



PERSONAL, PROFESSIONAL AND MANAGERIAL CHARACTERISTICS OF HUMAN RESOURCE MANAGERS: THEIR RELATIONSHIP TO CAREER DEVELOPMENT AND PERFORMANCE

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Abstract: *Human resources are the most essential yet critical assets an organization has. They are considered as the lifeblood of the organization in which other resources like money, machines, market and methods can be acquired and utilized. Be that as it may, these resources nevertheless may also be the cause of its failure. Hence, proper management and development of human resources should be a prime concern of any organization. The development of an organization's workforce and the management crew is an important input, if the organization's mission and target objectives are to be achieved. The focus of this study was composed of two (2) groups namely the human resource managers particularly those officials holding a plantilla position of Human Resource Officers I - IV and/or Administrative Officer for regional offices which do not have Human Resource Officers and some randomly selected employees of said agencies. Complete enumeration was employed to select the human resource manager - respondents while employee-respondents were randomly selected. The samples were determined through the use of the Slovin's formula. However, out of the 367 computed samples, there were 3 unretrieved questionnaires from DENR, thus, making the number of samples decreased to 364. The researcher utilized the descriptive correlational research method. According to Tuckman as cited by Catane (2002), correlational research is concerned with determining the degree of relationship that exists between two or more variables. In this study, it determined the relationship of the independent variables which include the characteristics of human resource managers along personal, professional and administrative to the dependent variables as indicated by their career development and performance. This study revealed that personal characteristics of human resource managers which include age, sex, civil status, ethnicity, religion and number of dependents are not significantly related to their career development measured in terms of their number of positions held, frequency of promotions and job shifts and their professional characteristics, educational attainment is significantly related to their career development particularly to their number of positions held and frequency of promotions but not*



significantly related to job shifts. All other variables like eligibility, number of trainings/seminars and membership to professional organizations are not significantly related to their career development. As regards their managerial characteristics, length of service and span of control were found out to have a significant relationship to their number of positions held and frequency of promotions but no significant relationship to job shifts. Length of service as HRMO, however, is not significantly related to their career development. As reflected from the findings of the study, the researcher strongly recommended that government agencies should give more weight to the educational preparation and field of specialization in the qualifications of HRMO positions and should be adopted as their institutional policy for selection and promotion for Human Resource Officer positions.

Key words: *Administrative Characteristics, Career Development, Ethnicity, Job Shifts, Plantilla Position*

INTRODUCTION

Human resources are the most essential yet critical assets an organization has. They are considered as the lifeblood of the organization in which other resources like money, machines, market and methods can be acquired and utilized. Be that as it may, these resources nevertheless may also be the cause of its failure. Hence, proper management and development of human resources should be a prime concern of any organization. The development of an organization's workforce and the management crew is an important input, if the organization's mission and target objectives are to be achieved.

However, one basic problem the management may be confronted with is on how to go about managing and developing the workforce. Personnel management, therefore, is an indispensable function to effective management. Historically, personnel management dates back in the middle ages where in it simply refers to "labour management" as the concept evolved as a result of the growth of labor unions and labor laws. Personnel management then only includes rank and file employees while executives and consultants are seldom alluded to as personnels. They are beyond the scope of personnel management. As a result management suffers from lack of data on managerial staff.

Today, organization has joined a new era where personnel management should include all employees at all levels whether rank and file or executives. After all, they all constitute the workforce of the organization. Hence, the term human resource management. Human



resource management program is currently gaining its momentum and occupies a distinct place in the aspect of administration. In fact, it may likely be the most prominent aspect of administration given that the function of “employee” permeates every public sector organization, be it in the national level and regional agencies as well as the Local Government Unit. For this reason, resource management presents a significant focal point for public managers and that all government offices were mandated to establish its human resource office.

Human resource management office in the Regional Line Agencies as well as in the State Colleges and Universities in the region is structurally and operationally under Administrative Division which is usually headed by an Administrative Officer. However, Human Resource Officer, which now has a generic name of Administrative Officer takes charge of human resource management office. Administrative Officers will automatically act as Human Resource Managers if agencies do not have a plantilla position of Human Resource Officer.

Traditionally, Human Resource Management had its work distributed among the units of personnel, compensation and benefits and employee relations, while Human Resource Development functions were divided into training, career development and community relations. However, human resource management in the study is viewed as a general concept.

Managing and developing the workforce is in essence the task of human resource managers. It is definitely a tough job given the complexity and dynamism of man. Man is a complex creature with varied needs and wants. Man is dynamic in nature defying the foolproof of quantitative analysis and predictability yet all these characteristics must be considered and incorporated in the human resource management program to yield an effective and satisfied working force. While human resource management is a tripartite activity where the employee, manager and organization are involved, the human resource manager has the biggest lot.

Human resource managers are the central character in human resource management since they take the lead role in the implementation of human resource management program. They are not simply representative of workforce but also the central figure for their management and development.



Considering the intricacies, depth, and gigantic functions of human resource managers, they should therefore possess the necessary characteristics to ensure best performance in their work and to cope with the demands of their job. Like any other managers, they are no miracle workers. Absolutely, they can only be efficient and effective in performing their role in assisting the workforce to develop themselves when they themselves are efficient/effective. As the old adage aptly puts it *“one cannot give, what he does not have.”*

According to Corpuz (2000), a good human resource manager is one who is equipped with appropriate managerial acumen and abilities and has broad knowledge and know – how in the operative functions of human resource management department, one who has a solid formal education, training, experience that prepares him to face the challenges of dealing with different types of people and one who is open to explore other tasks and opportunities for growth and development. Ortigas (1997) on the other hand, describes a highly effective person as one whose attitude is of continuing openness for growth in their own lives and a passion for making life more meaningful for others. They are those who manifest creativity and productivity that emphasize confidence and capability.

While the characteristics of human resource managers are highly emphasized, attention on their needs to have satisfying careers and their performance are also of paramount importance. Every employee, including human resource managers, has the latent strong desire to get most out of their career as claimed by McClelland (1998). Employees are more satisfied when they have challenging opportunities at work. Many employees believe that career development simply means moving up the ladder where “stuck” employee will finally be noticed and get long-sought promotions. In a different view, career development is a lifelong process of acquiring self-knowledge so that an individual can make choices and decisions related to work, education, training at every stage of life and not simply a “promotional opportunity”

Most of an employee’s life is devoted to working but many of them end up finding their job boring, demanding or repetitive such that they become unproductive and unmotivated in their work. It is believed that when employees are happy with what they are doing and they are satisfied with how their careers are going on, such happiness and satisfaction are radiated in the performance of their work. Career development, then, can be a major source of motivation to perform better if not best in their work. Knowing the performance of



employees through regular conduct of performance appraisal and assessing client's satisfaction is therefore necessary because it serves as a basis for career development.

Obviously, a lot of forces shape the character of human resource managers, it is in this context, that the researcher would like to delve on the characteristics of human resource managers and its relation to their career development and performance.

STATEMENT OF THE PROBLEM

This study focuses on the personal, professional and managerial characteristics of human resource managers and their relationship to career development and performance. Specifically, it aimed to answer the following questions:

1. What are the characteristics of Human Resource Managers with respect to:

A. Personal

- a. age
- b. sex
- c. civil status
- d. ethnicity
- e. religion
- f. number of dependents

B. Professional

- a. educational attainment
- b. eligibility
- c. trainings and seminars attended
- d. d. membership in professional organizations

C. Managerial

- a. present position
- b. length of service with the agency
- c. length of service as Human Resource Manager
- d. span of control

2. What is the career development of the respondents in terms of the following:

- a. number of positions held
- b. frequency of promotions
- c. job shifts



3. What is the performance of respondents as regards:
 - a. rating based on appraisal system
 - b. client-satisfaction
 - c. awards received
4. Is there a significant relationship of the personal, professional and administrative characteristics of the respondents and their career development?
5. Is there a significant relationship between the performance of the Human Resource Managers and the following:
 - a. personal, professional and administrative characteristics
 - b. career development

HYPOTHESES

This study was guided by the following hypotheses:

1. That there is no significant relationship of the personal, professional and administrative characteristics of the respondents and their career development.
2. That there is no significant relationship between the performance of the Human Resource Managers and the following:
 - a. personal, professional and administrative characteristics
 - b. career development

METHODOLOGY

The researcher utilized the descriptive correlational research method. A structured questionnaire served as the main tool for gathering data. It consisted of two (2) parts. Part I constituted the Characteristics of Human Resource Managers divided into three (3) subparts - the personal, professional and administrative characteristics and Part II described the duties and functions of human resource managers adopted from the study of Pardo (2002) with some modifications based from the functions of HRMO's gathered from at least three agencies. Documentary analysis was utilized to determine the performance of the human resource managers based from their rating in the Performance Appraisal System which is regularly conducted by their respective agencies. The performance rating covered one (1) year, that is, the year preceding the current year. The method was likewise used to determine the number of promotions they have from the time they entered the organization. In the analysis of data, the researcher made use frequency counts,



percentage, standard deviation, weighted mean for the personal, professional and administrative characteristics of Human Resource Managers. The hypotheses of the study were tested using the chi-square and Pearson Product Moment Correlation.

The client-satisfaction in terms of Human Resource Managers' performance was determined through the use of five – point Likert Scale as presented below:

5 = Very Much Satisfied (VS)

4 = Satisfied (S)

3 = Neither Satisfied nor Dissatisfied (NSD)

2 = Dissatisfied (DS)

1= Very Dissatisfied (VD)

RESULTS AND DISCUSSIONS

Table1 Frequency and Percentage Distribution of Respondents as Personal Characteristics of the Human Resource Managers

Category	Frequency	Percentage
<u>AGE</u>		
25-34	4	8.16
35-44	15	30.61
45-54	20	40.82
55-64	10	20.41
Total :	49	100.00
Mean = 47.04	SD = 8.16	
<u>SEX</u>		
Male	8	16.33
Female	41	83.67
<u>CIVIL STATUS</u>		
Single	2	4.08
Married	44	89.90
Widow/er	3	6.12
<u>RELIGION</u>		
Catholic	47	95.92
Non-Catholic	2	4.08
<u>ETHNICITY</u>		
Ilocano	22	44.90
Tagalog	4	8.16
Ybanag	17	34.69
Ytawes	6	12.24
<u>NUMBER OF CHILDREN</u>		
None	2	4.08



1 – 2	16	32.65
3 – 4	26	53.06
5 – 6	5	10.20
Mean = 2.98	SD = 1.36	
NUMBER OF OTHER DEPENDENTS		
None	29	59.19
1 – 2	16	32.65
3 – 4	3	6.12
5 – 6	1	2.04
Mean = 1.03	SD = 1.25	

Table 1 presents the personal characteristics of Human Resource Managers in selected regional agencies and State Colleges and Universities in Region 02. The data reveal that the mean age of Human Resource Managers is 47.04 with SD of 8.16. A greater percentage or 40.82% belong to the age bracket of 45-54, followed by 15 or 30.61% whose age belongs to the age bracket 35-44; 10 or 20.41% belongs to the age bracket 55-64 and the remaining 4 or 8.16% belongs to the age bracket 25-34 which implies that Human Resource Managers are in their middle adulthood stage whereby productivity is expected to reach its peak. As characterized by Erick Erickson (2000), this is a stage of “generativity” where individuals expressed it through ones work that is directed to help other people which are in line with the work of human resource managers.

As regards to sex, majority or 83.67% of the HR Managers are females and only 8 or 16.33% are males. This means that Human Resource Managers are female-dominated considering their nature of work.

In terms of their civil status, majority or 89.80% are married; 3 or 6.12% are widow/er and 2 or 4.08% are single. This implies that aside from their work the respondents are also preoccupied in doing familial tasks at home.

Catholic remains to be the dominant religion among the Human Resource Managers where almost all or 95.92% are Catholics and the remaining 2 or 4.08% are non-Catholics. This is largely attributed to the fact that catholic is a universal religion and that the Philippines is one of the countries in Asia where Catholics has the largest population.

As to ethnicity, almost one half or 44.90% are Ilocanos, 17 or 34.69% are Ibanags, 6 or 12.24% are Itawes and 4 or 8.66% are Tagalog. This indicates that Human Resource Managers are predominantly Ilocanos. This confirms the findings of Tamayao (1999) that Ilocanos dominated Cagayan due to migration from Ilocos region.



The mean number of children of Human Resource Managers is 2.98 with SD of 1.36 hence majority of them have 3 children. The data further reveals that 26 or 53.06% have 3-4 children; 16 or 32.65% have 1-2 children; 5 or 10.20% have 5-6 children and 2 or 4.08% have no children to support. This implies that Human Resource Managers have a relatively small size family lower than the average Filipino family of six based on the National Demography and Health Service (NDHS).

Aside from the children of Human Resource Managers, there are other people who depend from them for support like mothers, in-laws, nieces, nephews, brothers, sisters, grandson/daughter and other relatives affiliated by affinity or consanguinity. As gleaned from the data, Human Resource Managers have at least 1 other dependent as manifested in their mean of 1.037 with SD of 1.25. However, it is also noteworthy that majority or 59.19% do not have other dependents to support. Sixteen or 32.65% have 1-2 other dependents; 3 or 6.12% have 3-4 dependents and 1 or 2.04% have 5-6 other dependents. This means that while Human Resource Managers practiced having extended family basically because of Filipino culture of close-family, the family composition tends to change over a period of time.

Table2. Frequency and Percentage Distribution of Respondents as to Professional Characteristics of Human Resource Managers

Category	Frequency	Percentage
<u>EDUCATION</u>		
College Graduate	10	20.41
With some MA units	17	34.69
MA/MS graduate	17	34.69
With some Ph.D units	5	10.20
<u>HONORS/AWARDS RECEIVED</u>		
With Honors Received	4	8.16
Without Honors Received	45	91.84
<u>ELIGIBILITY</u>		
CS Professional	40	81.63
RA 1080	9	18.37
<u>NUMBER OF RELEVANT TRAININGS/SEMINARS ATTENDED</u>		
None	9	18.37
1 - 3	5	10.20
4-- 6	13	26.53
7 - 9	9	18.37
10 & more	13	26.53



Mean = 7.45 SD = 3.91

NUMBER OF TRAININGS/YEAR (N=40)

one	13	32.50
two	18	45.00
three	4	10.00
four	4	10.00
five	1	2.50

MEMBERSHIP & PROFESSIONAL ORGANIZATIONS

With membership	35	72.92
Without membership	14	27.08

The professional characteristics of Human Resource Managers are reflected in Table 2. The data show that as to education, the highest educational attainment of human resource managers is Masteral graduate and with Masteral units which both have a frequency of 17 or 34.69%; 10 or 20.41% are college graduates and 5 or 10.20% have doctoral units. This means that generally human resource managers are educationally qualified and have advanced themselves professionally. However, it is also worth noting that only one-fourth of them or 20.41% are college graduates due to the qualifications standard for HRMO's set by Civil Service wherein the minimum requirement is college graduate of any course hence, pursuing higher education is a matter of choice and not predicated on necessity. This finding is congruent to the investigation of Martires (1999) where more Human Resource Development Managers in Metro Manila in the public sector possess Masteral degree and a lesser percentage has finished college education. However, it contradicts the survey results of Pardo (2002) where PEZA-HR Managers were at least college degree holders.

Moreover, the human resource managers have varied fields of specialization like business administration, public administration, teacher education, management, agronomy, management communication, and engineering. This means that human resource managers possess general educational qualification and that may affect their depth in technical knowledge of the functions of human resources management. As human resource manager, a background in social psychology is much needed especially so that they deal with people.

For the awards received by the HR Managers, only 4 or 8.16% are with honors while the remaining 45 or 91.84% did not receive any honors or awards. This signifies that almost all of the Human Resource Managers are without honors or awards when they completed their baccalaureate degrees.



As to eligibility, 40 or 81.63% are Civil Service professional passers and 9 or 18.37% are passers of Board Examination particularly, teacher education, nutrition and accountancy. This implies that all the Human Resource Managers are first grade eligible considering the minimum requirement for Human Resource Officer Positions in the government.

In terms of the number of trainings/seminars attended by the Human Resource Managers for the last 5 years, the mean number of trainings is 7.45 with SD of 3.71. At most they have attended more than 10 and 4-6 trainings/seminars which both have a frequency of 13 or 26.53%; 9 or 18.37% have attended 7-9 trainings; 5 or 10.20% have attended at least 1-3 trainings/seminars and 9 or 18.37% have not attended any trainings/seminars relative to their work. Reasons given during the interview were lack of budget, unavailability of invitation, family reasons and not recommended by the boss.

On the average, almost one-half or 45% of the Human Resource Managers have attended two trainings a year, 13 or 32.50% have attended at least one; 3 or 10% have attended three trainings and the remaining 1 or 2.50% have attended five trainings. The data generally imply that attendance of human resource managers to trainings/seminars is not adequate. As accentuated by Sherman and Bohlander cited in Maximo (2000), trainings received from job are essential and prevent the employee from being impaired by lack of knowledge and skills which are needed in the performance of their duties and responsibilities. Further, Summer (1998) found out that attendance to trainings imply occurrence of development to individuals.

As to membership in professional organizations by Human Resource Managers, majority or 72.92% claimed that they are members of professional organizations, and the remaining 13 or 27.08% are not affiliated in any professional organization. Most of them are members of Regional Council of Personnel Officers (RCPO), an association organized by CS. Other associations include Philippines Association of Vocational Education (PAVE), Mechanical Engineers Association., and Association for Physic Teachers, Administrative & Personnel Officers of SUC's Association (APOSCUA), National Association of DAR Personnel Officers and Government Association of CPA's. This implies that Human Resource Managers are most likely updated in terms of the current trends and issues concerning HRM and are provided with seminars/trainings for their continuing growth and development. This is parallel to the concept of Carkhuff cited by Ortigas (1997) that for HRD practitioners in



Manila to have professionalism, they have to join professional organizations of related fields.

Table 3. Frequency and Percentage Distribution of Respondents as to Managerial Characteristics of HR Managers

Category	Frequency	Percentage
<u>PRESENT POSITION</u>		
HRMO 1 - 2	14	20.41
HRMO 3- 4	18	36.75
Administrative Officer 2-3	17	12.24
Administrative Officer 4-5	5	16.33
Others		6. 12
<u>LENGTH OF SERVICE IN THE AGENCY</u>		
6 - 10	4	8.16
11 - 15	6	12.24
16 - 20	8	16.33
21 - 25	11	22.45
26 - 30	15	30.61
31 & more	5	10.20
Mean = 22.62 SD=7.30		
<u>LENGTH OF SERVICE AS HRMO</u>		
1 – 5	19	38.78
6- 10	15	30.61
11- 15	4	8.61
16& more	1 1	22.45
Mean = 8.83 SD=6.49		
<u>SPAN OF CONTROL</u>		
None	13	26.53
1 - 2	9	18.37
3 - 4	8	16.33
5 - 6	6	12.24
7 - 8	3	6.12
9 -10	2	4.08
11& more	8	16.33
Mean= 5.63 SD=8.14		

Table 3 reveals the managerial characteristics of Human Resource Managers. The data indicate that a greater percentage or 36.75% of the HR Managers are currently holding a plantilla position of HRMO III - IV; 14 or 28.57% HRMO I – II; 8 or 16.33% are holders of AO IV – V; 6 or 12.24 % are AO II – III while the remaining 3 or 6.12% are holding other position titles which include Accountant, Instructor, and Stenographer. This means that majority of human resource managers are holding Human Resource Officer (HRMO) positions but not all who acts as personnel officer has a plantilla item of HRMO because of the availability of



plantilla item for said position. Administrative officers were automatically designated as personnel officers and some agencies designate neither personnel officers whose items are neither Human Resource Officer nor Administrative Officer but accordingly they were chosen because they have the personal traits of being a personnel officer.

The human resource managers' first job and plantilla position were so varied and unrelated to their present position with majority of them started as clerk and other lower positions like laborer, office helper, and utility man. Their other jobs include statistical Aide, Junior Statistician, Tourism Receptionist, Teacher, Youth Development Worker, Engineering Assistant, Accountant, Personnel/Administrative Aide/ HRMO and encoder. Clerical jobs were consistently to be the dominant job in their first plantilla position although it is noteworthy that there was a slight decrease. Hence, it is very revealing that human resource managers rose from the ranks as they started as clerks and other lower positions and that their work orientation is not in line with human resource management which could somehow affect their performance in their functions as HRMO.

Based on the interview conducted, human resources managers perform other tasks other than as a personnel officer, an indication that they have multifarious work due to lack of manpower resources. Other tasks include cashiering, disbursing, collecting, teaching, section chief of the Admin Division, Finance Division, and Committee/Program Focal Person/Coordinator.

While they have performed other tasks on top of their plantilla position, some (8) of the human resource managers have experienced job enrichment like holding other official designations which include being an administrative officer for those who are holding HRMO position, finance officer, budget officer and personnel officer for those AO holders indicating that the work of personnel officer and administrative officer may overlap, hence, the reason for reclassifying the Human Resource Officer positions to its generic name of Administrative Officer.

In terms of their length of service in the government, fifteen or 30.61% have rendered services of 26-30 years; 11 or 22.45% have 21-25 years in service; 8 or 16.33% have 16-20 years; 6 or 12.24% have rendered 11-15 years; 5 or 10.20% have more than 31 years of service while 4 or 8.16% have 6-10 years of service. Further, the mean years of service of



22.62 with SD of 7.30 indicates that they have stayed in the government for a long time, hence it can be said that they are experienced or seasoned government servants.

As regards their length of service as Human Resource Officer, there were 19 or 38.78% who have served for 1-5 years as HRMO; 15 or 30.61% for 6-10 years; 11 or 22.45% for more than 16 years and 4 or 8.61% for 11-15 years. The mean of 8.83 with SD of 6.49 indicates that they have limited experience as Human Resource Officer (HRMO) considering their length of service in the government.

In terms of their span of control, it is evident that a greater percentage or 26.53% do not have people under them because human resource management office is usually a part of administrative division, hence, human resource office is a staff of the administrative officer due to the traditional notion on personnel functions of record keeping, salary and wage administration and industrial relations are implemented by administrative department. This confirms the findings of Martires that the biggest percentage of public organizations in Metro Manila follows the scheme in which human resource management was placed or integrated with administration.

As a whole however, the mean of 5.63 with SD of 8.14 indicates that human resource managers have relatively few people to supervise considering the tasks of human resource management division. This also implies that most of the Human Resource Management offices are not fully equipped with people with specific tasks to perform the Human Resource Management process. Hence, the Human Resource Managers perform multiple roles in the organization.

Table 4. Frequency and Percentage Distribution of Respondents as to Performance of the Human Resource Managers

Category	Frequency	Percentage
PERFORMANCE RATING (FIRST HALF)		
3.00 - below	4	8.16
3.01 - 3.50	0	0.00
3.51 - 4.00	9	18.37
4.01 - 4.50	18	36.73
4.51 - 5.0	18	36.73
Mean = 4.29	SD = 2.84	
PERFORMANCE RATING (SECOND HALF)		
3.00 - below	4	8.16
3.01 - 3.50	0	0.00
3.51 - 4.00	5	10.20
4.01 - 4.50	19	38.78



4.51 - 5.0	20	40.82
Mean = 4.47 SD = 2.26		
<u>PERFORMANCE RATING (OVERALL)</u>		
Very Satisfactory	48	97.96
Outstanding	1	2.04
<u>EVER RECEIVED AWARDS?</u>		
Yes	2	4.08
No	47	95.92

It can be deduced from the data in Table 4 that the performance of human resource managers based on their Performance Appraisal rating is “very satisfactory” with a mean of 4.29 and SD of 2.84 for the first half (January-June) and 4.47 and SD of 2.26 for the second half (July-June).

For the first half, 18 or 36.73% obtained a PAS/PES rating of 4.51-5.0 and another 36.73% got 4.01-4.50. Nine (9) or 18.37% gained 3.51-4.00; 4 or 8.16% got 3.00-below; and nobody obtained 3.01-3.50. For the second half, a very negligible increase was noted where 20 or 40.82% obtained a rating of 4.51-4.00; 4 or 8.6% have 3.0-below while no one got 3.01-3.50. Overall, almost all or 97.96% of the human resource managers obtained a very satisfactory rating while only 1 or 2.04% got an outstanding rating. This implies that human resource managers have efficiently carried out their duties and responsibilities such that the actual accomplishments matched or even higher than the expected output or planned target for the year.

As to awards received by the Human Resource Managers relative to their work, 2 or 4.08% claimed they have awards like the Blue Eagle Award (national category) and outstanding Fund Coordinators (regional category) while 47 or 95.92% did not receive any award. This indicates that almost all of the Human Resource Managers are not awardees which implies that they were not able to meet the standards of their award giving body.

Table 5. Summary of the Item Mean as to Client Satisfaction in terms of job organization and information

Item	Weighted Mean	Description
1. Determines the duties and responsibilities of employees based from his/her job description.	3.80	Satisfied
2. Sees to it that qualifications of employees in each job are met based from the qualifications standard set by Civil Service Commission	3.72	Satisfied
Category Mean	3.76	Satisfied



Table 6 discloses the client satisfaction in terms of job organization and information. The data reveals that clients gave human resource managers an assessment of “satisfied” in the performance of their duties on job organization and information with a category mean of 3.76. This implies that human resource managers carried out their task in determining the duties and responsibilities of employees based on their job description hence, employees have been doing jobs in accordance to their plantilla position. Further, qualifications standard set by Civil Service were followed, thus, employees occupying the position are fitted for the job. Strict observance on the qualifications standard is expected otherwise confirmation of appointment of employees by Civil Service Commission will be disapproved. This contradicts the findings of Pardo (2002) that human resource managers at PEZA were rated above average in their job organization and information function.

Table 6. Summary of the Item Mean as to Client satisfaction in terms of procurement or acquisition of Human Resources

Items	Weighted Mean	Description
A. HUMAN RESOURCE PLANNING		
1. Plans and develops personnel program in light of the mission, vision of the agency and general welfare of the employees.	3.47	Satisfied
2. Participates in determining the quality & quantity of employees needed in the organization	3.54	Satisfied
3. Along with top management, plans & formulates policies concerning personnel management	3.42	Satisfied
B. RECRUITMENT, SCREENING, SELECTION & PROMOTION		
1. Initially evaluates the documents of the applicants and sifts good applicants from pool of applicants	3.68	Satisfied
2. Notifies qualified applicants for qualifying examination and interview.	3.70	Satisfied
3. If agency practices administering psychological/qualifying examination, sees to it that it is well administered to qualified applicants.	3.62	Satisfied
4. As members of the panel of interviewers to qualified applicants	3.61	Satisfied
5. Acts as a secretary to the Selection and Promotions Board	3.62	Satisfied
C. PLACEMENT		
1. Determines the right job assignment of employees based from his/her job description.	3.61	Satisfied
2. Coordinates to the division in which the new and old employee is assigned of/transferred respectively.	3.72	Satisfied
3. Assigns employees to office/section based from his/her appointment.	3.66	Satisfied
Category Mean	3.60	Satisfied



Client Satisfaction in terms of procurement or acquisition of human resources is presented in table 6. Procurement or acquisition of human resources in this study includes 5 sub-functions namely human resource planning, recruitment, screening, selection, promotion, and placement. As revealed in the data, clients were satisfied in the performance of human resource managers in their procurement function as evidenced by their category mean of 3.60. This implies that generally human resource managers have planned and developed personnel program in light of the vision and mission of the agency and have participated in determining the qualifications and the number of employees needed in the organization based on the existing & anticipated vacant positions considering that HR office is in-charge in keeping and maintaining personnel data hence, they are in the best position to provide the needed data concerning employees.

Moreover, procedures like initial evaluation of documents of applicants, notification of qualified applicants for interview and examination, and supervision in the administration of qualifying/psychological examination were noticeably performed by the human resource managers. Likewise, members of the selection and promotion board were satisfied in their performance as a secretary of the promotions board and as members of panel of interviewers for applicants.

Further, clients found satisfying the HRM's performance on placement function which includes determining the right job assignment of employees based on their job description and assigning them to offices based on their appointment and that they are duly coordinated to the section/division they are assigned to.

This contradicts the findings of Martines where she claims that among the 5 acquisition functions of human resource management, human resource planning is done by the least percentage of firms while recruitment, screening, selection and placement are performed by over four-fifths of the private and public firms which implies that by and large human resource managers are more doers than planners.

Table 7. Summary of the Item Mean as to Client satisfaction in terms of maintenance of employee

Items	Weighted Mean	Description
A. ORIENTATION		
1. Explains to the newly hired employee his/her duties and responsibilities relative to his/her job.	3.40	Satisfied
2. Tours the newly hired employee to the office and	3.30	Neither



introduces to his/her supervisor and the people whom he/she is working with.		Satisfied Nor
3. Orients the newly hired employee to the facilities available in the agency and she/he will be using	3.38	Dissatisfied Neither Satisfied Nor Dissatisfied
B. MOTIVATION		
1. Designs programs that give due recognition to performing employees like Model Employee of the month/year	3.20	Neither Satisfied Nor Dissatisfied
2. Along with top management, formulates policies that enhances employee morale.	3.29	Neither Satisfied Nor Dissatisfied
3. Prepares incentive awards and recommends the same to top management for deserving employees.	3.19	Neither Satisfied Nor Dissatisfied
C. PERFORMANCE EVALUATION		
1. Participates in designing criteria for evaluating employees.	3.56	Satisfied
2. Conducts regular performance evaluation of employees through PAS/PES	3.85	Satisfied
3. Coordinates with section heads/supervisors the evaluation of personnel and sees to it the items included in the PAS/PES are understood by the employees.	3.78	Satisfied
D. COMPENSATION AND ADMINISTRATION		
1. Informs employees of their benefits like leaves, retirement, separation, Phil health insurances, & other benefits.	3.74	Satisfied
2. Supervises preparation of appointments and processes the same at the most reasonable time	3.78	Satisfied
3. Supervises and checks preparation of plantilla position.	3.82	Satisfied
E. LAW AND LABOR RELATIONS		
1. Interprets laws, policies, rules and regulations concerning labor relations & problems.	3.26	Neither Satisfied nor Dissatisfied
2. Participates in the review of action on personnel matters and sees to it that it conforms to the legal and established policy.	3.38	Neither Satisfied nor Dissatisfied
3. Attends to complaints and grievances of employees promptly & communicates to the director/school president the actions taken by his/her office and makes the necessary recommendations.	3.40	Satisfied
4. Provides consultation or dialogue to the concerned personnel (the subject of the complaint) to afford due process to him/her.	3.44	Satisfied



5. When necessary and referred, provides counseling to employees with job & personal problems like habitual tardiness, alcoholism, family problems etc. which may affect his/her job performance.	3.44	Satisfied
F. MAINTENANCE OF RECORDS		
1. Supervises his/her staff in keeping and maintaining personnel records.	3.81	Satisfied
2. Sees to it that Personal Data Sheet and other records are kept intact and updated	3.84	Satisfied
3. Sees to it that every employee has individual file.	3.98	Satisfied
Category Mean	3.50	Satisfied

Client Satisfaction in terms of maintenance of employees is shown in Table 8. Generally, clients were satisfied in the performance human resource managers in their maintenance function as revealed in their category mean of 3.54. Nonetheless, not all the items were rated "satisfied". Clients were "neither satisfied nor dissatisfied" on the human resource manager's performance on orientation, motivation and law and labor relations.

This implies that human resource managers do not orient new employees prior to assumption to their work like touring them to the office, introducing them to their supervisors and to all people whom they work with as well as to the facilities available for them to perform their job.

Also, clients could not feel the existence of programs and policies regarding incentive rewards whether monetary and non-monetary that would give due recognition to deserving employees. Based on the interview conducted, government agencies are mandated to formulate policies on Program on Awards and Incentives for Service Excellence (PRAISE) and organize a committee for this purpose, however, accordingly most of them were not able to implement to this date due to financial constraints.

Moreover, clients' dissatisfaction on the performance of human resource managers in interpreting laws, policies, rules and regulations concerning labor relations and problems and participating in the review of action on personnel matters could be attributed to their educational preparation which is not in line with law hence, they lack the knowledge and expertise to perform these functions. This confirms the findings of Marties (1999) that slightly less than one-tenth of the human resources do counseling and industrial relations function in the public sector because these activities need expertise. Also, in the study of Pardo (2002), she found out that these are the least yet the most difficult activities of human resource managers.



However, the HRM-respondents attend to complaints and grievances of employees, provides consultation or dialogue to the concerned personnel and provides counseling services to employees who have problems on habitual tardiness, alcoholism and other problems as they were rated satisfactory by their clients. Based on the interview conducted, in case problems were not solved beyond their level it will be lodged to the grievance committee of which they are either member/chairman/secretariat. In the case of State Colleges and Universities (SUCs), human resource managers only act as a secretariat both for administrative and faculty personnel issues and problems.

Meanwhile, clients were also satisfied on HRM's performance in their function on performance evaluation, compensation and administration and maintenance of records which means that human resource managers participate in designing criteria for evaluating employees, conducts regular performance evaluation of employees in coordination with the section heads and sees to it that items included in the PES/PAS are well understood by employees, informs them of their available benefits, supervises in the preparation of appointments and checks plantilla position, keeps and maintain personnel records and sees to it that every employee has individual file where PDS and other relative documents are kept intact and updated because these are the predominant and regular activities performed by human resource managers.

Table 8. Summary of the Item Mean as to Client Satisfaction in terms of development of employees

Items	Weighted Mean	Description
1. Develops staff development program that truly reflects the needs of employees in light of their job.	3.34	Neither Satisfied nor Dissatisfied
2. Conducts in-service trainings based from the training needs assessment among employees.	3.25	Neither Satisfied Nor Dissatisfied
3. Recommends employees for trainings or seminars appropriate to his/her job but subject to the availability of funds.	3.45	Satisfied
4. Provides guidance to employees in their career path for optimum growth and development.	3.29	Neither Satisfied nor dissatisfied
5. Disseminates massively and promptly available scholarship grants within or outside the agency.	3.41	Satisfied
Category Mean	3.35	Neither Satisfied nor Dissatisfied



Table 8 shows the client satisfaction in terms of performance of human resource managers in their function on development of employees. The category mean of 3.35 indicates that clients were “neither satisfied nor dissatisfied” on the performance of human resource managers in their function in developing employees. These include developing staffs development program through which in-service trainings is conducted and career guidance to employees are provided for their optimum growth and development with weighted means of 3.34, 3.25 and 3.29 respectively. This implies that there may have been staff development program that was developed but it is not operational because they are not seriously implemented, hence, conduct of in-service trainings was very rare, and career planning was not provided to employees.

However, clients were satisfied in the performance of human resource managers in their function to recommend employees for trainings/seminars subject to availability of funds and disseminate available scholarship grants which is usually done through posting on the bulletin boards or accessible areas as mentioned by employees during the interview

This supports the findings of Pardo (2002) that the least activities performed by human resource managers of PEZA is their development function. Martires (1999) also found out in her investigation that companies in the Philippines while they have human resources development program in the form of training and career planning it was conducted by meager percentages. Further, Apistar (2001) mentioned in her recommendation that management of DENR should include in its human resource intervention a focus in prioritization of training for varied employees, and a system of access of all interested employees, and a system of access of all interested employees to training programs.

Table 9. Summary of the Item Means to Client Satisfaction in terms of Personnel Action

Items	Weighted Mean	Description
1. Prepares administrative orders, special orders and memoranda concerning personnel matters.	3.79	Satisfied
2. Acts promptly on requests of employees like service records, certification of employment/leave credits, etc.	3.98	Satisfied
3. Supervises the preparation of periodic reports of his/her office and submits the same on time.	3.89	Satisfied
Category Mean	3.38	Satisfied

Table 9 presents the client satisfaction in terms of personnel action. It can be deduced from the data that clients were satisfied in the performance of human resource managers in



terms of personnel action as evidenced by their category mean of 3.88. This indicates that human resource managers act on requests of employees like service records, certification of employment, leave credits and other relative documents, prepare administrative orders, special orders and memorandum concerning employees and supervise the preparation of reports considering that these are the most frequent and considered as the regular duties of human resource managers.

Table 10. Summary of the Item Mean on Client Satisfaction on the Different HRM Functions

Items	Weighted Mean	Description
1. Job organization and information	3.76	Satisfied
2. Acquisition of Human Resources	3.60	Satisfied
3. Maintenance of Human Resources	3.54	Satisfied
4. Development of Employees	3.35	Neither Satisfied nor dissatisfied
5. Personnel Action	3.88	Satisfied
Category Mean	3.63	Satisfied

Table 10 presents the summary table on client satisfaction on the different human resource management function. Generally, the data reveals that clients were “satisfied” in the performance of human resource managers on the different human resource function except for development function which was assessed to be “neither satisfied nor dissatisfied” as indicated by their mean of 3.35 implying that among the functions and duties of human resource managers, their development function was not seen and felt to have performed by them which should be the core of their function.

Table 11. Relationship Between Career Development indicators of HR Managers and their Personal, Professional and Managerial Characteristics

	CAREER DEVELOPMENT					
	Number of Positions Held		Frequency of Promotions		Job Shifts	
	r-value	probability	r-value	probability	r-value	probability
A. PERSONAL						
Age	0.178ns	0.221	0.276ns	0.055	0.192ns	0.187
Sex	-0.122ns	0.403	-0.178n	0.221	-0.050ns	0.731
Civil Status	-0.018ns	0.901	-0.046ns	0.751	0.126ns	0.387
Ethnicity	0.145ns	0.320	-0.031ns	0.834	0.116ns	0.428
Religion	-0.059ns	0.687	-0.150ns	0.305	-0.104ns	0.475
Number of Dependents	0.125ns	0.390	0.071ns	0.629	0.158ns	0.278
B. PROFESSIONAL						



Educational Attainment	0.426**	0.002	0.369**	0.009	0.263ns	0.068
Eligibility	-0.162ns	0.266	-0.166ns	0.255	0.021ns	0.884
Number of Trainings/ Seminars	0.134ns	0.409	-0.018ns	0.914	-0.078ns	0.631
Membership to Professional Organizations	0.059ns	0.681	-0.001ns	0.977	-0.034ns	0.820
C.MANAGERIAL						
Length of service with agency	0.330*	0.021	0.344*	0.016	0.118ns	0.421
Length of service as HRMO	0.855ns	0.559	0.219ns	0.130	-0.085ns	0.562
Span of Control	0.289*	0.044	0.468**	0.001	0.086ns	0.557

ns= not significant= significant at .01*= significant at .05**

The data reveals that personal characteristics of human resource managers were not significantly related to their career development indicators which include number of positions held, frequency of promotions and job shifts. This implies that whether the human resource managers are in their early, middle or late years, male or female, single, married, or widow/er, Ilocano, Itawes, Ibanag or Tagalog, catholic or non-Catholic, have more or few dependents; their number of positions held, frequency of promotions and job shifts remain the same.

This findings support the idea of Brittel and Ramsey (1995) cited in Maximo (2000) that no sex is better, higher than the other. This is also in accordance with the policy on promotion as provided in PD 807, those men and women shall have an equal opportunity at all levels of position in the agency, provided they meet the minimum requirements. However, in the study of Downey & Lahey (1990), they found out that there was an evidence of treating differently women from men in Fortune 1000 corporations in terms of career opportunities and mobility. Likewise, Mason (1991) discovered that it was harder for women to advance their careers. Moreover, Helgesen (1989) found out that one of the gender differences is that women structure organization as a network or web where it emphasizes inter-relationships rather than as a hierarchy which focuses on targeting a position, climbing the ladder and knocking out competition.

As to professional characteristics, it was found out that among the variables educational attainment was significantly related to the number of positions held and frequency of promotions as evidenced by their r – value of 0.426 and 0.369 respectively both at .01 level of significance. This implies that the higher the educational attainment of human resource managers, the more number of positions held and the more frequent they get promoted. This suggests that government institutions in region 02 are now recognizing the important role of advance education , thus putting emphasis on education in the Merit Promotion Plan



and System. This organizational policy encourages employees to pursue higher studies thus, helping them become updated and abreast with the new trends in their field of work. This confirms the findings of Toledo (2002) where advance educational degrees of school managers in the division of Bulacan afforded them more opportunities for promotion.

Other variables like eligibility, number of trainings/seminars, and membership to professional associations are not significantly related to their career development indicators. This means that whether they have few or many trainings/seminars, have eligibility, and are members of professional associations; their number of positions held, frequency of promotions and job shifts are not affected. Eligibility does not make a significant difference in their promotions and position items because of the fact that prior to be qualified and appointed to their current position, eligibility is a minimum requirement. Meanwhile, while trainings/seminars and membership in professional associations are significant in their professional growth as claimed by Ortigas (1997) and training may be considered as a criterion for a position item, it is not an assurance that one get promoted, have job shifts and be given/assigned to other positions. This contradicts the findings of Toledo (2002) that appointment to higher level positions and opportunities for promotion and mobility in the organizational structure are related to the adequacy of trainings the respondents have.

In terms of their managerial characteristics, the length of service with agency of human resource managers is significantly related to their number of positions held and frequency of promotions with r-value of 0.330 with probability of 0.021 and 0.344 with probability of 0.016 respectively both at 0.5 level significance. Also, span of control was also found out to have significant relationships to their number of positions held with r-value of 0.289 significant at .01 level and to their frequency of promotions with r-value of 0.468 at .05 level of significance. This implies that the longer the human resource manager have stayed in government service, and the more the number of people under them the higher the number of positions held and the more frequent they get promoted. This findings favor seniority system in promoting employees. As cited by Andres (2004), Japanese companies make use of these criteria to promote employees as a show of respect to senior members. However, the length of service and span of control are not significantly related to job shifts. Hence, regardless of their number of years in service and number of people supervised,



practice of job rotation is not affected since practice of job shifts greatly depends on management emphasis and philosophy.

Moreover, length of service as HRMO, is not significantly related to their number of positions held, frequency of promotions and job shifts. This denotes that years of service as HRMO has nothing to do with their positions held, promotions and job shifts. Thus, whether they have worked as HRMO for a longer or shorter period of time, their number of positions held, frequency of promotions and job shifts do not differ. Furthermore, span of control is not significantly related to their job shifts. This implies that whether they have few or many people to supervise, practice of job shifts is not affected.

Table 12. Relationship Between Performance and Characteristics as well as their Career Development of Human Resource Managers

	PERFORMANCE INDICATORS					
	Performance Rating		Awards Received		Client Satisfaction	
	r-value	probability	r-value	probability	r-value	probability
A. PERSONAL						
Age	0.020ns	0.893	0.040ns	0.789	0.053ns	0.725
Sex	-0.319*	0.026	0.149ns	0.385	0.010ns	0.947
Civil Status	0.209ns	0.149	0.136ns	0.362	0.206ns	0.185
Ethnicity	0.047ns	0.750	0.137ns	0.426	0.039ns	0.825
Religion	0.068ns	0.641	0.145ns	0.352	0.149ns	0.385
Number of Dependents	0.065ns	0.656	0.068ns	0.694	0.206ns	0.185
B. PROFESSIONAL						
Educational Attainment	0.126ns	0.387	0.102ns	0.497	0.159ns	0.305
Eligibility	0.052ns	0.725	0.193ns	0.194	0.186ns	0.211
Number of Trainings/ Seminars	0.151ns	0.151ns	0.053ns	0.725	0.102ns	0.498
Membership to Professional Organizations	0.284*	0.050	0.103ns	0.496	0.167ns	0.284
C. MANAGERIAL						
Length of service with agency	- 0.117ns	0.423	0.049ns	0.748	0.159ns	0.308
Length of service as HRMO	0.072ns	0.624	0.260ns	0.082	0.288ns	0.052
Span of Control	0.283*	0.049	0.167ns	0.284	0.039ns	0.825
No. of positions held	0.143ns	0.327	0.216ns	0.145	0.063ns	0.674
Frequency of promotions	0.233ns	0.108	0.098ns	0.511	0.214ns	0.148
Job shifts	0.295*	0.039	0.083ns	0.577	-0.133ns	0.372

ns = not significant * = significant at .05

The above data discloses that all the personal characteristics of Human Resource managers except for sex are not significantly related to their performance indicators which included performance rating, awards received and client satisfaction. This implies that whether they are in their prime or later years in their career, single, married or widow/er, catholic or non-



Catholic and regardless of their ethnicity and number of dependents, their performance rating, awards received and client satisfaction do not differ.

However, sex has a negative significant bearing in their performance rating as shown by their r - value of 0.319 and probability of 0.026 but it is not significantly related to awards received and client satisfaction. This means that performance rating of female is higher than that of male HR Managers largely due to the nature of work where the bulk of job is more on documentation. Psychologically, women tend to be conscientious in tasks that require detail than men. This findings is confirmed by webmaster <http://www.workopolis.com>, men were not forthcoming with the information needed to get a job done; and they do not give any guidance as compared to women where they could easily provide assistance to employees thus, creating a better communication line between them and their colleagues.

Further, this contradicts the results on the investigation made by Acorda (1999) wherein she found out those demographic variables like age is significantly related to the job performance of the employees of TESDA in region 02. Likewise, the findings of De Jesus and Teodoro as cited by Martires (1999) claimed that significant relationship existed between work productivity and the socio-demographic characteristics except for age. Further, the findings of Peralta (1997) pointed out that females' age bracket of 25-35 years appear to be active workers rather than those who belong to the retirement age.

In terms of the professional characteristics of HR Managers, membership to professional organization was the lone variable which is significantly related to their performance ratings as indicated in their r value of 0.284 and probability of 0.050 but not to awards received and client satisfaction. This implies that HR Managers who are members of professional organization have higher performance rating than those who are not because it is believed that professional organizations provide updates as regards current trends and issues concerning their work. Moreover, seminars and trainings conducted enhance their competencies, thereby, making them perform better in their duties and responsibilities.

However, while trainings and seminars could improve their competencies as confirmed in the study of Fabro (1999) that developmental, refresher and job training affected the performance of the first line supervisors of Food Conglomerate it does not necessarily follow that the more trainings/seminars they have attended, the better their performance, hence, this variable was not significantly related to their performance rating.



Other variables which do not have significant relationship to their performance is educational attainment and eligibility. Hence, regardless of educational attainment and eligibility their performance rating, awards received and client satisfaction remain the same. This contradicts the study of Lagundi (2004) that the productivity of lady administrators of AMA Computer School is significantly related to their educational attainment. Also, Acorda (199) found out that educational attainment and seminars attended are significantly related to job performance.

As regards their administrative characteristics, among the variables, span of control is significantly related to their performance rating with r-value of 0.283 and probability of 0.049, but not to awards received and client - satisfaction. Moreover, length of service and as HRMO is not significantly related to their performance rating, awards received and client-satisfaction.

The data denotes that span of control has something to do with their performance rating, hence, the larger the number of people supervised, the higher their performance rating. This confirms the findings lifted in the webmaster (<http://www.hr.state.tx.us/systems>) that larger spans of control may indicate efficiency and effectiveness of organizations while low span of control may be an indication of inefficiency and ineffectiveness. Further, in the same website, it was pointed out, that larger span of control increased reliance and trust to supervisors which consequently increased job satisfaction because subordinates jobs are fulfilling due to increased responsibility and growth opportunity.

Moreover, Ilagan (1995) and Acorda (1999) both discovered that length of service is significantly related to job performance of female state auditors and TESDA employees respectively. Likewise, Lagundi (2004) found out that productivity of lady administrators of AMA Computer school was shown in the number of years they have stayed in their administrative positions and that the longer they have stayed in their position the better they perform their duties and responsibilities.

In their career development variables, job shifts was found out to have significant relationships to their performance rating with r-value of 0.295 and probability of 0.039 but not to award received and client satisfaction. Number of positions held and frequency of promotions were neither significantly related to any performance indicators. This implies that HR Managers who have experienced job shifts have higher performance rating than



those who do not but their awards received and client-satisfaction do not vary. Magas (1993) found out that job relation reduces boredom and fatigue so as to maintain productivity. Huang (1999) also found out that job rotation has a positive and significant relationship to job performance and job satisfaction.

On the other hand, whether the HR Managers have held many or few positions and frequently promoted or not, their performance rating, awards received and client-satisfaction do not differ. This contradicts the findings of Maximo (2000) that number of promotions is significantly related to the career development of vocational administrators in Region 02.

CONCLUSIONS AND RECOMMENDATIONS

Human resource managers in selected regional government agencies in Tuguegarao City and State Colleges and Universities are in their productive years, predominantly females, and small-sized nuclear families; are highly educated and have advanced themselves professionally. They are first grade eligible and members of professional organizations. However, they are generalists in orientation and have limited opportunities for training. As to managerial characteristics, the human resource managers slowly rose from the ranks, starting with clerical positions to their present plantilla position as Human Resource Officer (HRMO). They have adequate experience in government service but still limited as HRMO. They also perform other functions on top of their human resource management positions. The career development of human resource managers is generally low with few promotions and no job shifts. The human resource managers were very satisfactory in their performance of their duties and responsibilities but clients were only satisfied. The more educated the human resource managers are, the more likely to be promoted and hold higher positions. Similarly, the better experienced they are, the larger their span of control and the more frequency for promotion and number of positions held. Further, female human resource managers, who are active members in professional organizations, have experienced job shifts and have larger span of control have larger span of control have better performance rating. The researcher hereby makes the following recommendations as drawn from the findings that government agencies should give more weight to the educational preparation and field of specialization in the qualifications of HRMO positions and this should be adopted as their institutional policy for selection and promotion for said



promotions, the human resource managers should be equipped with adequate trainings and seminars to make them technically proficient in their work. Particularly, they should be sent to trainings along labor relations, counseling and trainer's training to prepare them in the performance of their development function. Further, the HRM division should be structured such that it should not be under the auspices of administrative division and provided with adequate number staff to avoid performing multi-roles and management should develop a system that would give emphasis to career development of HRMOs by recommending to the DBM for the upgrading of HRMO positions, particularly HRMO III for those who occupy said position for a long period of time. Furthermore, the HR department, along with management should include in the HR activities job rotation among employees not only to technical staff but including administrative personnel except for positions which need expertise and specialization and conducting orientation to newly hired employees should be taken as a serious function of HR department to help employees start right in their work as the HR department should develop and implement human resource development programs streamlined in developing and enhancing employees by conducting in-service trainings and developing a functional career development plan for employees optimum growth and development. Lastly, parallel study should be conducted using other variables and that respondents should include top, middle and first line managers as they are also involved in human resource management.

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