Factors Affecting Human Resource Management And Organizational Climate In Selected Line Agencies In Sulu Province

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ABSTRACT

The main purpose of this study was to determine the factors affecting human resource management and organizational climate in selected line agencies in the province of Sulu. Specifically, it sought to answer the following questions: 1. What is the demographic profile of the employee-respondents in terms of: a). age; b). gender; c). civil status; d). educational attainment; and e). length of service? 2. What is the extent of the factors affecting human resource management in selected line agencies in the Province of Sulu in terms of: a). Human Resource Management Practices; b). Culture Traits; and c). Leadership Styles? 3. What is the extent of the factors affecting the organizational climate in selected agencies in the Province of Sulu in terms of: a). Job Satisfaction; b). Well-Being; b). Readiness for creativity, Innovation and Change; and c). Employee Retention? 4. How does the organizational climate affected by the following: a). Culture; b). Beliefs; c). Attitudes; and d). Values? 5. Is there a significant difference in the perceptions of the employees on the extent of the factors affecting human resource management and organizational climate in selected line agencies in the Province of Sulu when data are categorized according to age, gender, civil status, educational attainment and length of service? 6. Is there a significant relationship between the demographic profile of the employee-respondents and the extent of the factors affecting human resource management and organizational climate in selected line agencies in the Province of Sulu? 7. Is there a significant relationship between the extent of the factors affecting the organizational climate and the extent of the factors affecting the human resource management in selected line agencies in the

Province of Sulu? The research design was descriptive exploratory in nature. Using the purposive random sampling technique, two hundred (200) employee-respondents from the ten (10) selected line agencies in the Province of Sulu were drawn. The findings of this study revealed that: On the Demographic Profile of the Employee-Respondents: The distribution of the employee-respondents in terms of age was more or equal in almost all age brackets. As usual, the female employees outnumber the male employees. For civil status, 144 or 87.27% are married, 12 or 7.27% are single, and 9 or 5.40% are widow/er. For educational attainment, 107 or 64.85% are BSEd graduate only, 12 or 7.37% are full-pledged graduate of Master's Degree, and only 5 or 3.03% are with units in Doctorate Degree. For length of service, 87 or 52.73% are with the agency for 6 years and above while the rest are 5 years and below in the service. On the Extent of the Factors Affecting Human Resource Management in Selected Line Agencies in the Province of Sulu: For the factors affecting human resource management in selected line agencies in the Province of Sulu, it showed that human resource management practices, culture traits, and leadership styles are practiced or manifested most of the time.

INTRODUCTION

The true value of an organization can only be realized if it takes into consideration the cultures, beliefs, attitudes and values inherent upon its human resource. Likewise, an analysis of the organizational climate of a particular organization is vital and indispensable in order to assess its strengths and weaknesses thus enhancing organizational development geared toward its commitment in attaining its mission-vision of providing quality service to its clienteles. Creating a sound organizational climate ensues an environment conducive to all-encompassing working rapport and guarantees harmonious relationship amongst its workforce.

Similarly, human resource management aims to help the organization to achieve success through people. As Ulrich Lake (2010) remarks "human resource management systems can be the source of organizational capabilities that would allow firms to learn and capitalize on new opportunities ". The proponent tries to deal with the factors affecting the human resource management in terms of planning, motivation, training and maintenance and how

it affects the performance of the employees thus ensuring organizational efficiency and healthy organizational climate. This is the core of the research undertaking.

In addition, human resource management is considered as one of the most important departments especially in a government organization. Its role is essential as it addresses and manages the issues of an organization's most valued assets: the employees who individually and collectively contribute in the realization of its objectives.

Moreover, the success of any organization depends on the ability on how to manage diverse body of talent that can bring innovative ideas, perspectives and views to their work. The challenge and problems faced in a diverse workplace can be turned into a strategic organizational asset if an organization capitalizes on its melting pot of varied talents. With the mixture of talents of diverse cultural backgrounds, gender, ages and lifestyles, an organization can respond to opportunities more rapidly and creatively.

In the case of Sulu Province, the research gap in terms of human resource practice is the lack of innovativeness and creativeness in infusing new ideas which contribute to the growth of the organization, cultural differences and uniqueness of traits, which can be the source of conflict and eventually affect the organizational efficiency and leadership style.

In terms of organizational efficiency there is also a failure in closely monitoring and supervising the employees in identifying their strengths and weaknesses. To address the gap, the researcher came across a survey method of research that would determine their human resource management practices, culture, traits, leadership styles and its implications towards an effectual organizational climate.

 Thus, it is important for an organization to provide an organizational climate and an effective human resource management, which is conducive to a congruous, functioning, and efficient team relationships and an atmosphere that fosters quality delivery of services. On this premise, it is but essential to explore the flaws, problems and shortcomings that continue to serve as major obstacles in achieving sound organizational climate particularly in selected line agencies in the Province of Sulu. It is also imperative to identify the factors that affects the human resource management in order to effect changes and improvement, which are crucial in promoting effectiveness, efficiency and satisfaction within and outside the organization.

STATEMENT OF THE PROBLEM
This study particularly aims to explore the factors affecting the human resource management and organizational climate in selected line agencies in the Province of Sulu.

Specifically, the researcher endeavors to find answers to the following queries below upon its very completion:
1. What is the demographic profile of the employee-respondents in terms of:
   a). Age;
   b). Gender;
   c). Civil Status;
   d). Educational Attainment; and
   e). Length of Service?

2. What is the extent of the factors affecting human resource management in selected line agencies in the Province of Sulu in terms of:
a). Human Resource Management Practices;
b). Culture Traits; and
c). Leadership Styles?

3. What is the extent of the factors affecting the organizational climate in selected agencies in the Province of Sulu in terms of:
a). Job Satisfaction;
b). Well-Being;
b). Readiness for creativity, Innovation and Change; and
c). Employee Retention?

4. How does the organizational climate affected by the following:
   a). Culture;
   b). Beliefs;
   c). Attitudes; and
      d). Values?

5. Is there a significant difference in the perceptions of the employees on the extent of the factors affecting human resource management and organizational climate in selected line agencies in the Province of Sulu when data are categorized according to age, gender, civil status, educational attainment and length of service?
6. Is there a significant relationship between the demographic profile of the employee-respondents and the extent of the factors

affecting human resource management and organizational climate in selected line agencies in the Province of Sulu?

7. Is there a significant relationship between the extent of the factors affecting the organizational climate and the extent of the factors affecting the human resource management in selected line agencies in the Province of Sulu?

HYPOTHESES

In its attempt to seek the needed information to answer the research problems, this study will be guided by the following hypotheses:

1. There is no significant difference that exists in the perceptions of the employees on the extent of the factors affecting human resource management and organizational climate in selected line agencies in the Province of Sulu when data are categorized according to age, gender, civil status, educational attainment and length of service;

2. There is no significant relationship that exists between the demographic profile of the employee-respondents and the extent of the factors affecting human resource management and organizational climate in selected line agencies in the Province of Sulu; and

3. There is no significant relationship that exists between the extent of the factors affecting the organizational climate and the extent of the factors affecting the human resource management in selected line agencies in the Province of Sulu.

OBJECTIVES OF THE STUDY

To trace the desired explanations on the factors affecting the human resource management and organizational climate in selected line agencies in the Province of Sulu, the research will endeavor to achieve the following objectives:

1. To determine the demographic profile of the employee-respondents in terms of:
    a). Age;
    b). Gender;
    c). Civil Status;

d). Educational Attainment; and

e). Length of Service;

2. To establish the extent of the factors affecting human resource management in selected line agencies in the Province of Sulu in terms of:

a). Human Resource Management Practices;

b). Culture Traits; and

c). Leadership Styles;

3. To ascertain the extent of the factors affecting the organizational climate in selected agencies in the Province of Sulu in terms of:

a). Job Satisfaction;

b). Well-Being;

b). Readiness for creativity, Innovation and Change; and

c). Employee Retention;

4. To find out how the organizational climate is affected by the following:

a). Culture;

b). Beliefs;

c). Attitudes; and

d). Values?

5. To explore whether a significant difference exist in the perceptions of the employees on the extent of the factors affecting human resource management and organizational climate in selected line agencies in the Province of Sulu when data are categorized according to age, gender, civil status, educational attainment and length of service;

6. To resolve whether a significant relationship exist between the demographic profile of the employee-respondents and the extent of the factors affecting human resource management and organizational climate in selected line agencies in the Province of Sulu; and

7. To know whether a significant relationship exist between the extent of the factors affecting the organizational climate and the extent of the factors affecting the human resource management in selected line agencies in the Province of Sulu.

THEORETICAL FRAMEWORK

The study is anchored on two significant theories, first on Bolman and Deal's Theory of Four-Frame Leadership styles. The structural frame emphasizes efficiency and effectiveness. Structural leaders make the rational decision-making over the personal, and strive to achieve organizational goals and objectives through coordination and control. They value accountability and critical analysis. Specialization and division of labor are used to increase performance levels. Problems in performance may result in restructuring (Stoner, 2011).

The human resource frame emphasizes the individual. Human resource leaders value camaraderie and harmony within the work environment, and strive to achieve organizational goals through meaningful and satisfying work. They recognize human needs and the importance of congruence between the individual and the organization.

The political frame emphasizes competition. Political leaders value practicality and authenticity, and strive to achieve organizational goals through negotiation and compromise. They recognize the diversity of individuals and interests, and compete for scarce resources regardless of conflict. Power is an important resource (Donnel, 2013).

The symbolic frame emphasizes meaning. Symbolic leader value the subjective, and strives to achieve organizational goals through interpretative rituals and ceremonies. They recognize that symbols give individuals meaning, and provide direction towards achieving organizational purpose. They recognize unity and a strong culture and mission (Stoner, 2011).

As stated earlier, a central assumption of Bolman and Deal's (2013) four-frame organizational theory is that effective organizations must possess the ability to use multiple frames in organizational policy and procedure, and, conversely, that reliance of any one or two frames will not lead to effective organizational performance or a conducive climate.

The importance of organizational climate paves the way to ensure harmonious relationship and influences the attitude and behavior of the individuals. There are two types of climates, which is the balanced climate type in which participants perceived the organization as having behaviors and characteristics and encompass at least three of the four frames such as structural, human resource, political and symbolic. Unbalanced climate type in which participants perceived the organization as having

behaviors and characteristics that encompass no more than two of the four frames (Bolman and Deals, 2013).

Learning to apply all four frames deepens the appreciation for and understanding of the organizations they lead. Bolman & Deal have synthesized organizational theory into a useful set of frames or lenses through which they can better understand the complex organizations within which they work, and the challenges they currently face. The core thrust of the study is centered on factors affecting the human resource management and the organizational climate in selected line agencies in the Province of Sulu.
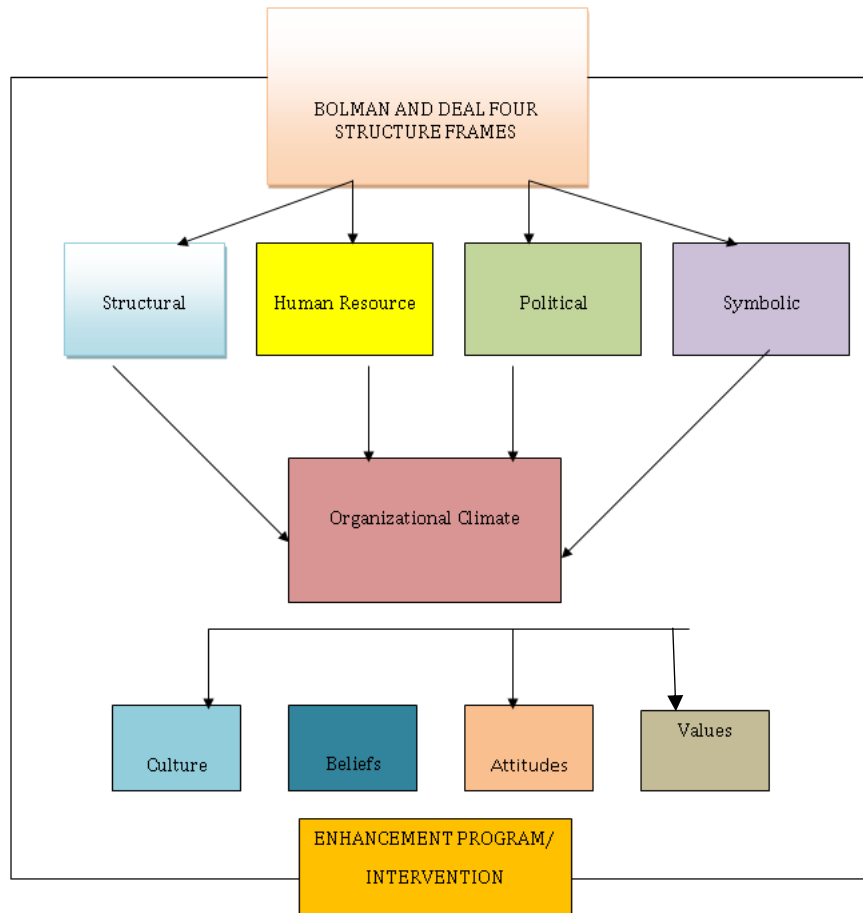

Figure-I. Schematic Diagram of the 1st Theoretical Framework

Second, it anchored on the Organizational Performance Theory, which studies organizations as a whole, the way they adapt, the strategies and structures that guide them. Eisenhardt (2010) considers organizational theory to be rational, information based, efficiency oriented, concerned with determinants of control strategy and distinguish between two types of performance evaluation control: behavior based and outcome based. The organizational theory compares ability to measure behaviors and outcomes; uses control as a measurement and evaluation process. Reward is implicit; can reduce divergent preferences through social control; and uses information as a purchasable commodity.

The Contingency Theory of organizations has its essence in the paradigm that organizational effectiveness results from fitting characteristics of the organization to different contingencies such as environment, organizational size and strategy. Overall, various versions of organizational theory emphasize the importance of task characteristics, especially task programmability, to the choice of control strategy. The existence of people or social control is as an alternative to control through performance evaluation. In contrast to the classical scholars, most theorists today believe that there is no best way to organize. What is important is that there will be a fit between the organization's structure, its size, its technology, and the requirements of its environment. This perspective is known as contingency theory that contends that the optimal organization/ leadership style is contingent upon various internal and external constraints (Stoner, 2012).

CONCEPTUAL FRAMEWORK

Figure 1 shows the conceptual framework of the study. It shows the relationship between the classified independent variables, which are the factors affecting the organizational climate as to job satisfaction, well-being, readiness for creativity, innovation and change, and employee retention, and the factors affecting human resource management as to human resource practices, cultural traits and leadership styles in selected line-agencies in the Province of Sulu.

On the other hand, the dependent variables constitute the effective and efficient human resource management and sound organizational climate. Finally, the intervening variables are age, gender, civil status, educational attainment and length of service.

SIGNIFICANCE OF THESTUDY

The results of this study serve significant insights to each of the following entities:

Human Resource Management. The findings of this study will serve as a guide in promoting the welfare of the employees and in the enhancement of their organizational performance considering that they are the backbone of the organization.

Employees. The findings will give them the necessary and vital insights on how human resource management are shaped in order to maximize their services in producing optimal results amongst them thus uplifting their morale and, to act as catalyst in terms of their productivity and efficiency.

Government Agencies/Line Agencies. The findings of the study will serve as springboard in the formulation and design of an appropriate human resource management strategy that is balance, productive, effective, efficient and all-encompassing geared towards a sound organizational climate within and outside the organization and for the betterment of all the organizational stakeholders. Promoting a sound organizational climate is crucial in promoting the welfare of the management and employees of any organization.

Researcher/Future Researchers. The findings of the study may serve as an enlightenment and enrichment in understanding more about the factors affecting human resource management and organizational climate amongst line agencies. It would also serve as an added reference if they make researches similar in nature.

RESPONDENTS OF THE STUDY

The source of the primary empirical data for this study were the employees among the ten (10) selected line agencies in the Province of Sulu namely: Department of Interior and Local Government (DILG), Department of Public Works and Highways (DPWH), Department of Health (DOH), Department of Social Welfare and Development (DSWD), Department of Agriculture (DA), Department of Agrarian Reform (DAR), National Commission on Muslim Filipinos (NCMF), Department of Environment and Natural Resources (DENR), Department of Education (DepEd) and Department of Trade and Industry (DTI).

Using the purposive random sampling technique, a total of two hundred (200) respondents, with twenty (20) subjects from each line agency were drawn in the aforesaid Province. The time-frame for this study covered school year 2017-2018.

Table I DISTRIBUTION OF RESPONDENTS ACCORDING TO LINE AGENCY

SELECTED LINE AGENCIES	Number of Employee-Respondents
1. Department of Interior and Local Government (DILG)	20
2. Department of Public Works and Highways (DPWH)	20
3. Department of Health (DOH)	20
4. Department of Social Welfare and Development (DSWD)	20
5. Department of Agriculture (DA)	20
6. Department of Agrarian Reform (DAR)	20
7. National Commission on Muslim Filipinos (NCMF)	20
8. Department of Environment and Natural Resources (DENR)	20
9. Department of Education (DepEd)	20
10. Department of Trade and Industry (DTI)	20
TOTAL	**200**

SAMPLING DESIGN

The sampling technique that was used in this particular study is purposive random sampling, which means that the researcher drew two hundred (200) employee-respondents from the ten (10) selected line agencies in the Province of Sulu, utilizing twenty (20) subjects from each line agency were chosen as representative samples.

The use of this sampling design ensures the proper representation of the respondents in the said Province.

DATA GATHERING PROCEDURE

In the course of gathering the primary empirical data, a letter duly approved by the Dean of Graduate Studies was sought. Subsequently, a letter of request for permission to conduct the study addressed to the Chief Executive of the Province of Sulu was pursued.

The researcher personally launched and retrieved the survey instrument among the employee–respondents from the ten (10) selected line-agencies in the Province of Sulu. The distribution to the identified line-agencies was done with the support of the researcher's team and were assured of their privacy. All distribution was carried out with date of collection to facilitate the analysis of the questionnaire.

Data and responses obtained and gathered were coded accordingly and was
subjected to the expertise of a statistician for appropriate treatment and analysis. Finally, the final draft was written.

RESEARCH INSTRUMENT

The research instrument that was used in generating the primary empirical data is a self-devised questionnaire-checklist, which constitutes closed-ended or fixed questions stated in English language, developed specifically to meet the study objectives. Prior to administration to the respondents, the said research instrument shall be subjected to validation among two Panel of Experts from the School of Graduate Studies to enable the researcher to determine the essentiality, clarity and understandability of the statements. With this procedure, the validity and reliability, which are the twin function of Science, will be achieved (Scoff, 1982).

VALIDITY AND RELIABILITY

The questionnaire was subjected for validation to at least two (2) Panel of Experts from the School of Graduate Studies to ensure clarity, readability and understandability of the statements.

The reliability of the questionnaire was derived using Cronbach's Alpha with a value of .903, which was inferred as highly correlated and implies high reliability and stability.

STATISTICAL TREATMENT

In generating the primary empirical data for this study and in order to elicit an in-depth analysis to the responses, the statistical tools that were employed are the following non-parametric measures:

Simple Percentage. This is the statistical measure that was used to determine the profile of the employees in terms of age, gender, civil status, highest educational attainment and length of service. The formula for simple percentage is as follows:

$$P = \frac{f}{n} \times 100$$

where:
P is the percentage
f is the frequency
n is the number of respondents
100 is constant

Weighted Mean. The Weighted Mean was used to determine the extent of the factors affecting the organizational climate in terms of job satisfaction, well-being, readiness for creativity, innovation and change and employee retention, and human resource management in the context of job satisfaction, cultural traits and leadership styles in selected line agencies in the Province of Sulu. It will also be used to determine the organizational climate as to how they are affected by culture, beliefs, attitudes and values.
 The formula is as follows:

W.M. = Σ F x WP

N

Where:

Σ is the summation of

F is the frequency

WP is the Weighted Point

N is the number of cases

Σ is the summation of

fo is the observed frequency

fe is the expected frequency

Analysis of Variance/ANOVA. This was the statistical measure that was used to determine whether there is significant difference in the responses of the respondents in terms of age, gender, civil status, educational attainment and length of service, and to establish correlation between the demographic profile and the extent of factors affecting the human resource management and organizational climate, as well as between the factors affecting the human resource management and the factors affecting the organizational climate in selected line agencies in the Province of Sulu.

SUMMARY OF FINDINGS, CONCLUSION, AND RECOMMENDATION

This chapter presents the summary of findings of the study, its conclusions, and recommendations on the factors affecting human resource management and organizational climate in selected line agencies in Sulu Province.

SUMMARY OF FINDINGS

In the study, the following were found:

On the Demographic Profile of the Employee-Respondents

The distribution of the employee-respondents in terms of age was more or equal in almost all age brackets. As usual, the female employees outnumber the male employees. For civil status, 144 or 87.27% are married, 12 or 7.27% are single, and 9 or 5.40% are widow/er. For educational attainment, 107 or 64.85% are BSEd graduate only, 12 or 7.37% are full-pledged graduate of Master's Degree, and only 5 or 3.03% are with units in Doctorate Degree. For length of service, 87 or 52.73% are with the agency for 6 years and above while the rest are 5 years and below in the service.

On the Extent of the Factors Affecting Human Resource Management in Selected Line Agencies in the Province of Sulu
For the factors affecting human resource management in selected line agencies in the Province of Sulu, it showed that human resource management practices, culture traits, and leadership styles are practiced or manifested most of the time.

On the Extent of the Factors Affecting the Organizational Climate in Selected Line Agencies in the Province of Sulu
For the factors affecting the organizational climate in selected line agencies in the Province of Sulu, it showed that job satisfaction, well-being, readiness for creativity, innovation and change, and employee retention sometimes or often affects the organization.

On the Organizational Climate as Affected by Culture, Beliefs, Attitudes and Values
Culture, beliefs, attitudes, and values showed that the employee-respondents agree or favors the statement but with a little disagreement that it affects the organizational climate in selected line agencies in the Province of Sulu.

On the Difference in the Perceptions of the Employees on the Extent of the Factors Affecting Human Resource Management and Organizational Climate in Selected Line Agencies in the Province of Sulu
There is no significant difference in the perceptions on the extent of the factors affecting human resource management and organizational climate in selected line agencies in the Province of Sulu when data are categorized according to age, gender, civil status, educational attainment, and length of service.

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