



ISSN: 0975-833X

Available online at <http://www.journalera.com>

**INTERNATIONAL JOURNAL
OF CURRENT RESEARCH**

International Journal of Current Research
Vol. 13, Issue, 01, pp. 15733-15737, January, 2021

DOI: <https://doi.org/10.24941/ijcr.40592.01.2021>

RESEARCH ARTICLE

HUMAN RESOURCE MANAGEMENT: BEST PRACTICES IN THE DEPARTMENT OF EDUCATION, CITY OF NAGA – CEBU, PHILIPPINES

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ARTICLE INFO

Article History:

Received 20th October, 2020
Received in revised form
12th November, 2020
Accepted 18th December, 2020
Published online 30th January, 2021

Key Words:

Educational system, Human resource,
Educational goals, Work Force,
Staff maintenance.

ABSTRACT

Human resource management in education is very important and disregard with it would result in jeopardy. This is because education personnel's are the major instrument for achieving educational goals and consequently, national development. Human resources are the key to rapid socio-economic development and efficient service delivery. That's why this paper stressed that without an adequate, skilled and well-motivated workforce operating within a sound human resource management programme, development is not possible. Every educational system at every level depends heavily on the human resources for execution of its programme. The function of human resource management in education includes staff maintenance, staff relations, staff development, procurement of staff and job performance reward. The challenges of human resource management include poor working condition, problem of staffing, funding, incessant transfer of teacher among others. To address the identified challenges, the following recommendations were made. Education should be made attractive by creating a conducive atmosphere for teachers. More government attention is needed for education sector through improved function as education remains the basis for the progress of all other sectors of the society. A united salary structure should be made for all categories of teachers within the education sectors. The paper equally recommended that best practices in terms of human resource in the City of Naga, Department should be up dated to meet the rapid social changes in our present society.

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Citation: Virgo Leonardo D. Rosell, Ike Paul Q. Labrado, Mary Gay I. Labrado, Ana Liza B. Layasan, Esmeralda S. Salazar, Marilyn M. Miranda and Emily C. Rosal. "Human resource management: best practices in the department of education, city of naga – cebu, Philippines", *International Journal of Current Research*, 13, (01), 15733-15737.

INTRODUCTION

Human resource management can be seen as the design of formal systems in an organization to ensure effective and efficient use of human talents to accomplish organizational goals. Griffin (1997), defined human resource management as the set of organizational activities directed at attracting, developing and maintaining an effective workforce. Human resource management concerns the procurement or recruitment, staffing, welfare, maintenance, training and retraining, placement, promotion, motivation relationship, compensation or rewards, transfer and discipline of staff. It lies at the care of the efficiency of the organization. Human resource management is a basic function of management that determines the performance of staff in any organization. This simple implies that when staff in the education systems are adequately recruited, selected and supervised, inducted and adequately rewarded, and provided for, properly developed,

appraised and promoted on the job, they will be committed to the job, remain dedicated and productive in the education systems. This can simply be put that it is the coordination of the activities and efforts of the workers in educational organization so that educational goals are achieved. Hence, human resource management in education is the process of motivating workers to maximize their performance in order to obtain maximum output starting from the day they are recruited. That means utilizing people to perform duties and functions in the school (Oduma, 2012). Human resources are easily recognized as the most important resource out of the resources required for the production of goods and services. Human resources are the key to rapid socio-economic development and efficient service delivery (Onah, 2008). Without an adequate, skilled and well-motivated workforce operating within a sound human resource management programme, development is not possible. Every educational system at every level depends heavily on the human resources for execution of its programme. Nwaka and Ofojebe (2010) stated that HR (human resource) management is the critical resources for effective implementation and realization of the educational policies and objectives at the practical level of

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school division or school district. A manager, whether in private or public sector, who underrates the critical role and underplays the importance of people in goal achievement, can neither be effective nor efficient (Oduma, 2012). It is the supervisors or heads in a school division who ultimately interpret and implement policy as represented in the school curriculum, which is designed to actualize educational goals (Omojunwa, 2007). Maintaining and improving educational standards is only possible through school personnel. Human resources therefore are the most indispensable entity in the school. They are the greatest aid to learning. The shortage or poor management of supervisors or head of office reduces the extent to which the curriculum can be delivered effectively. It should be noted that the major premise of human resources management in education is that the end results of the educative process will be determined by the effectiveness of the school personnel who facilitate learning for self-actualization and national development. Human resource management in education essentially is concerned with three major issues namely.

-) Assessing the need for staff
-) Satisfying the need for staff and
-) Maintaining and improving the staff services.

City of Naga Division-Cebu, Philippines is categorized as one of the small divisions nationwide based on the New Organizational Structure as stated in the Department of Education Order 52, series 2015. The size classification of the city of Naga Division was determined through the minimum staffing complement allocated in the division office. Despite the categorization of Naga Division, our school division has envisioned it as a place conducive for the employees both teaching and non-teaching personnel. In the Governance and Operations Functions of Department of Education, capacity of the organization to continuously improve and strategically manage the Bureau of Human Resource and Organizational Development are stated to guide the Regional and Division Offices of the function that they need for implementation and application in the field. The City of Naga Division has encountered difficulties in the Human Resource Management Department when it started to function separately from the Cebu Province Division. The common challenges experienced in human resource management in the City of Naga Division during its first five years of implementation are:

-) poor working conditions due to working space and offices,
-) problems in staffing with its limited manpower,
-) lack of technology equipment to fast-track claims and benefits,
-) slow manual processing of documents.

It is inevitable situation because the division office was still adjusting with the rapid changes yet, the Schools Division Superintendent provided local management and administration of the Department's mandate to efficiently cater the concerns of the employees while working on how to address the needs for the welfare all employees.

Objectives of the Study: This research review aims to provide the best practices in the Department of Education, City of Naga – Cebu, Philippines in terms of human resource.

Specifically, this research review seeks to understand the following areas:

-) Cite the best practices of the human resource department in the City of Naga, Cebu, Philippines.
-) Determine goals and role of human resource management in education in the Division of City of Naga, Cebu, Philippines.
-) Identify the functions of human resources management in education in the Division of City of Naga, Cebu, Philippines.
-) Present the challenges of human resource management in education in the Division of City of Naga, Cebu, Philippines.
-) Provide various recommendations in terms of human resource in the Division of City of Naga, Cebu, Philippines.

METHODOLOGY

This is a descriptive research which utilizes data from reliable sources such as interview to the person in-charge in the Human Resource Management, administrative memoranda from national office, topical and latest published research materials, web portals and actual experiences and observations within the City of Naga Division. All the collected data about the best practices in the Human Resource Department in the City of Naga division will be organized and analyzed for a reliable information and a valid source of reference. It analyses the different data to determine connections of different issues and challenges of human resource in terms of the best practices in the Department of Education, City of Naga – Cebu, Philippines. The content of this paper also utilized related studies and review of related literature as a source of reference in finding knowledge and information that response all the questions of this paper. In addition, this paper identifies different areas that will come up with immediate plan of action to deliver effective and efficient human resource management in the Division of City of Naga, Cebu, Philippines.

Presentation of Data and Analysis

A. Goals and Role of Human Resource Management in Education

The goals of human resource management in education are to develop the workers and to contribute to goal achievement. Human resource management has some specific roles to play. These are strategic and operational roles.

Strategic Role: Human resources are critical for effective educational functioning. Human resources were once relegated to second-class status, but its importance has grown dramatically in the last decade. Again, its new importance stem from adequately recruited, selected and supervised, inducted and adequately rewarded, provided for, properly develop, appraised and promoted on the job. They will be committed to the job, remain dedicated and productive in the education system. It also represents a significant investment of the educational efforts. If managed well, human resources can be a source of competitive strength for the education. Strategically, human resources must be viewed in the same

context as the financial, technological and other resources that are managed in any organization (Onah, 2008).

Operational Role: According to Mathis and Jackson (1997). Operational activities are both tactical and administrative in nature. Griffin (1997) sees operational role from the legal perspective because some have regulated various aspects of employee-employer relations. Human resources management is therefore, interested in compliance with equal employment opportunities and observation of labour laws; examples; applicants must be oriented to the organizations, supervisors must be trained, safety problems must be resolved; wages and salaries must be administered. A wide range of activities typically associated with the day-to-day management of people as provided by laws and regulations must be performed efficiently. It is this collection of activities that has often been referred to as the personnel function, and the newer strategic focus of human resources management has not eliminated. In summary, it is difficult to produce one general interpretation of what human resource management means today.

Functions of Human Resources Management in Education

Human resource management in education is a set of practices and methods of integrating and maintaining the teaching staff in the school so that the school can achieve their purpose and as well as meet the goals for which they were established. It is the motivation and coordination of the activities and effort of the school personnel in school in order to obtain maximum output from them and consequently achieve the goals of education optimally. In accordance with Republic Act (RA) 9155, the Secretary of Education delegates the supervision of field offices (regional and schools division offices) to the Undersecretary supervising the Governance and Operations strand. Further, the Office of the Regional Director provides leadership and management of the Department's mandate at the regional level while the Office of the Schools Division Superintendent provides local management and administration of the Department's mandate at the schools' division level. Thus, the Bureau of Human Resource and Organizational Development has to make plans aligned with the set expectations which is indicated in the Governance and Operations Functions of Department of Education.

- J Develops and implements an Organization Development (OD) Framework for the Department that is responsive to aspirations of the organization to support the delivery of basic education.
- J In collaboration with the Project Development Division (PDD) of the Project Management Service (PMS), designs Education Development Programs and Projects (EDPPs) in the context of the organization development framework and plan of the Department.
- J Integrates and orchestrates the development of all national policy and operational frameworks of the different offices in the Department.
- J Integrates and orchestrates the implementation of the Department's organization development and management agenda and programs.
- J Manages, coordinates and implements specific EDPPs to ensure relevance, quality, completion and sustainability of results.
- J Develops and strengthens the in-house capability on the operation and management of organization development and change initiatives.

- J Generates knowledge and information derived from the implementation and evaluation of EDPPs for future development and design initiatives.

Staff Maintenance: This concern making the work environment conducive for workers, pertinent practices include; promotion and transfer, motivation, staff safety, security and health services. It is pertinent that educational establishments have sound policies in respect of staff transfer and promotion to ensure that justice and fairness prevail in dealing with staff. As work to be performed in the school is important, the mood of the man to perform the job is equally important. For maximum and productive goal attainment, the supervisor or the head of office must ensure the comfort and happiness of the workers. That can be done through prompt payment of salary, and ensuring a safe and healthy working environment.

Staff Relations: There must be a good communication network in the school division or school district to enable workers to be constantly informed of the progress being made in the school. Workers should be encouraged to participate in planning and decision making. Workers should be encourage by recognizing the staff as human beings with feelings, interest, needs and emotions and treating them as such with fairness and respect.

Staff Development: This is the process of appraising staff performances and identifying their key skills and competence that need development or training to improve their skills for better performance. It involves providing development programme and training courses that are suitable for the programme. The success of educational organization hinges on the strength and quality of the staff members. There is need to change through training and to improve and grow in competence. This can be done through in-service training, conference, workshop and seminars.

Procurement of Staff: Human resource management functions start with the process of recruitment and selection by which educational institutions get the best personnel to interpret and implement the curriculum programmes. Staffing of schools is a job performed by the HR level in the school division or school district through its agencies in the local and national government. Procurement of staff in education deals with obtaining people with appropriate and necessary skills, abilities, knowledge and experience to fill the vacant teaching posts in schools.

Job Performance Rewards: This involves the design and administration of rewards for jobs performed. It is very important that management, ministry of education and its agencies take the issue of reward system very seriously. Staff performance would increase substantially if they are adequately compensated according to the quality and quantity of work done.

C. Challenges of Human Resource Management in Education

Human resource management has become notably complex in the sense that as human beings, they are not reliable for doing one thing over and over in exactly the same way. People are limited in resources. They can be expensive depending on their cadres, qualification and skills. Their productivity is

highly dependent on the person's ability to instruct. A number of factors have contributed the complexity in the area of Human Resource Management office such as:

-) Poor Working Condition
-) Problems of staffing
-) Utilization of ICT
-) Little induction of human resources
-) Slow services in tracking documents and benefits

The importance of HRM in an organization is vital in enriching the experience of employees and motivate them to work harder which in turn help to improve the results in the company. To underestimate the vitality of HRM is a serious mistake because this will affect the performance of the workforce and will miss the target goal that can mean the end of the business itself. In the study conducted by Dr. Chinyere A. Omebe about "Human Resource Management in Education: Issues and Challenges" she mentioned that "Personnels are the major instrument for achieving educational goals and consequently, national development. Human resources are the key to rapid socio-economic development and efficient service delivery."

Poor Working Condition: It is not out of way if staff expects to be paid finance rewards commensurate with the services performed. The ideal thing is to have a systematic producer for establishing a sound reward system and structure. A good remuneration tends to reduce inequalities between staff earnings, raise their individual morale, motivate them to work for pay increase and promotions, reduces inter group friction and employee grievances. Staff's salaries are not paid alongside with other civil servants and in some cases, staffs are owned many months of salary areas.

Problems of Staffing: The problem of staffing is enormous. There are problem on the quality and quantity of staff recruited for the education of our citizens. The reason is from poor staff recruitment and selection process. Politicians and God fatherism has taken the upper hand. Some staff rarely stays in the remote areas where the management wants their services. They use to stay in the urban areas for self-convenience.

Current Call for the Use of ICT in Education: As the 21st century world is undergoing rapid changes, there is urgency for few educational needs such as the call for use of ICT in education. Current call for ICT usage in education is worthy but the nation is in the toddling stage. Nwufu (2009), evidently noted that ICT penetration and usage remains very low and so the need to train many teachers at all levels in ICT to equip them for reengineering the society through the skills (Offorma, 2009); ICT provides the most expensive means of rapid dissemination of information and imparting knowledge, decentralization of work, expansion of work force and with ICT, the teacher becomes a facilitator, supervisor and a guide for classroom instruction. However, compulsory acquisition of ICT skill by division and district staffs should be given priority attention despite the fact that most staffs cannot buy the computer set or laptop because of various financial reasons. Other challenges of human resource management that have direct effect on the achievement of our predetermined educational objectives include;

-) High rate of students and staff indiscipline
-) Funding issues

-) Poor recruitment process
-) Little or no induction of human resources
-) Poor supervision/appraisal of staff
-) Poor personnel commitment to work and
-) Incessant transfer of teachers

D. Description of Best Practices in Human Resource Management

When working environment promotes positive work culture and creates good organizational climate, it is highly possible to increase employee engagement and productivity. This climate of conducive innovation in the City of Naga Division helps bring effective results towards the employees both teaching and non-teaching personnel. Overall organizational performance, productivity, and growth are products of a well-motivated work force whose drive is to contribute willingly for the improvement of the department. In return, the HR office provides a glimpse of opportunities into the way a company can reward the performance of its employees. In order to reciprocate the employees' performance and motivate them more to work very satisfactorily, the City of Naga Division in Cebu, Philippines continuously creates innovation and extrinsic rewards that fulfill employees' needs which the HR office considered as the best practices in the division office:

-) Automated Services through an offline/online eHRIS system
-) System generated monthly reporting of personnel who will receive loyalty claims and step increment (employees do not need to file /apply because the HR office will automatically determine the eligible employees)
-) Prompt and timely processing and release of requested documents
-) Fair and transparent ranking and hiring process
-) Fast approval of teachers' promotion based on qualification standards

In the article published by Stafford entitled "4 Employee Motivation Strategies in Human Resource Management", it is stated that "Human Resource Management can be broken down into three HR dimensions – motivation-enhancement, skill enhancement and opportunity-enhancement. Out of the three, motivation-enhancement deals with Employee Motivation and as such can be the most challenging," This posted article online outlines HR strategies to help other companies and agencies build a program on establishing motivation on the employees in an organization. In the HBR article "Employee Motivation: A Powerful New Model" (Nohria, Groysberg, Lee), August 2008, the authors describe four different drives that underlie motivation. They assert that these are hardwired into our brains and directly affect our emotions and behaviors. These include the drives to acquire, bond, comprehend, and defend. Thus, human resource management is the office that is responsible for determining strategies to ensure active engagement and attract employees in an organization to give services well.

Conclusion

The paper concludes that human Resource Management in the Department of Education, City Of Naga – Cebu, Philippines remains a veritable means of resource management and nation building in the Philippines. Whatever needs to be done in this sector should be done in all sincerely and with every urgency

for education to fully achieve its predetermined educational objectives. The paper concludes that Human Resource Management in the Department of Education, City of Naga-Cebu Philippines hits the target of prioritization based on the employees needs and welfare development. In an online article published by Yeremian Law, there are many factors that contribute to working conditions which include cleanliness, fall prevention, lighting, maintenance, temperature and ventilation. As cited in HR news by Kathy Gurcheik, about "Staffing Issues to Business Strategies", the top three critical HR function areas, the study found, are:

-) Staffing/employment/recruitment, cited by 52 percent of respondents.
-) Training and development, 29 percent.
-) Employee benefits, 29 percent.

Further, it stated that "this indicates that HR is most likely to support the organization's business strategy through human capital-related areas such as building, developing and maintaining the workforce". According to Jacob Morgan, workplace technology is one of the three most important elements that make up the employee experience. Any technology that is slow, outdated, or ineffective can be frustrating to use and over time, the frustration can erode the satisfaction of employees. Based on SHRM Foundation's Effective Practice Guidelines Series, "Today the face of HR is often a portal, rather than a person. Almost all firms now provide universal access to HR services through technology and web-based applications, dramatically changing the practice of human resource management. These changes often result from the need to cut costs and expand or improve services. Recent research shows organizations that successfully adopt sophisticated HR technology tools outperform those that do not." Also, Human Resource is evolving into a more technology-based profession because organizations need to streamline HR processes and reduce administrative burdens. The City of Naga Division has been working sincerely with every urgency to address the challenges faced in the HR sector while remains a veritable means of resource management to maintain and sustain the best practices cited in this article.

Recommendation: After a series of assessment, analysis and review of different research content, this research review paper would like to recommend the following:

-) Staffing concern should be determined clearly by creating a conducive atmosphere for staffs in the human resource program.
-) More government attention is needed for this sector through improved function as human resource remains the basis for the progress of all other sectors of society.
-) Standard of human resource not only in local level but in the national level in the Philippines should be updated to meet the rapid social changes in our present society.
-) Computer literacy in the spirit of globalization should be brought into the curriculum and the new and the old curricula made coherent for better productivity.

Acknowledgment: The authors would like to express their sincerest appreciation and heartfelt gratitude to all, who in one

way or the other, have helped and contributed much for the completion and success of this undertaking. The extent and significance of their support are invaluable in realizing this work. To our advisers, for sparing some precious time from her hectic schedule in scrutinizing and shaping this work and most of all for the guidance, immeasurable assistance and for sharing her brilliant ideas and expertise which helped a lot in the accomplishment of this endeavour. To Dr. Rosalie M. Pasaol, for her trust and confidence allowing us to use the data and information in the completion of this research paper.

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