing, training, and compensation practices (Noe, Hollenbeck, Gerhart, & Wright, 2009).

Human resource management is very vital for any organization, especially in the academic setting. The employees should be given a clear direction on where they are going to when they become part of the organization. In this period where change is always occurring in the association, frequently than not, a standout amongst the essential resources of an association is overlooked. It is the hidden part of the equation that if not considered, will hinder the success of any development process for the attainment of organizational goals. A major portion

of organizational development usually relates to how well the organization understands the human capital assets (Biore, 2015).

Under the educational arena, there is a current and rapid increase in social exigency for quality education (Doming & Gimena, 2014). Higher education institutions today are confronted with the problem of changing the way on how they deliver the educational services, to respond to the new statutory policy from learning competency to the outcome-based educational system.

As work economic situations enhance and the requirement for talented and instructed specialists ascends the world over, associations are thinking that it is harder to draw in the best representatives. This makes it progressively fundamental for HR to help fabricate a solid manager mark. Savvy HR experts are featuring societies that join the basics of an extraordinary work environment, including corporate social duty activities, solid specialist wellbeing and safety efforts, and a general air of politeness and regard in the working environment. The tight rivalry for ability is additionally affecting pay and advantages methodologies, migration arrangements, and worldwide movements (Schramm, 2016).

Academic institutions are catalysts in molding future leaders. Therefore, they carry the enormous task of providing quality educational experience to the students who are the primary customers of any school. Just like any other educational institutions, the University of Cebu aspires to become an effective and efficient provider of educational services.

There are multitudes of challenges that confront the educational institutions today in the Philippines. One of them is the full implementation of the Republic Act (R.A.) 10533, known as the Enhanced Basic Education Act of 2013 which declares that the state shall establish, maintain and support, adequate, and integrated system of education relevant to the needs of the people, the country, and society-at-large. The new program encompasses at least one-year kindergarten education, six years of primary education, six years secondary education. This means that there will be two more years that are added to the old curriculum in which the old tertiary curriculum would be under the overhaul. This school year, there are very few enrolled in the first year because those students who are supposed to enter the first college are now taking the senior high school. This new system somehow has a financial impact on the part of the academic institution and subsequently to the employees, especially the teachers.

Another challenge that confronts the academic institutions in the Philippines is the Commission on Higher Education (CHED) Memorandum Order Number 46 series of 2012 or otherwise known as Policy Standard to Enhance Quality Assurance (QA) in Philippine Higher Education through an Outcomes-

Based and Typology-Based QA. This policy was issued to enhance the quality assurance system of Philippine higher education through learning competency-based standards and an outcomes-based education (OBE) system of quality assurance that is differentiated by type of higher education institution (HEI). Both R.A. 10533 and CHED Memorandum Order No. 46 require the academic institutions to produce graduates who possess the knowledge, competency, and skills necessary for performing a specific job or line of expertise. The attainment of this goal requires all the teaching and the non-teaching staff to be qualified. Teachers at the tertiary level are required to finish at least a master's degree in line with their field of study. So this issue requires the academic institution to motivate the employees to take further studies to comply with the requirements to be able to teach in the senior high school such as teacher's license and the additional requirements in the change of the college or tertiary curriculum come this 2018.

This educational dilemma that confronts the University of Cebu-Banilad being an academic institution prodded the researchers to conduct this study to enhance the human resource management system and initiate measure to motivate the employees to take career advancement be to become compliant to the CHED, PACUCOA and Typology requirements. The results will be used as a basis in the formulation of an intervention scheme to address the real needs of the employees. This is done to foster job satisfaction.

FRAMEWORK

This study is tied down to the Contingency Theory of Fred Fiedler which states that administrators settle on choices in light of the current circumstance as opposed to a "one size fits all" strategy. Chief makes a proper move given angles most critical to the present circumstance. The possibility hypothesis underscores the significance of both the pioneer's identity and the circumstance in which that pioneer works. Chiefs in a college might need to use an authoritarian approach that incorporates investment from laborers. The essence of contingency theory paradigm is that organizational effectiveness results from fitting characteristics of the organization, such as its structure to contingencies that reflect the situation of the organization. Contingencies include the environment, organizational size, and organizational strategy because the fit of organizational characteristics to contingencies leads to high performance. Organizations are seen as adopting new organizational characteristics that fit the new level of contingencies (Donaldson, 2001).

Human capital development is important to maximize an individual's performance. Human capital refers to the productive potential of an individual. The employees who possess the right knowledge, skills, and motivation represent human capital that gives an organization's potential competitive advantage (Kreitner & Kinicki, 2004).

The satisfaction of human wants is a universal concern, and this is the basic reason why organizations are established. A positive approach is the adoption of effective and efficient schemes related to management and organization. Governments, business firms, and even non-profit organizations are expected to manage their resources properly, or they will fail in an attempt to contribute their share in the alleviation of poverty (Medina, 2015).

The success of every organization is dependent on its employees or the so-called human resources. Human resources are the ones who produce the goods and services as well as set overall strategies and objectives for the entire organization. Thus, employee involvement and commitment play a vital role in the success of any business organization.

Human resource management is the process of finding, developing, and keeping the right people to form a qualified workforce. This is one of the most difficult and important management tasks (William, 2012). Minbaeva (2005) viewed HRM practices a set of practices used by the organization to manage human resources through facilitating the development of competencies that are firm-specific, produce complex social relation and generate organization knowledge to sustain competitive advantage. Against this backdrop, we concluded that HRM practices relate to specific practices, formal policies, and philosophies that are designed to attract, develop, motivate, and retain employees who ensure the effective functioning and survival of the organization. According to Harter, Schmidt, and Hayes (2002), HRM practices can generate increased knowledge, motivation, synergy, and commitment of a firm's employees, resulting in a source of sustained competitive advantage for the firm.

In human resource management, all management decisions affect the nature of the relationship between the organization and its employees- the human resources (Hendry & Pettigrew, 1990). As a type of resource, it encompasses training, experience, judgment, intelligence, relationships, and insights-the employee characteristics that can add economic value to the organization. Managing the human resources of the organization is critical to the success of organizations because human capital has certain qualities that make it valuable. Regarding business strategy, organizations can attain success if it has a sustainable competitive advantage (Noe et al., 2009).

Career Management

The notion of “career” has been considered as the chief approach in analyzing the period of employees serving in a company (Cullen, 2013). Of all the human resource management functions, management development is perhaps, the most misunderstood and poorly implemented. The single characteristic that distinguishes a successful organization from others is the caliber of the management team. Career management is associated to the organization’s tactics in the instruction process, with the application of a model that delineates the manager’s job as the focus in the fundamental competency and at the same time engulfed by various altruistic acts. The crucial element is to ascertain the explicit transmission from the knowledge area to the work setting (Wright & Belcourt, 1994).

Wage and Salary Administration

Wages and salaries of the organization should be managed well by the organization to avoid employee dissatisfaction. Cardona, Lawrence, and Bentler (2009) said that the willingness of individuals to contribute to cooperative efforts of the organizations is indispensable to the effective attainment of organizational goals. The efforts must be exerted not only to perform the functions to contribute to the goals of the organizations but also to maintain the organization itself. Individuals differ in their willingness to contribute to the “cooperative system,” and these individual differences in behavior cannot be explained by individual differences in ability.

People are concerned with organizational justice or fairness, which concentrates on people’s perceptions of the equality of their work outcomes relative to or in proportion to their work inputs. This concept focuses on the way people perceive the relationship between the outcomes they receive from their jobs and organizations as well as the impact they contribute (Moorman, 1991). Outcomes are the salary and remuneration that they receive.

Salary and monetary remuneration are a good satisfied. Job satisfaction indicates whether an employee likes or dislikes his/her work. According to Mumford (1972), it matters whether the required performance of the employee commensurate with respect to the pay. In general, it is desirable for employees to be satisfied with their jobs (Mobley, 2006).

Training and Development

Many employees have some weaknesses in their workplace skills. A training program allows one to strengthen those skills that the employee needs to

improve. A development program brings all employees to a higher level of skills and knowledge. This helps reduce any weak links within the company especially among those who heavily rely on others to complete basic work tasks. Providing the necessary training creates an overall knowledgeable staff with employees who can take over for one another as needed, work on teams or work independently without constant help and supervision from others.

Successful preparing or advancement relies upon comprehending what is required - for the individual, the office and the association in general. With constrained spending plans and the requirement for financially savvy arrangements, all associations need to guarantee that the assets put resources into preparing are focused at regions where preparing and advancement are required, and a positive profit for the venture is ensured. Effective training needs analysis (TNA) is especially indispensable in the present changing work environment as innovations of the working practices since the current working environment is getting to be noticeably boundless. TNA empowers associations to channel assets into the regions where they will contribute the most to worker advancement, upgrading spirit, and authoritative execution (Chartered Management Institute, 2006).

A TNA is the systematic investigation of training needs within an organization. It is part of a process that integrates training with the business of the academic institutions. If such needs can be pinpointed by hard data and survey information, training can lead to an increase in employee efficiency. The needs assessment process includes: a) organizational analysis which involves determining the appropriateness of training, given the company's business strategy (Corpuz, 2006). Another part includes person/performance analysis which determines the training needs of current employees and verifies that there is a significant performance deficiency and whether that deficiency should be rectified through training; c) task analysis which assesses the training needs of new employees and includes identifying the important tasks and knowledge, skills, and behaviors that need to be emphasized in training for employees to develop the skills and knowledge required for effective performance and for the employees to complete their tasks (Corpuz, 2013); d) performance problem which involves training professionals and launch training needs assessment (Rossett, 1987).

Changes in Personnel Status

Changes in employment status are bound to take place during the period of employment. There is a continuous movement of employees in the form of promotion, transfer, demotion, or separation. This movement is the function of

placement wherein the objective is to find or assign the right person to the right job. A change in employment status is affected by personnel action generated by the HR department upon receipt of a written request from an authorized representative of a department expressing the intended change in employment status. This change in employment status includes promotion, transfer and employee separation (Corpuz, 2013).

OBJECTIVES OF THE STUDY

This study intended to assess the extent of the manifestation of the human resource management (HRM) practices of the University of Cebu-Banilad as assessed by the teaching and the non-teaching staff. The results of this investigation will be used as bases in the formulation of interventions in the current human resource management system. Specifically, this study sought to determine the profile of the respondents regarding the age, gender, civil status, highest educational attainment, academic rank, and position. It further assessed the extent to which sound human resource practices are manifested regarding career management; wage and salary administration; training and development; and changes in personal status as well as the problems encountered by the teaching and non-teaching staff based on the areas above. Moreover, the significant relationship between the respondent's profile and the assessment of the two groups of respondents was further determined.

METHODOLOGY

This study utilized the predictive (relational) method of research using a researcher-made questionnaire in assessing the HRM practices as well as problems encountered by the employees under the current HRM system. Predictive or relational method is a type of non-experimental method that describes the relationship between two measure variables. To describe relationship, correlations allow to make predictions from one variable to the other (Jala, 2013)

Research Environment

The research site of the present investigation is at a non-stock and non-profit educational institution. It is known for providing quality education at low tuition fees. Likewise, it offers programs across various fields.

Research Respondents

There were forty-seven (47) employees of the University which comprised thirty-one (31) teaching personnel and seventeen (17) non-teaching staff. The purposive sampling technique was used in the study.

Instrumentation

This study utilized a researcher-made questionnaire as the main instrument for data collection. An exposition of the instruments is presented in this topic.

The first part determines the profile of the employees as to age, gender, civil status, highest educational attainment, academic rank, and position. The second part assesses the extent to which human resource management is practiced in the organization; while the third part pertains to the factors that motivate the employees in the University. The Cronbach Alpha results of .9598 means that the self-made questionnaire is highly reliable.

Data Collection Techniques

Permission to conduct the study was sought from the Campus Director of the University of Cebu-Banilad. Once the approval was granted, the proponents personally administered the survey-questionnaires to the teaching and non-teaching staff of the school.

Data Analysis

A simple percentage was used to interpret the demographic data of the respondents. Weighted mean was applied to the extent to which HRM was practiced in the organization.

RESULTS AND DISCUSSION

Age and length of service of the respondents (n=48)

The mean age of the respondents was 37 years old. Fifty percent (50%) of them were aged below 37 years old based on the age median value. The age with the highest frequency indicated the modal age of the respondents of 36 years old. The standard deviation value of 12.227 was relatively large and indicates a wide scattering of the respondents' age and further signifies a greater degree of heterogeneity of the values. The skewness value of -0.626 indicates that the respondents' age distribution is skewed to the left and implies bigger values of the distribution. The kurtosis value of 2.621 indicates that the distribution is

platykurtic. The results further revealed that the youngest age of the respondents was 23 years old and the oldest age was 65 years old.

The average length of service of the participants was 10 years. Half of them had been employed in the university for ten years; while others had been in the university for more than ten years. The modal length of service value was also ten years. Moreover, there is normal distribution on the identical values of mean, median, and mode reveals pertaining to the length of service. The standard deviation value of 5.433 is relatively large and indicates a wide scattering of the respondents' length of service and further signifies a greater degree of heterogeneity of the values. The skewness value of 0.426 indicates that the respondents' length of service distribution is skewed to the left and implies higher values of the distribution. The kurtosis value of -0.93 indicates that the distribution is platykurtic. The results signify that the newest employee in the university had rendered service for a year and 24 years for those who had been in the institution the longest.

Profitability observations are influenced by one's age and one's situation in the pecking order. The youthful support the youthful, the old support the old, and businesses esteem the profitability of laborers not as much as representatives do. Be that as it may, there are likewise surprising similitudes crosswise over bosses and workers. By recognizing the different measurements that underlie the profitability of more youthful and more seasoned laborers, the management tried whether delicate characteristics and capacities—e.g., unwavering quality and responsibility—are similarly as vital as hard characteristics—subjective and physically based abilities—according to the two bosses and representatives. It gives the idea that the two businesses and workers, youthful and old, see hard abilities as much more vital than delicate aptitudes (Van Dalen, Henkens, & Schippers 2010).

Gender, civil status, and designation of the respondents (n=48)

The bigger proportion of the university's employees was mostly female. They constituted 70.8% of the study populace. As regards civil status of the employees, most of them were married, comprising 70.8% of the study populace. The figure was 45.8% more than those who were single at the time of the study. Moreover, a bigger proportion of the employees were faculty members wherein full-time teachers comprised of 60.4%; 25% more than the nation- teaching staff; and 56.2% more than the administrative personnel with teaching assignments.

Ladies specifically, advancement openings and work-family adjust were identified with turnover aims while for men the lucidity of the set of working

responsibilities was an imperative indicator for taking off (Blomme, Rheede, & Tromp, 2010).

Table 1. Wage and salary administration practices (n=48)

Indicators	Median	Mode	Mode Description	Range	Minimum	Maximum
1. The institution's salary scheme considers employee' qualification, experience, length of service, skills, etc.	3	3	Agree	3	1	4
2. The institution considers the economic situation such a inflation and recession.	3	2	Disagree	2	2	4
3. The management revisits the salary structure periodically.	2	2	Disagree	3	1	4
4. Policies on rewards and benefits are disseminated to all employees and are properly implemented.	2	3	Agree	3	1	4
5. Performance appraisal in undertaken as basis for salary increase.	2	2	Disagree	3	1	4
6. There is salary increase based on excellent performance.	2	2	Disagree	3	1	4
7. The company's salary payment is within the industry's salary standards.	3	3	Agree	3	1	4
8. There is provision of statutory benefits other than basic salary.	3	2	Agree,		2	2
9. There is provision for retirement benefits.	3	3	Agree	2	2	4
10. Wage and salary administration is based in qualification, length of service and other aspects	3	3	Agree	3	1	4
Factor	3	3	Agree	3	1	4

Legend: 3.26 – 4.00 Strongly Agree; 2.51 – 3.25 Agree; 1.76 – 2.50 Disagree; 1.00 – 1.75 Strongly Disagree

These results show that the employees' ratings on these items were higher compared to items 3, 5, and 6. The mode values indicate the employees' most frequent responses in each of the 10 items and that most of the employees agreed that the organization practiced the provisions indicated therein. However, most employees disagreed that the human resource management practices included

revisit of the salary structure periodically, performance appraisal is undertaken as the basis for a salary increase, and the basis of the increase in salary was on excellent performance.

Further, except for item 4, the employees’ median and modal ratings in the human resource management under wage and salary administration provisions are identical. These identical values signify that the middlemost rating in each of the items is the same with the most frequently chosen responses. The median item rating of 3 indicates the identical values reveal that most of the employees agreed to the provisions therein. There were more employees who did not agree that policies on rewards and benefits were disseminated to all employees. The smallest rating of 1 occurs in items 1, 3, 5, and 6. This implies that they strongly disagreed that there was a practice in the corresponding aforementioned provisions (items 1, 3, 5 and 6) in the organization. On the other hand, the employees’ highest rating in each item (except item 6) was 4. The result implies that the employees strongly agreed that the educational institution observed the corresponding aforementioned provisions (items 1-5, 7-10).

Because pay is important both in its effect on employees and on account of its cost, organizations need to plan what they will pay employees in each job. An unplanned approach, in which each employee pay is independently negotiated, will likely result in unfairness, dissatisfaction, and rates that are either overly expensive or so low that positions are hard to fill (Noe *et al.*, 2009). Therefore, the workers want to remain in the organization and such want is not reliant on the monetary pay given by the firm (Gimena, 2013).

Table 2. Training and development

Indicators	Me- dian	Mode	Mode	Range De- scrip- tion	Mini- mum	Maxi- mum
1. There is a system of conducting orientation to the newly-hired employees to discuss on organizational vision, mission, policies and procedures.	3	3	Agree	2	2	4
2. There is a system providing relevant trainings on a regular basis to update the employees’ knowledge, skills, etc.	3	3	Agree	3	1	4
3. There is system of sending employees to training seminars conducted by other organizations or institutions to enhance their knowledge and abilities.	3	2	Disagree	3	1	4

4. There is a system of providing support to employees who will join contests outside the organization(either as contestant, coach or mentor).	3	3	Agree	4	1	4
5. There is a system of giving financial support and rewards to employees to had received recognition for an achievement being attain.	2	2	Disagree	3	1	4
6. There is a linkage with other institutions that provide trainings and update on current systems, trends and \practices.	3	3	Agree	3	1	4
7. There are quality equipment, facilities, and machineries to improve productivity and efficiency of the employee.	3	3	Agree	3	1	4
8. There are activities to create opportunities to enhance human relations and team work.	3	3	Agree	3	1	4
9. Training needs analyses are conducted to identify areas in which the employees needs trainings and updates.	2	2	Disagree	3	1	4
10. Employees performance are given consideration in the provision of training opportunities from outside the organization.	2	2	Disagree	3	1	4
Factor	3	3	Agree	3	1	4

Legend:3.26 – 4.00 Strongly Agree; 2.51 – 3.25 Agree; 1.76 – 2.50 Disagree; 1.00 – 1.75 Strongly Disagree

These results show that the employees' ratings on these items are higher compared to item 10. The mode values indicate the employees' most frequent responses in each of the ten items; the employees agreed that the provisions were practiced in the organization. However, it is important to note that the employees disagreed that there is a system providing relevant training on a regular basis to update the employees' knowledge, skills, etc. and that employees' performance was considered in the provision of training and development opportunities from outside the organization.

Except for item 2, the employees' median and modal ratings under training and development provisions were identical. These identical values signify that the middlemost rating in each of the items is the same with the most frequently chosen responses. These identical values reveal that most of the employees agreed to the provisions indicated in the median item ratings of 3. However, most of

the employees disagreed that there is a system providing relevant training on a regular basis to update the employees' knowledge, skills, etc. Moreover, the results show that the employees disagreed that performance was considered in the provision of training and development opportunities conducted by external training providers.

The smallest rating of 1 can be noted in items 9 and 10. These results imply that some of the employees in the organization strongly disagreed that there is a system of practice of the corresponding aforementioned provisions. On the other hand, the employees' highest rating in each item was 4. The data implies that for all items, some of the employees strongly agreed that the organization practiced the provisions of the indicators.

A well-designed training is impactful and important as continuous learning and skills development. Decision about what to training, how to train, and how to implement and evaluate training should be informed by the best information science has to offer (Salas, 2012).

Table 3. Change in personnel status

Indicators	Median	Mode	Mode Description	Variance	Range	Minimum	Maximum
1. Seniority is one of the top considerations when it comes to promotions, special task assignments, academic loading, and other forms of benefits.	3	3	Agree	.712	3	1	4
2. There is a conduct of regular performance evaluation as basis for promotion.	2	2	Disagree	.852	3	1	4
3. The information and reasons for changes in posts positions that are ordered in different department within the organization will be properly informed to the concerned personnel.	3	3	Agree	.847	3	1	4
4. There is a system consultation on job assignment and placement.	2	2	Disagree	.903	3	1	4

5. Employees' performance and productivity are considered in promotion.	3	3, 2	Agree, Disagree	.703	3	1	4
6. Employees are given chance to explain their side if ever they have concerns on transfer.	3	3	Agree	.673	3	1	4
7. Separation pay and remuneration are provided to employees who resigned or being retrenched for lawful cause.	3	3	Agree	.849	3	1	4
8. Due process of law is practiced in any investigation concerning employees' infraction and unlawful acts being committed.	3	3	Agree	.632	3	1	4
9. Proper compensation and assistance are given to employees who are being transferred.	3	3	Agree	.695	3	1	4
10. Employees are given opportunities to make suggestion on job assignment.	3	3	Agree	.892	3	1	4
Factor	3	3	Agree	.892	3	1	4

These data indicate that the employees agreed that the university practiced change in personnel status properly. The modal responses indicate the employees' most frequent responses in each of the ten items, and signified concurrence that the organization practiced the provisions. However, the employees disagreed that there is a conduct of regular performance evaluation as the basis for promotion. The employees' identical median and modal ratings in this section imply that the middlemost rating in each of the items is the same with the most frequently chosen responses. The median item rating of 3 indicates that these identical values reveal that most of the employees agreed to the provisions. The employees' ratings were more varied in items 4 and 7, compared to the rest of the items shown by the variance of results. The employees' responses were least varied in item 10, and the provision about employees' opportunities to make suggestions on job assignment.

The employees' smallest rating on all items was 1, implying that they strongly disagreed that the provisions were practiced in the organization. On the other hand, the employees' highest rating in each item was 4, which implies that the employees strongly agreed that there is a prevailing practice in the organization.

A change in employment status is effected by a personnel action generated by the HR department upon receipt of a written request from an authorized representative of a department expressing the intended change in employment status (Corpuz, 2013.)

Table 4. Summarized data on human resource management practices

Indicators	Median	Mode	Mode Description	Variance	Range	Minimum	Maximum
Wage and Salary Administration	3	3	Agree		3	1	4
Training and Development	3	3	Agree		3	1	4
Change in Personnel Status	3	3	Agree	.892	3	1	4
Over-all Ratings	3	3	Agree	.637	3	1	4

The data in Table 4 reveals that the higher educational institution practiced human management in the context of wage and salary administration, training and development and change in personnel status.

In the study conducted by F. H. Lee (2010), T. Z. Lee, and Wu (2010), the aftereffects reveal that HRM practices will be decidedly identified with firm execution; there is a nearby linkage between HRM practices and business system; business methodologies will be emphatically identified with firm execution; and incorporating HRM hones with business procedures will be identified with firm execution.

Table 5. Career management as motivational factor

Indicators	Median	Mode	Mode Description	Range	Minimum	Maximum
1. The assignment of people is based on educational background and expertise.	3	3	Agree	3	1	4
2. There is well-defined system where employees	3	3	Agree	3	1	4

3. There is a system of exposing employees to other tasks and assignments.	3	3	Agree	3	1	4
4. There is a system of institutional Succession as to who will be the next department head.	2	2	Disagree	3	1	4
5. There should be a system of in identifying employees	3	3	Agree	3	1	4
6. There is a system of mentoring and coaching to the employees	2	2	Disagree	3	1	4
7. There is a system of supporting an employee to masters or any post-graduate degree.	3	4,3 ^a	Strongly Agree, Agree	2	2	4
8. There is proper job description to All types of jobs and positions.	3	3	Agree	3	1	4
9. There is periodic evaluation and feed backing on results and progress of employees performance.	3	2	Agree	3	1	4
10. Organizational structure is formulated based necessity and practicality.	3	3	Agree	3	1	4
Factor	3	3	Agree	3	1	4

Legend: 3.26 – 4.00 Strongly Agree; 2.51 – 3.25 Agree; 1.76 – 2.50 Disagree; 1.00 – 1.75 Strongly Disagree

These results connote that the employees did not find the system of institutional succession planning as to who will be the next department head as one of the factor that motivates them. Moreover, the employees' low ratings in item 6 express the employees' disagreement to the provisions that the human resource has a policy of practicing ethics and respecting the rights of employees. Furthermore, the employees' responses to item 9 created a bimodal distribution. This entails that there were two responses with equal highest frequency; 2-disagreed and 3-disagreed. These data imply that there was the equal number of employees who agreed and who did not agree that there was a conduct of periodic

evaluation and to feedback on results and progress of employees’ performance are non-motivating factors.

The employees’ smallest ratings on all items were 1, implying that they strongly disagreed that career management practices of the university motivate them. On the other hand, the employees’ highest rating in each item was 4, which means that there were employees who strongly agreed that the provisions of this indicator motivate them to work hard.

Career management was highly applied in the in the educational organization. Meaning, the establishment has put a lot of assets in setting up its representatives higher than ever of expert development and duty (Biore, 2015).

Table 6. Job security and status as motivational factor

Indicators	Median	Mode	Mode Description	Variance	Range	Minimum	Maximum
1. The Institution will give regular status to employees had comply and passed the institutions’ standards	4	4	Strongly, Agree	.518	2	2	4
2. There is a policy of promotion to employee who had shown excellent performance.	2		Disagree	.791	3	1	4
3. Fair investigation is undertaken to employees in case of complaints and other issues.	3	3	Agree	.998	3	1	4
4. Due process of law such as providing employees the opportunity to explain in writing their side in any case or issue involving them.	3	3	Agree	.961	3	1	4
5. Length of service (seniority) and loyalty is being considered in any promotions and opportunities for growth and development.	3	3	Agree	.798	3	1	4
6. There is a policy of practicing ethics and respecting the rights of employees.	3	3	Agree	.824		3	1

7. Fair disciplinary actions will be meted to employees who had committed infraction, intolerable actions and mistake.	3	3	Agree	.959	3	1	
8. Decision pertaining to change in assignment and position is being informed to concerned employees.	3	3	Agree	.895	3	1	4
9. Favoritism is discouraged in dealing with employees.	3	3	Agree	.991	3	1	4
10. The top management shows support to employees concerns and other activities.	3	3,2 ^a	Agree, Disagree	.931		3	1
Factor	3	3	Agree	1.065	3	1	4

The employees' median responses conveyed their higher ratings in all of the provisions under job security and status. This implies that majority of the employees agreed to all the provisions in this section. The mode responses indicate the employees most frequent responses in each of the ten items and that the employees agreed that job security and status motivated them to work in the organization. It is however essential to note that other than item 2, the employees' median and modal ratings in the provision of job and security status were identical. These identical values signify that the middlemost rating in each of the items was the same with the most frequently chosen response. The median and mode item ratings of 3 and 4 indicated that these identical values reveal that most of the employees agreed to the provisions of the indicator. Although the employees show their positive evaluation of the provisions under this section, it is imperative to note that some employees did not perceive that there is a policy of promotion to employees who had shown excellent performance based on the mode value of item 2.

The employees' smallest ratings on all items except for items 1 is 1, implies that they strongly disagreed that the provisions are factors that motivate them. On the other hand, the employees' highest ratings on all items were 4. It implies that the employees strongly agreed that the provisions are factors that motivate them in all cases.

There is a significant relationship between the loss of job security and reduced motivation (Battaglio, 2010), and a fear that the use of spoils would reappear in a deregulated environment (Battaglio & Condrey, 2009).

Table 7. Working condition as motivational factor

Indicators	Me-dian	Mode	Mode De-scription	Range	Mini-mum	Maxi-mum
1. The working area has sufficient space, lightning and ventilation.	3	3	Agree	2	2	4
2. There is comfort or toilet for the employees.	3	4	Strongly, Agree	2	2	4
3. The maintenance of clean and orderly working space is being practiced.						
4. There is provision of working area that is suited for the employees to perform their assigned task.	3	3	Agree	2	2	4
5. Computer system is provided to the employees to enable them to perform their work effectively Disagree and efficient.	3	3,2 ^a	Agree	3	1	4
6. There are machines and other tools and equipment to enable the workers to be productive and efficient.	3	3,2 ^a	Agree, Disagree	3	1	4
7. The college/department heads monitors the physical working area of the employees.	3	3	Agree	3	1	4
8. Old and defective machines, equipment and tools are replaced with new ones.	3	3	Agree	3	1	4
9. The company considers conditions on shortage of supplies, materials as well as absence of equipment that would hinder the smooth flow of operation.	3	3	Agree	3	1	4
10. The working system allows employees to foster teamwork and camaraderie.	3	3	Agree	3	1	4
Factor	3	3	Agree	3	1	4

These data entails that there were two responses with equal highest frequency, such as 2—disagreed and 3-disagreed. This implies that there were equal numbers of employees who agreed and who strongly agreed that the human resource provides comfort rooms and toilet to employees. The employees’ smallest ratings on all items except for items 1, 2, and three is 1, implying that they strongly

disagreed that the provisions of proper working condition motivated them. On the other hand, the employees' highest ratings on all items were 4.

Most proprietor supervisors adopt a positive strategy to the workplace, yet additionally endeavor to 'talk chance down', condemn direction as organization and drive a piece of the business duty on to the representatives. They attempt to take after what they encounter as a for the most part satisfactory standard for the workplace among the partners in the area, however some proprietor chiefs additionally tend to disregard the workspace. The explanation behind the downsizing of hazard and the push to share duty can be found in the nearby social connections and the character work procedures of the proprietor administrators with their business. They endeavor to go about as nice individuals and along these lines maintain a strategic distance from individual blame and fault if workers ought to get harmed (Hasle, Limborg, & Kallehave, 2012).

Table 8. People empowerment as motivational factor

Indicators	Me- dian	Mode	Mode Descrip- tion	Range	Mini- mum	Maxi- mum
1. There is assignment of tasks to handle clients student's queries and complaints.	3	3	Agree	3	1	4
2. The policy in the institution allows subordinates introduce and suggest improvements in the work areas with management approval.	3	3	Agree	3	1	4
3. The system allows teaching and non-teaching Staff introduce new types of facilities to improve Quality service/ products.	3	3,2 ^a	Agree, Disagree	3	1	4
4. The teaching and non-teaching staff are allowed to make arrangement with customers.	3	3	Agree	3	1	4
5. The employees are permitted to solve problems at source.	3	3	Agree	3	1	4
6. There is proper information dissemination among employees.	3	3	Agree	3	1	4
7. The employees are allowed to make suggestion in the formulation of performance appraisal.	3	2	Disagree	3	1	4
8. Feeling of trust is promoted in all aspects of the institution's operations.	3	3,2 ^a	Agree, Disagree	3	1	4

9. Employees are encouraged to participate in development plan.	3	3	Agree	3	1	4
10. There is standardization and innovation of Institution practices.	3	3	Agree	3	1	4
Factor	3	3	Agree	3	1	4
Over-all Ratings	3	3	Agree	3	1	4

The employees’ median responses convey their higher ratings in all of the provisions under people empowerment as a motivational factor. This implies that majority of the employees agreed to all the provisions of this aspect of human resource. The mode responses indicate the employees’ most frequent responses in each of the ten items; and generally, the employees agreed that the provisions of the indicator motivated them. The employees’ median and modal ratings under people empowerment provisions were identical. These identical values signify that the middlemost rating in each of the items was the same with the most frequently chosen responses. The median and mode item ratings of 3 indicated these identical values and revealed that most of the employees agreed that these practices exist in the institutions. The employees show their positive perception evaluation of the provisions of this section.

The employees’ smallest ratings for all items were 1, implying that they there were some employees who strongly disagreed that when they are empowered, the employees would be motivated. On the other hand, the employees’ highest ratings in all items were four, which denoted that there were employees who strongly agreed that the provisions under people empowerment motivated them to work harder.

People empowerment has been undertaken in the university at a highest scope. The institution has been proactive in enhancing the employees’ capability in performing their jobs. This means that employees were given a chance to become active participants in the organization once they become proficient in a certain organizational task (Biore, 2015).

Table 9. Result on the test of significant relationship (n = 47)

Paired Variables	Kendall’s tau_b	Sig.(2 tailed)	Interpretation
Age vs P1 overall	.265*	.024	Statistically Significant
Age vs Part 2A	.235*	.041	Statistically Significant
Age vs Part 2 over all	.167	.154	Not Statistically Significant
Age vs HRM	.121	.299	Not Statistically Significant

The data revealed that there is the significant relationship between the age and the respondents' perception on the human resource management practices regarding wage and salary administration, training and development and change in personnel's status as evidenced by Kendall's tau_b value of .265* and Sig (2 tailed) value of .024. However, there was no significant relationship between the age and the employees' perception of the motivational factors based on the overall Kendall's tau_b value of .167 and Sig (2 tailed) value of .154. In the study of Bellou (2010), it appears that employee gender and age influence the way that the organizational values affect their job satisfaction.

Table 10. Relationship between gender and perception on HRM

Paired Variables	Cramer's V	Contingency	Approx. Sig.	Interpretations
Gender vs Part 1	.189	.258	.754	Not Statistically Significant
Gender vs Part 2	.316	.408	.142	Not Statistically Significant
Gender vs HRM	.323	.416	.124	Not Statistically Significant

There was no significant relationship between the respondent's gender and their perception on the human resource management practices in the University as shown in the Cramer's V value of .189 and sig (2 tailed) value of .754. This result implies that whether the respondent is male or female, the perception would be the same. Likewise, there was also no significant relationship between the gender of the employees and their responses on the motivational factors. This result means their perception does not have the connection to their gender.

The results of the study of Blomme et al. (2010) should be considered when developing gender-specific Human Resource Management policies to retain highly educated staff.

CONCLUSION

The higher education institution provided less focus and importance on the aspects of wage and salary administration, training and development and change in personnel status. This current organizational situation calls for a more intensified effort to address these critical facets of human resource management system in an educational organization as well as the gap in the knowledge and skills of the current human capital asset. A system of job consultation and assignment

of the people should also be instituted to promote a collegial atmosphere of embedding importance to the people. Thereby, there should be provision of the current technology and the culture of giving the employees an opportunity to contribute their ideas should be given due attention to foster motivation among the employees.

TRANSLATIONAL RESEARCH

The University should institute stakeholders approach in the formulation of an effective human resource management system and policies to enhance certain areas on wage and salary administration, and training and development and change in the status of the employees. The management should periodically revisit its institutional goals to ascertain whether there are still aspects to be considered in the midst of the modern times. Therefore, a comprehensive human resource manual should be developed that encompass all the critical aspects in the effective management of the human capital of higher educational institutions.

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