

RESEARCH ARTICLE: Human Resource Policies and Employees Work Performance among Line-Agencies in Sulu

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ABSTRACT. This study assessed the human resource policies and employees' work performance of line-agencies in Sulu during the Fiscal Year 2023. With 200 samples taken through non-probability sampling method via purposive sampling, and with the use of weighted mean, standard deviation, t-test for independent samples, One-way ANOVA, and Pearson's r, this study reveals the following findings: 1) Majority of the employees are female, within the age ranges of 30 years old & below, mostly have 5 years & below of work experience. 2) Line-agencies in Sulu are highly responsible for implementing policies related to the management of employees such that they have well-designed policy which can be used as a tool for attracting, motivating, and retaining employees within the agency; 3) On the average, line-agencies in Sulu possessed high ability of accomplishing role-specific tasks, contributing to organization's technical core. 4) Variables gender, age, length of service, status of appointment, and educational attainment indeed significantly mediate in ways how employees assessed the extent of human resource policies of line-agencies in Sulu; 5) This study seems to uphold Gachie, C. (2011) model of Human Resource Management Policies and Putnaik, Subhra & Putnaik, Susmita (2017) Model of Employee Performance Dimensionality. Human Resource Management Policies constitutes the theories relative to Reward policy, Promotion policy, Training and development policy, and Health and safety policy. While Employee Performance consists of constructs such as Task Performance, Interpersonal facilitation, and Job dedication. **KEYWORDS:** Human resource policies, Employees' work performance, Sulu, Line-agencies

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Introduction

In the current competitive environment, successful human resource management (HRM) is necessary for agencies to succeed. In the service industry, HR development strategies need to improve quality and efficiency and assist in policy making. A successful HR development program needs several antecedents such as reward, promotion, training and development, and health and safety policies. HRM practices usually include systems and policies that affect employee behavior, performance, and attitudes. Apart from procuring skills and talent, HRM strives to align people plans with the managerial goals to, in turn, enable the workforce to compete better (Witasari and Gustomo, 2020).

Management policy is geared towards the capacity enhancement of service employees by using recruitment, training, performance assessment, rewards, and decision-making assistance (Santhanam, T.J., Dyaram, & Ziegler, 2017) to improve employee development,

which conceivably affects their job performance and customer fulfillment. That is, performance appraisal, career management, training, reward, and recruitment, are positively affirmed in concern of employee performance (Witasari and Gustomo, 2020).

At present, human resource management policies and practices focus on efforts to implement humanistic sustainability that promote and nurture job satisfaction, organizational commitment, and meaningful life of the employees as well as the continued existence of the organization (Chavez J.V., 2023). These take into account that enables employees to live in the society in a happy and dignified manner. Strategically, these practices may include proper matching of competencies with the job opening and equal opportunity during recruitment that offers a sense of purpose and achievement to candidates. It also includes the development of employees' creative and critical thinking during training that would allow sharing of knowledge and innovation (Asis-Castro and Edralin, 2018).

Human resource management policies and programs play a critical role in organizational design, impacting infrastructure development, processes of management, and overall organizational performance. As the world operates in an innovative, knowledge-intensive environment, academics and practitioners both appreciate the dividends of investing in human resources as they play an important role in sustainable organizational performance (Tissen et al., 2010 in Villajos et al., 2019).

Employee performance has a direct relation with organizational goals and stakeholder expectations, making it important that organizations maintain high levels of performance (Chavez. et al., 2024). Administrators need to learn the most critical factors that determine employee performance so that they can set proper standards and communicate their expectations (Goetz et al., 2021).

Relatively, there has been increasing attention on the relationship between human resource management policies and employees' performance especially in the academic world for decades now. Attitudes of the employees towards their organization, as a result of their work environment, are important issues in organizational behavior literature (Chavez, J. V., & Vicente, M. B., 2024).

In the local landscape, there has been scanty of research reports on the relationship between human resource management policies and employees' performance so much so among line-agencies. Hence, this study sought to bridge the gap of knowledge through providing empirical data on the relationship between human resource management policies and employees' performance of the line-agencies in Sulu.

Research Questions

1. What is the demographic profile of employees of line-agencies in Sulu in terms of:
 - 1.1 Gender;
 - 1.2 Age;
 - 1.3 Length of service; and
 - 1.4 Status of appointment;
2. What is the extent of human resource policies of line-agencies in Sulu in each of the following dimensions:
 - 2.1 Promotion policy;
 - 2.2 Training and development policy; and
 - 2.3 Health and safety policy?
3. What is the extent of employees' work performance among line-agencies in Sulu in each the following dimensions:
 - 3.1 Efficiency;
 - 3.2 Planning the work;
 - 3.3 Creativity and innovation; and

3.4 Making efforts

4. Is there a significant difference in the extent of human resource policies of line-agencies in Sulu when data are categorized according to:

4.1 Gender;

4.2 Age; and

4.3 Length of service;

5. Is there a significant difference in the extent of employees' work performance of line-agencies in Sulu when data are categorized according to:

5.1 Gender;

5.2 Age; and

5.3 Educational attainment?

6. Is there a significant correlation between the extent of human resource policies and employees' work performance of line-agencies in Sulu?

Literature Review

Foreign Literature and Studies

McCandless, Karen (2021) proposes "The 6 Top HR Best Practices for Your Small Business" highlighting the significant changes in the workforce, particularly with the rise of remote work and the gig economy. To retain talent, HR departments must adapt to these shifts. HR best practices encompass strategic processes, while HR activities involve day-to-day functions. Understanding this distinction is crucial for effective human resource management.

Kehoe, R.R. and Wright, P.M. (2020) reported on "The Impact of High-Performance Human Resource Practices on Employees' Attitudes and Behaviors" emphasizes that although strategic human resource (HR) management research has established a significant relationship between high-performance HR practices and firm-level financial and market outcomes, few studies have considered the important role of employees' perceptions of HR practice use or examined the more proximal outcomes of high-performance.

Chung-JenChen and Jing-WenHuang (2019) published study on "Strategic human resource practices and innovation performance —The mediating role of knowledge management capacity" which examined the role of knowledge management capacity in the relationship between strategic human resource practices and innovation performance from the knowledge-based view. This study uses regression analysis to test the hypotheses in a sample of 146 firms. The results indicate that strategic human resource practices are positively related to knowledge management capacity which, in turn, has a positive effect on innovation performance. (Chavez JV, Garil BA, Padirque CB, et al 2024) .

Otoo, F.N.K. (2019) conducted study on "Human resource management (HRM) practices and organizational performance: The mediating role of employee competencies" with the purpose to examine the mediating role of employee competencies in the relationship between human resource management (HRM) practices and organizational performance.q

Rasool, SF et al. (2019) made a study on "How Human Resource Management Practices Translate into Sustainable Organizational Performance: The Mediating Role Of Product, Process And Knowledge Innovation" which examined how human resource management (HRM) can directly and indirectly influence sustainable organizational performance (SOP), with organizational innovation (OI) as a mediator. Organizational innovation was thus shown to play a mediating role between HRM and SOP (Chavez JV, Garil BA, Padirque CB, et al., 2024).

Courtne, Jane (2019) reported on "HR Best Practices: What They Are and How You Can Implement Them" which stresses that 69% of millennials would rather make \$50k a year at a job they love, than \$75k a year at a job that they think is boring. On top of that, the cost to the US economy of a disengaged, dissatisfied employee can be up to \$500 billion a year. The

HR department is a kind of middle man between business and the employee. By adopting HR best practices, it ensures that a balance between the business and employee is obtained.

Jawaad, Mehwish (2019) published the “Human resource practices and organizational commitment: The mediating role of job satisfaction in emerging economy” which reported that Human Resource Management (HRM) has the capacity of influencing the organizational behavior of the employees, thereby ensuring achievement of the corporate objectives. HRM positively influences firm performance which leads to Organizational Commitment. This study proposed to assess the relationship of HR practices & Organizational Commitment.

The study of Pham, N.T. et al. (2019) on “Greening the hospitality industry: How do green human resource management practices influence organizational citizenship behavior in hotels? A mixed-methods study” premised that despite the important contribution made by green human resource management (GHRM) towards organizational citizenship behavior for the environment (OCBE), few published studies have investigated this significant contemporary topic in the hospitality industry, which constitutes a major gap in the literature on the greening of the hospitality industry.

Buil, I. et al. (2018) made study on “Transformational leadership and employee performance: The role of identification, engagement and proactive personality” which investigated the underlying mechanisms and boundary conditions that explain the relationship between transformational leadership and frontline employee performance. Additionally, it examined whether proactive personality moderates the effect of transformational leadership on identification and engagement. Results showed that identification and engagement fully mediate the relationship between transformational leadership and organizational citizenship behaviors, whereas engagement partially mediates the link between transformational leadership and job performance (Chavez JV, Garil BA, Padirque CB, et al.2024). The study provided information for hotel managers about why and under what circumstances employees perform the way they do.

Al Khajeh, E.H. (2018) conducted study on “Impact of Leadership Styles on Organizational Performance” and claimed that leadership is one of the key determinants associated with the success and failure of any organization. Leadership style is the manner in which people are directed and motivated by a leader to achieve organizational goals. This study has provided deep insights about the leadership styles; the democratic, transformational, bureaucratic and autocratic leaderships have a positive impact on the organizational performance, however, the charismatic and transactional leaderships have negative impact on the organizational performance, as it does not provide opportunities and freedom to employees.

Shore, L.M. et al. (2018) carried out study on “Inclusive workplaces: A review and model” and declared that organizations continue to be challenged and enriched by the diversity of their workforces. This study reviewed and synthesized the inclusion literature and provides a model of inclusion that integrates existing literature to offer greater clarity, as well as suggestions for moving the literature forward. The researchers reviewed the inclusion literature consisting of the various foci (work group, organization, leader, organizational practices, and climate) and associated definitions and how it has developed.

Ozkan, N. et al. (2017) published study on “Intellectual capital and financial performance: A study of the Turkish Banking Sector” which analyzed the relationship between the intellectual capital performance and financial performance of 44 banks operating in Turkey between 2005 and 2014. The intellectual capital performance of the Turkish banking sector is generally affected by human capital efficiency (HCE). In terms of bank types, development and investment banks have the highest average VAIC. When VAIC is divided into its components, it can be observed that capital employed efficiency (CEE) and human capital efficiency (HCE) positively affect the financial performance of banks. However, CEE has more influence on the financial performance of banks compared to HCE.

Sun, Li-Yun et al. (2017) conducted study on “High-Performance Human Resource Practices, Citizenship Behavior, and Organizational Performance: A Relational Perspective” reported that taking a relational perspective on the employment relationship, we examined processes (mediation and moderation) linking high-performance human resource practices and productivity and turnover, two indicators of organizational performance. Unemployment rate moderated the service-oriented OCB--turnover relationship, and business strategy (service quality) moderated the service-oriented OCB--productivity relationship.

Montano, D. et al. (2017) published research on “Leadership, followers’ mental health and job performance in organizations: Six categories of mental health-related outcomes are considered representing both negative and positive mental health states of followers, namely, affective symptoms, burnout, stress, well-being, psychological functioning, and health complaints. Meta-analytic models are used to estimate the association between these categories of leadership and mental health (Quisay ARC, Aquino MEC., 2024).

Pawirosumarto, S. et al. (2017) carried out research on “The effect of work environment, leadership style, and organizational culture towards job satisfaction and its implication towards employee performance in Parador Hotels and Resorts, Indonesia” which the results showed that work environment, leadership style and organizational culture have a positive and significant impact on job satisfaction, but only the leadership style has a positive and significant effect on the employee performance.

Hecklau, F. et al. (2016) published output on “Holistic approach for human resource management in Industry 4.0” and stressed that To cope with knowledge and competence challenges related to new technologies and processes of Industry 4.0 new strategic approaches for holistic human resource management are needed in manufacturing companies. Due to the continuous automation of simple manufacturing processes, the number of workspaces with a high level of complexity will increase, which results in the need of high level of education of the staff.

Li, Xiaobei et al. (2015) conducted study on “Human Resource Practices and Firm Performance in China: The Moderating Roles of Regional Human Capital Quality and Firm Innovation Strategy” which was conducted to investigate the contingent role of regional human capital quality (i.e., the knowledge, skills, and abilities of the collective workforce in a region) in the relationship between firm-level human resource (HR) practices (i.e., practices focusing on employees’ human capital development) and firm performance in China.

Raziqa, A. and Maulabakhsh, R. (2015) carried out research on “Impact of Working Environment on Job Satisfaction” which premised that in the modern era, organizations are facing several challenges due to the dynamic nature of the environment. One of the many challenges for a business is to satisfy its employees in order to cope up with the ever changing and evolving environment and to achieve success and remain in competition.

Makhuzeni, B., & Barkhuizen, E.N. (2015) made study on “The effect of a total rewards strategy on school teachers’ retention” which determined the effect of a total rewards strategy on the turnover intentions of school teachers in the North-West province. The under supply of quality teachers has negative consequences for both school pupils and the larger community (Dagoy THS, Ariban AI, Chavez JV, et al., 2024). A qualitative research approach was followed using semi-structured interviews to gather data from teachers in the North-West province (N = 6). The findings showed that performance management, career development and compensations of teachers were poorly applied in schools. Teachers strongly considered leaving the teaching profession as a result of poor rewards. The participants were fairly satisfied with their work benefits and work-life balance (Chavez JV, Del Prado R, Estoque M 2023).

Local Literature and Studies

In the study of Selmer, Jan and de Leo, Corinna (2021) on “Pinoy-style HRM: Human Resource Management in the Philippines” they claimed that the style by which human resource

practices are devised and implemented in the Philippines is easily identifiable as distinctively Pinoy (Filipino). Within the bounds of the economic/political setting, Pinoy human resource management is based on an intricate system of indigenous core values which emphasize social acceptance.

Mangaoang, E.M. (2021) carried out study on “Precarious Work in the Philippine Public Sector: Nuances and Prospects for Reform” that attempted to contribute to the dearth of literature on the nuances of public policy governing job contracting in the Philippine public sector and how it maintained the practice through the job-order and contract-of-service (JO/COS) scheme. The study analyzed provisions in civil service, procurement, budgeting and taxation laws and recent policy responses to widespread job contracting in the public sector.

Audea, Teresita et al. (2020) made study on “HRM professionals and their perceptions of HRM and firm performance in the Philippines” which reported the findings of a study conducted in the Philippines that examines the extent of adoption of human capital-enhancing human resource (HR) and industrial relations (IR) practices. Differences between locally owned and other organizations in these practices and their relationship to firm performance were also investigated.

Carnevalea, Joel B. and Hatak, Isabella (2020) conducted study on “Employee adjustment and well-being in the era of COVID-19: Implications for human resource management” which stresses that today’s organizations have to remain alert and adaptive to unforeseen events, such as external crises, which create increased uncertainty among their workforce and pose immediate threats to the organizations’ performance and viability. However, with the recent COVID-19 pandemic, organizations suddenly have to navigate the unprecedented and thereby find new solutions to challenges arising across many areas of their operations. In this article, they discuss some of these challenges, focusing on the implications COVID-19 has for human resource management (HRM) as organizations help their workforce cope with and adjust to their newly altered work environment (Chavez JV, Del Prado R, Estoque M., 2023).

Cabahug-Fugoso, Gizelle Lou (2019) made study on “A Philippine Setting: Work Motivation of Employees and Motivational Strategy Evaluation In an Industrial Establishment” which sought to determine the work motivation of employees in an industrial establishment in the Philippines and how the motivational strategies that the company carries out are effectively translated into their workforce. This was constituted by the motivational dimensions with the majority of the respondents having a low a motivation score, low to moderate extrinsic regulation score, high introjected regulation score, identified regulation and intrinsic regulation score (Chavez, J.V., Adalia, H.G., and Alberto, J.P., 2023). Likewise, there was a significant prediction with three variables from the demographic data, which include the number of years in service, educational attainment and pay grade. The latter variable had the only negative predicting factor against the motivational score. The motivational score was, by theory, affected by the motivational strategy that was implored by the human resource management of the company. These strategies are categorized as work environment, rewards, punishment, leadership, and non-monetary incentives.

Atatsi, E.A. et al. (2019) completed study on “Factors affecting employee performance: a systematic literature review” which synthesized the fragmented literature on organizational citizenship behavior (OCB), leader–member exchange (LMX), learning, innovative work behavior (IWB) and employee performance across different countries, disciplines and organizations, thereby broadening the literature breath and making gap identification comprehensive. Second, it provided information on how much studies have been concentrated on Africa with the goal of provoking scholarly work in a unique cultural setting on the interrelatedness of these concepts.

Asis-Castro, Ana Liza and Edralin, Divina M (2018) conducted study on “Predictors of Humanistic Sustainability HRM Practices” which determined and compared the degree of implementation of humanistic sustainability human resource management (HRM) practices. It also indicated that those that were registered as corporations and large in size were implementing humanistic sustainability HRM practices to a greater degree. Their findings also revealed that the humanistic sustainability HRM practices were significantly correlated with company demographics such as size and type of ownership.

Ariola, Ma. Heliza Gay C. (2017) conducted study on “Factors Affecting Young Workers’ Motivation and Commitment to Stay: The Context of the Philippine IT-BPO Industry” which reported that the IT-BPO industry in the Philippines has experienced significant growth over the past decade and has now established itself as a global leader it. However, despite being a high growth sector, the industry is still troubled by high attrition rates annually. The research focused on the factors that affect employee retention, and identify the ways how the applicants, majority young workers, navigate the application, selection, hiring, and training processes in the industry. The mechanism that the government, industry, and other stakeholders have put in place to address this issue was also discussed. The study employed a development framework highlighting the changes on how the labor market has used educated workers to contribute to national development.

Curato, N. (2017) published study on “Flirting with Authoritarian Fantasies? Rodrigo Duterte and the New Terms of Philippine Populism” which aimed to take stock of the 2016 presidential elections in the Philippines that led to the landslide victory of the controversial Rodrigo Duterte. It argues that part of Duterte’s electoral success is hinged on his effective deployment of the populist style. Although populism is not new to the Philippines, Duterte exhibits features of contemporary populism that are befitting of an age of communicative abundance. This commentary contrasts Duterte’s political style with other presidential contenders, characterizes his relationship with the electorate and concludes by mapping populism’s democratic and anti-democratic tendencies, which may define the quality of democratic practice in the Philippines in the next six years.

Methodology

1. Research Design

A descriptive research design method was employed in this study. According to Bless and Higson-Smith (1995) a research design as “a program that guides a researcher in collecting, analyzing and interpreting observed facts.” Descriptive research design is a powerful tool used by scientists and researchers to gather information about a particular group or phenomenon. This type of research provides a detailed and accurate picture of the characteristics and behaviors of a particular population or subject (Leon AJTD, Jumalon RL, Chavez JV, et al. 2024). Thus, this study sought to describe, quantify, and infer as well as to discover significant differences and relationships among variables and to allow the prediction of future events from present knowledge or phenomenon of employees of line-agencies in Sulu.

2. Research Participants

This study was conducted among line-agencies and offices in Sulu during the Fiscal Year 2023. These provincial field offices are located in the province of Sulu where some of them are under the direct supervision of BARMM, Region IX and the National Government.

The respondents of this study are the employees of line-agencies in Sulu who are currently employed during this Fiscal Year 2023 regardless of their ranks/positions and civil status. Distribution of the target Samples among employees of line-agencies in Sulu we have Ministry of Basic, Higher and Technical Education, 20 employees, Ministry of Environment and Natural Resources and Energy, 20, Ministry of Public Works-BARMM, 20, Ministry of Trade, Industry and Tourism, 20, Ministry of Agriculture Fisheries and Agrarian Reform, 20,

Ministry of Social Service and Development, 20, Ministry of Labor and Employment, 20, Ministry of the Interior and Local Government, 20, Ministry of Health, 20, and in Ministry of Defense, 20, total of 200 employee's respondents.

A non-probability sampling design through purposive sampling method was employed in this study. The total representatives of two hundred (200) samples were purposively chosen based on the availability of employees of line-agencies in Sulu. The use of purposive sampling in this study was to ensure the representation of gender, age, length of service, and educational attainment (Chavez JV, Unga NH., 2024).

3. Research Instruments

A survey questionnaire was the main instrument employed to gather data on the extent of human resource policies among employees of line-agencies in Sulu. Human resource management policies questionnaire was adapted and patterned with slight modification from Alnaqbi, Waleed (2011) and Pattnaik, Subhra & Pattnaik, Susmita (2020) questionnaires are standardized research instrument with established validity and reliability. However, to suite their usability in the local setting the questionnaires used in this study were subjected to the perusal of at least two experts from the faculty members of the School of Graduate Studies of Sulu State College.

The research instrument used in this study consists of three parts. Part I of the questionnaire focused on obtaining the demographic profile of the employees at line-agencies in Sulu to include gender, age, length of service and educational attainment. Part II was geared towards obtaining data on the extent of human resource management policies to include the following dimensions such as personnel management (9 items), job satisfaction 9 items), organizational commitment (15 items), and leadership (10 items). Part III was directed towards obtaining data on employee performance which consists of efficiency (4 items), planning the work (4 items), creativity and innovation (5 items), and making efforts (4 items). Data obtained using these questionnaires were analyzed through a 5-point Likert Scale such as Strongly Agree=5, Agree=4, Undecided=3, Disagree=2, Strongly Disagree=1

4. Data Gathering Procedure

The following procedure employed in the course of data gathering: a permit to administer the questionnaire was secured from the Office of the Dean of Graduate Studies, the heads/managers/directors of line-agencies in Sulu; and the research launched and administered the questionnaires personally as well as the retrieval.

5. Data Analysis

Descriptive and inferential statistical tools are appropriately employed in the treatment of data gathered for this study, for first problem frequency counts and percentage were employed to determine the profile of employees at line-agencies in Sulu, for second and third problem, standard deviation were employed to determine the extent of the sub-categories subsumed under human resource management policies, for fourth and fifth question, t-test for independent samples was employed to determine the significant differences in the extent of the sub-categories subsumed under human resource management policies when data are grouped according to gender; and One-way Analysis of Variance (ANOVA) was employed to determine the significant differences when data are grouped according to age, length of service, and educational attainment. For last question, Pearson Product Moment Correlation Coefficient (Pearson r) was employed to determine the degree of correlation among the sub-categories subsumed under human resource management policies and employees' work performance.

Results and Discussion

1. What is the demographic profile of employees of line-agencies in Sulu in terms of: 1.1 Gender; 1.2 Age; 1.3 Length of service; and 1.4 Status of appointment

1.1 In terms of Gender

Table 1.1 shows the demographic profile of the employee-respondents in terms of gender. It can be gleaned from this table that out of 200 employee-respondents, 98 (49.0%) are male and 102 (51.0%) are female.

Table 1.1 Demographic profile of the employee-respondents in terms of gender

Gender	Number of Employees	Percent
Male	98	49.0%
Female	102	51.0%
Total	200	100%

1.2 In terms of Age

Table 1.2 presents the demographic profile of the employee-respondents in terms of age. This means that nearly one-half of the employee-respondents who participated in this study are within the lowest age range as categorized in this study which implies that these employees are at the vibrant and energetic stage.

Age	Number of Employees	Percent
30 years old & below	82	41%
31-40 years old	48	24.0%
41-50 years old	43	21.5%
51 years old & above	27	13.5%
Total	200	100%

1.3 In terms of Length of Service

Table 1.3 presents the demographic profile of the employee-respondents in terms of length of service. This means that more than one-half of the employees of line-agencies in Sulu belonged to the lowest range of years of work experience as categorized in this study.

Length of Service	Number of Employees	Percent
5 years & below	103	51.1%
6-10 years	30	15.0%
11-15 years	28	14.0%
16 years & above	39	19.5%
Total	200	100%

1.4 In terms of Status of Appointment

Table 1.4 presents the demographic profile of the employee-respondents in terms of status of appointment. This means that more than one-half of the employees of line-agencies in Sulu have permanent work status.

Status of Appointment	Number of Employees	Percent
Permanent	116	58.0%
Temporary	14	7.0%
Casual/COS	70	35.0%
Total	200	100%

2. What is the extent of human resource policies of line-agencies in Sulu in each of the following dimensions: 2.1 Promotion policy; 2.2 Training and development policy; and 2.3 Health and safety policy?

2.1 In the context of Promotion Policy

Table 2.1 shows the extent of human resource policies of line-agencies in Sulu in terms of promotion policy. As revealed in this table, this sub-category obtained a total weighted mean score of 4.2225 with standard deviation of .57226 which is rated as Agree or with High Extent. Specifically, line-agencies in Sulu are practicing promotion policy by recommending the reward of employees for their past performances and encourages them to perform better in future which is based on qualifications and the principle of merit with clear career opportunities.,

Promotion Policy	Mean	S.D.	Rating
Promotion policy recommends the reward of employees for their past performances and encourages them to perform better in future	4.3850	.81245	Agree
Promotion policy is based on qualifications and the principle of merit with clear career opportunities	4.1450	.75951	Agree
Promotion policy enhances employee's movement to a position of greater responsibility	4.1600	.74645	Agree
Promotion policy ensures that there is a significant increase in the salary of an employee as well as in the span of authority and control	4.0950	.72706	Agree
Promotion policy facilitates the rewarding of employees for meeting the organizational goals and objectives	4.2700	.63965	Agree
Promotional policy synchronizes organizational goals with employee's personal goals to enhance performance	4.1650	.72830	Agree
The positive relationship between job satisfaction and promotion is dependent on perceived equity by employees	4.2150	.67159	Agree
Promotion policy facilitates employees to attain goals at a higher level	4.2850	.58779	Agree
Promotion policy ensures that the organization has sufficient scope for promotion so as to foster job satisfaction among employees	4.3150	.63069	Agree
Promotional policy ensures fair and adequate promotional chances according to employee's ability and skills which make employee more loyal to their work	4.1900	.64497	Agree
Total Weighted Mean	4.2225	.57226	Agree

Legend: (5) 4.50-5.0=Strongly (SA); (4) 3.50 – 4.49=Agree (A); (3) 2.50 – 3.49=Undecided (U); (2) 1.50 – 2.49=Disagree (D); (1) 1.00 – 1.49=Strongly Disagree (SD)

2.2 In the context of Training and Development Policy

Table 2.2 shows the extent of human resource policies of line-agencies in Sulu in terms of training and development policy. As revealed in this table, this sub-category obtained a total weighted mean score of 4.2932 with standard deviation of .52255 which is rated as Agree or with High Extent. Employee-respondents expressed agreement that line-agencies in professed with high extent of adopting and implementing training and development policy. It further ensures that the agency develops its employees through building competencies and optimizing their contribution towards the organization..

Training and Development Policy	Mean	S.D.	Rating
Training and development policy facilitates employees to obtain relevant skills needed in their job performance	4.3750	.75978	Agree
Training and development policy ensures that employees are given fair and adequate chances for training and development opportunities	4.3000	.64192	Agree

Training and Development policy ensures that the organization develops its employees through building competencies and optimizing their contribution towards the organization	4.3700	.62855	Agree
Training and developing policy facilitates the organization to create a pool of qualified replacements for employees who may leave or be promoted to other positions of service	4.2200	.65861	Agree
Training and development policy enables the employees to make use of advanced technology and to adapt easily to changing working environment	4.2450	.66118	Agree
Training and development policy promotes employees' work capacities and enhances their chances of meeting their personal and organizational objectives	4.2000	.69456	Agree
Training and Development policy promotes high levels of training and development, offered in form of scholarships, seminars and workshops indicating that the organization values employees' skills development	4.3550	.65661	Agree
Training and development policy creates a sense of progression and purpose that leads to organizational commitment	4.2700	.65517	Agree
Training and development policy enhances positive impact on employee's productivity, which results in higher level of clienteles' and employees' satisfaction	4.2450	.70531	Agree
Training and development policy ensures that there is large skill base and facilitates the development of high level of competence	4.2950	.59981	Agree
Training and development policy helps in developing climate for learning which not only aids in training to flourish but also supports self-managed learning practices like coaching and mentoring	4.3500	.71448	Agree
Total Weighted Mean	4.2932	.52255	Agree

Legend: (5) 4.50-5.0=Strongly (SA); (4) 3.50 – 4.49=Agree (A); (3) 2.50 – 3.49=Undecided (U); (2) 1.50 – 2.49=Disagree (D); (1) 1.00 – 1.49=Strongly Disagree (SD)

2.3 In the context of Health and Safety Policy

Table 2.3 shows the extent of human resource policies of line-agencies in Sulu in terms of health and safety policy. As revealed in this table, this sub-category obtained a total weighted mean score of 4.2480 with standard deviation of .67198 which is rated as Agree or with High Extent. Specifically, line-agencies in Sulu are implementing activities, processes, or procedural strategies to protect and promote the health and safety of employees which supports the development and maintenance of employees' working capacity.

Training and Development Policy	Mean	S.D.	Rating
Health and Safety Policy facilitates management to establish activities, processes, or procedural strategies to protect and promote the health and safety of employees.	4.2050	.79127	Agree
Health and Safety Policy supports the development and maintenance of employees 'working capacity.	4.2100	.70597	Agree
Health and safety policy entrenches meaningful organizational and social organizational values, norms, beliefs, practices and procedures at the workplace.	4.2650	.73312	Agree
Health and safety policy ensures safe working environment by establishing practices and processes that are important to employees' health and safety.	4.2400	.77161	Agree

Health and safety policy ensures continued healthy and safe climate which positively motivates employees.	4.3200	.64004	Agree
Total Weighted Mean	4.2480	.67198	Agree

Legend: (5) 4.50-5.0=Strongly (SA); (4) 3.50 – 4.49=Agree (A); (3) 2.50 – 3.49=Undecided (U); (2) 1.50 – 2.49=Disagree (D); (1) 1.00 – 1.49=Strongly Disagree (SD)

3. What is the extent of employees' work performance among line-agencies in Sulu in each of the following dimensions: 3.1 Efficiency; 3.2 Planning the work; 3.3 Creativity and innovation; and 3.4 Making efforts

Table 3 shows the extent of employees' work performance among line-agencies in Sulu in the contexts of Efficiency, Planning the work, Creativity and innovation; and Making efforts. As revealed in this table, this Employee-respondents expressed agreement that employees of line-agencies in Sulu professed with high extent of work performance. In terms of interpersonal facilitation, employees of line-agencies manifest the sense of helping and cooperating with their co-employees such that; they cooperate, considerate, and assist co-workers' performance.

Efficiency	Mean	S.D.	Rating
I feel dedication, seriousness and ability to take responsibility of my work.	4.2300	.76158	Agree
I enjoy professional skill or professionalism and technical knowledge required to carry out the work efficiently.	4.1850	.74400	Agree
I do my work according to specific policies and procedures.	4.2300	.79388	Agree
I feel satisfied with the work I do in this agency.	4.2000	.77654	Agree
Total Weighted Mean	4.2112	.68596	Agree
Planning the Work	Mean	S.D.	Rating
Planning the work before starting its implementation contributes to setting the goals that I need to achieve.	4.2700	.76815	Agree
I have the ability to plan my work and its accomplishment according to the planned schedule.	4.0950	.70602	Agree
Planning the work before starting its implementation gives me a sense of comfort.	4.2900	.67690	Agree
Planning the work before starting its implementation increases my ability to focus on the completion of the work assigned automatically.	4.3250	.57535	Agree
Total Weighted Mean	4.2450	.58615	Agree
Creativity and Innovation	Mean	S.D.	Rating
I am careful or keen to make changes in the working methods of each period.	4.1900	.75946	Agree
I stay away from repeating what others do in solving work-related problems.	3.9550	.75885	Agree
I feel bored of repeating the same procedures in doing the work.	3.9150	.78796	Agree
I have the ability to put forward ideas and solutions rapidly to face work-related problems.	4.1300	.60409	Agree
I have the ability to express my thoughts fluently and freely.	4.2200	.75794	Agree
Total Weighted Mean	4.2200	.75794	Agree

Making Efforts	Mean	S.D.	Rating
Feeling proud of the work represents a motivation for me to make extra efforts.	4.3900	.64027	Agree
I have the desire and willingness to work outside official working hours for fast delivery.	4.1100	.72839	Agree
The agency is keen on providing additional benefits to employees to motivate them to make more efforts.	4.1100	.68575	Agree
The administration provides those employees who do their work/tasks well with an increase in the wages or salaries.	4.0800	.81048	Agree
Total Weighted Mean	4.1725	.60587	Agree
Overall Total Weighted Mean	4.1777	.52965	Agree

Legend: (5) 4.50-5.0=Strongly (SA); (4) 3.50 – 4.49=Agree (A); (3) 2.50 – 3.49=Undecided (U); (2) 1.50 – 2.49=Disagree (D); (1) 1.00 – 1.49=Strongly Disagree (SD)

4. Is there a significant difference in the extent of human resource policies of line-agencies in Sulu when data are categorized according to: 4.1 Gender; 4.2 Age; 4.3 Length of service;

4.1 According to Gender

Table 4.1 shows the differences in the extent of human resource policies of line-agencies in Sulu when data are categorized according to respondents' demographic profile in terms of gender. It can be gleaned from this table that the value of mean differences of all the sub-categories subsumed under the extent of human resource policies of line-agencies in Sulu are indeed significant at alpha. This finding implies that being a male employee-respondent may probably put him in a vantage point towards assessing the extent of human resource policies of line-agencies in Sulu than his female counterpart, or vice versa.

Consequently, it is safe to say that variable gender has indeed a significant influence in the ways how employee-respondents assessed the extent of human resource policies of line-agencies in Sulu. Therefore, the hypothesis which states that "There is no significant difference in the extent of human resource policies of line-agencies in Sulu when data are grouped according to respondents' demographic profile in terms of gender" is rejected.

VARIABLES		Mean	S. D.	Mean Difference	t	Sig.	Description
	Grouping						
Reward policy	Male	4.2857	.43372	.18332*	2.510	.013	Significant
	Female	4.1024	.58496				
Promotion policy	Male	4.3214	.37616	.19398*	2.426	.016	Significant
	Female	4.1275	.70052				
Training and development policy	Male	4.4147	.40045	.23819*	3.302	.001	Significant
	Female	4.1765	.59659				
Health and safety policy	Male	4.4020	.44536	.30204*	3.253	.001	Significant
	Female	4.1000	.80874				

*Significant at alpha 0.05

4.2 According to Age

Table 4.2 presents the differences in the extent of human resource policies of line-agencies in Sulu when data are categorized according to respondents' demographic profile in terms of age. It can be gleaned from this table that the value of F-ratios and *P*-values of all the sub-categories subsumed under the extent of human resource policies of line-agencies in Sulu are indeed significant at alpha .05. This result implies that being older or within 51 years old & above may probably put an employee-respondent in a vantage point towards assessing the

extent of human resource policies of line-agencies in Sulu than those who are within 30 years old & below, 31-40 years old, and 41-50 years old, or vice versa.

Nonetheless, it is safe to say that variable age has indeed a significant mediation in ways how employee-respondents assessed the extent of human resource policies of line-agencies in Sulu. Therefore, the hypothesis which states that “There is no significant difference in the extent of human resource policies of line-agencies in Sulu when data are grouped according to respondents’ demographic profile in terms of age” is rejected.

SOURCES OF VARIATION		Sum of Squares	df	Mean Square	F	Sig.	Description
Reward policy	Between Groups	7.341	3	2.447	10.173*	.000	Significant
	Within Groups	47.146	196	.241			
	Total	54.487	199				
Promotion policy	Between Groups	7.660	3	2.553	8.702*	.000	Significant
	Within Groups	57.509	196	.293			
	Total	65.169	199				
Training and development policy	Between Groups	7.523	3	2.508	10.499*	.000	Significant
	Within Groups	46.815	196	.239			
	Total	54.338	199				
Health and safety policy	Between Groups	3.113	3	1.038	2.345*	.074	Significant
	Within Groups	86.746	196	.443			
	Total	89.859	199				

*Significant alpha .05

The result of the analysis which is shown in Table 4.2.1 indicates that the difference in the means of Reward policy, Promotion policy, and Training and development policy is obtained by way of lower group mean minus higher group mean.

Table 4.2.1 Post Hoc Analysis: Differences in the extent of human resource policies of line-agencies in Sulu in the contexts of reward policy, promotion policy, and training and development policy when data are categorized according to their demographic profile in terms of age

Dependent Variables	(I) Grouping by Age	(J) Grouping by Age	Mean Difference (I-J)	Std. Error	Sig.
Reward Policy	30 years old & below	31-40 years old	-.41119*	.08913	.000
		41-50 years old	-.40338*	.09234	.000
		51 years old & above	-.30137*	.10882	.031
Promotion Policy	30 years old & below	31-40 years old	-.47500*	.09844	.000
		41-50 years old	-.31628*	.10199	.012
		51 years old & above	-.30000	.12019	.064
Training and Development Policy	30 years old & below	31-40 years old	-.47921*	.08882	.000
		41-50 years old	-.27546*	.09202	.016
		51 years old & above	-.30623*	.10844	.027

* The mean difference is significant at the 0.05 level.

4.3 According to Length of Service

Table 4.3 presents the differences in the extent of human resource policies of line-agencies in Sulu when data are categorized according to respondents’ demographic profile in

terms of length of service. This result implies that, for an employee-respondent to have 16 years & above of work experience may probably put him/her in a vantage point towards assessing the extent of human resource policies of line-agencies in Sulu than those with 5 years & below, 6-10 years, and 11-15 years of length of service, or vice versa.

The hypothesis which states that “There is no significant difference in the extent of human resource policies of line-agencies in Sulu when data are grouped according to respondents’ demographic profile in terms of length of service” is rejected

SOURCES OF VARIATION		Sum of Squares	f	Mean Square	F	Sig.	Description
Reward policy	Between Groups	4.018	3	1.339	5.202*	.002	Significant
	Within Groups	50.468	96	.257			
	Total	54.487	199				
Promotion policy	Between Groups	4.008	3	1.336	4.282*	.006	Significant
	Within Groups	61.160	196	.312			
	Total	65.169	199				
Training and development policy	Between Groups	4.002	3	1.334	5.195*	.002	Significant
	Within Groups	50.335	196	.257			
	Total	54.338	199				
Health and safety policy	Between Groups	3.723	3	1.241	2.824*	.040	Significant
	Within Groups	86.136	196	.439			
	Total	89.859	199				

*Significant alpha .05

A Post Hoc Analysis using Tukey Test was conducted to determine which among groups classified according to length of service to have different levels of mean in areas subsumed under the extent of human resource policies of line-agencies in Sulu when data are grouped according to respondents’ demographic profile in terms of length of service.

The result of the analysis which is shown in Table 4.3.1 indicates that the difference in the means of Reward policy, Promotion policy, and Training and development policy is obtained by way of lower group mean minus higher group mean.

Dependent Variables	(I) Grouping by Length of Service	(J) Grouping by Length of Service	Mean Difference (I-J)	Std. Error	Sig.
Reward Policy	5 years & below	6-10 years	-.26350	.10528	.063
		11-15 years	-.28229*	.10815	.048
		16 years & above	-.29826*	.09541	.011
Promotion Policy	5 years & below	6-10 years	-.24832	.11589	.143
		11-15 years	-.23308	.11905	.208
		16 years & above	-.32960*	.10503	.010
Training and Development Policy	5 years & below	6-10 years	-.26008	.10514	.067
		11-15 years	-.17025	.10801	.395
		16 years & above	-.33933*	.09528	.003
Health and Safety Policy	5 years & below	6-10 years	-.39243*	.13753	.025
		11-15 years	-.08100	.14129	.940
		16 years & above	-.15499	.12464	.600

* The mean difference is significant at the 0.05 level.

5. Is there a significant difference in the extent of employees’ work performance of line-agencies in Sulu when data are categorized according to: 5.1 Gender; 5.2 Age; and 5.3 Educational attainment?

5.1 According to Gender

Table 4.1 shows the differences in the extent of employees' work performance of line-agencies in Sulu when data are categorized according to respondents' demographic profile in terms of gender. It can be gleaned from this table that, except for "Planning the work" and "Creativity and innovation" the value of mean differences of all other sub-categories subsumed under the extent of employees' work performance of line-agencies in Sulu are indeed significant at alpha .05. The hypothesis which states that "There is no significant difference in the extent of employees' work performance of line-agencies in Sulu when data are grouped according to respondents' demographic profile in terms of gender" is rejected.

VARIABLES		Mean	S. D.	Mean Difference	t	ig.	Description
	Grouping						
Efficiency	Male	4.3087	46223	.19103*	.983	049	Significant
	Female	4.1176	83895				
Planning the work	Male	4.3036	43264	.11485	.388	67	Not Significant
	Female	4.1887	70046				
Creativity and innovation	Male	4.1245	41865	.08331	.125	262	Not Significant
	Female	4.0412	60711				
Making efforts	Male	4.2628	45743	.17697*	.082	039	Significant
	Female	4.0858	71190				

*Significant at alpha 0.05

5.2 According to Age

Table 5.2 presents the differences in the extent of employees' work performance of line-agencies in Sulu when data are categorized according to respondents' demographic profile in terms of age. It can be gleaned from this table that, except for "Planning the Work" the value of F-ratios and P-values of all other sub-categories subsumed under the extent of employees' work performance of line-agencies in Sulu are indeed significant at alpha .05. The hypothesis which states that "There is no significant difference in the extent of employees' work performance of line-agencies in Sulu when data are grouped according to respondents' demographic profile in terms of age" is rejected.

SOURCES OF VARIATION	Sum of Squares	df	Mean Square	F	Sig.	Description
Efficiency	Between Groups	3	1.904	4.243*	.006	Significant
	Within Groups	196	449			
	Total	199				
Planning the work	Between Groups	3		2.010	.114	Not Significant
	Within Groups	196	338			
	Total	199				
Creativity and innovation	Between Groups	3	1.488	5.821*	.001	Significant
	Within Groups	196	256			
	Total	199				
Making efforts	Between Groups	3	1.042	2.921*	.035	Significant
	Within Groups	196	357			
	Total	199				

*Significant alpha

A Post Hoc Analysis using Tukey Test was conducted to determine which among groups classified according to age to have different levels of mean in areas subsumed under

the extent of employee' work performance of line-agencies in Sulu when data are grouped according to respondents' demographic profile in terms of age.

The result of the analysis which is shown in Table 5.2.1 indicates that the difference in the means of Efficiency, Creativity and innovation, and Making efforts is obtained by way of lower group mean minus higher group mean.

Dependent Variables	(I) Grouping by Age	(J) Grouping by Age	Mean Difference (I-J)	Std. Error	Sig.
Efficiency	30 years old & below	31-40 years old	-.40574*	.12172	.006
		41-50 years old	-.29843	.12611	.087
		51 years old & above	-.21014	.14861	.492
Creativity and Innovation	30 years old & below	31-40 years old	-.17632	.09189	.224
		41-50 years old	-.34095*	.09520	.002
		51 years old & above	-.34715*	.11219	.012
Making Efforts	30 years old & below	31-40 years old	-.28328*	.10855	.048
		41-50 years old	-.24525	.11246	.132
		51 years old & above	-.09000	.13253	.905

* The mean difference is significant at the 0.05 level.

*Significant alpha .05

A Post Hoc Analysis using Tukey Test was conducted to determine which among groups classified according to length of status of appointment to have different levels of mean in areas subsumed under the extent of employees' work performance of line-agencies in Sulu when data are grouped according to respondents' demographic profile in terms of status of appointment.

The result of the analysis which is shown in **Table 5.4.1** indicates that the difference in the means of Efficiency, Planning the work, and Creativity and innovation is obtained by way of lower group mean minus higher group mean.

Dependent Variables	(I) Grouping by Status of Appointment	(J) Grouping by Status of Appointment	Mean Difference (I-J)	Std. Error	Sig.
Efficiency	Casual/Contract of service	Permanent	-.27679*	.10245	.020
		Temporary	-.21429	.19818	.527
Planning the Work	Casual/Contract of service	Permanent	-.34637*	.08545	.000
		Temporary	-.37500	.16530	.063
Creativity and Innovation	Casual/Contract of service	Permanent	-.24887*	.07651	.004
		Temporary	-.49714*	.14801	.003

* The mean difference is significant at the 0.05 level.

5.3 According to Educational Attainment

Table 5.3 presents the differences in the extent of employees' work performance of line-agencies in Sulu when data are categorized according to respondents' demographic profile in terms of educational attainment. It can be gleaned from this table that the value of F-ratios and *P*-values of all the sub-categories subsumed under the extent of employees' work performance of line-agencies in Sulu are indeed significant at alpha .05. The hypothesis which states that "There is no significant difference in the extent of employees' work performance of line-agencies in Sulu when data are grouped according to respondents' demographic profile in terms of educational attainment" is rejected.

Efficiency	Between Groups	12.443	4	3.111	1.471	000	Significant
	Within Groups	81.195	195	416			
	Total	93.637	199				
Planning the work	Between Groups	5.422	4	1.355	4.199	003	Significant
	Within Groups	62.948	195	323			
	Total	68.370	199				
Creativity and innovation	Between Groups	4.522	4	1.131	4.404	002	Significant
	Within Groups	50.053	195	257			
	Total	54.575	199				
Making efforts	Between Groups	4.981	4	1.245	3.567	008	Significant
	Within Groups	68.068	195	349			
	Total	73.049	199				

*Significant alpha .05

However, it must be noted that A Post Hoc Analysis was conducted to determine which among groups classified according to educational attainment to have different extent of employees' work performance of line-agencies in Sulu when data are categorized according to respondents' demographic profile in terms of educational attainment in the contexts of Efficiency, Planning the work, Creativity and innovation, and Making efforts because at group has fewer than two cases.

6. *Is there a significant correlation between the extent of human resource policies and employees' work performance of line-agencies in Sulu?*

Table 6 illustrates the correlation between the extent of human resource policies and employees' work performance of line-agencies in Sulu. It can be gleaned from this

table that the computed Pearson Correlation Coefficients (Pearson r) between these variables are indeed significant at alpha .05.

Variables		Pearson r	Sig	N	Description
Dependent	Independent				
Human Resource Policies	Employees' Performance	.826**	.000	200	Very High

*Correlation Coefficient is significant at alpha .05

Correlation Coefficient Scales Adopted from Hopkins, Will (2002):

0.0-0.1=Nearly Zero; 0.1-0.30=Low; .3-0.5 0=Moderate; .5-0.7-0=High; .7-0.9= Very High; 0.9-1=Nearly Perfect

Conclusion

This study concludes that the Employee-respondents of line-agencies in Sulu are adequately represented in terms of gender, age, length of service, status of appointment, and educational attainment. On the average, line-agencies in Sulu professed with high extent of adopting and implementing human resource policy. That is, line-agencies in Sulu are highly responsible for implementing policies related to the management of employees such that they have well-designed policy which can be used as a tool for attracting, motivating, and retaining employees within the agency. Line-agencies in Sulu professed with high extent of work performance. Generally, variables gender, age, length of service, status of appointment, and educational attainment indeed significantly mediate in ways how employees assessed the extent of employees' work performance of line-agencies in Sulu. Moreover, the group of employee-respondents who assessed the extent of human resource policies of line-agencies in Sulu as Agree or with High Extent is most probably the same group of employee-respondents who assessed the employees' work performance as Agree or with High Extent, respectively. This study seems to uphold Gachie, C. (2011) model of Human Resource Management Policies and Putnaik, Subhra & Putnaik, Susmita (2017) Model of Employee Performance Dimensionality. Human Resource Management Policies constitutes the theories relative to Reward policy, Promotion policy, Training and development

policy, and Health and safety policy. While Employee Performance consists of constructs such as Task Performance, Interpersonal facilitation, and Job dedication.

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