Driving Performance Improvement: HRM Approaches in Education Office Settings

Coenrad Adolph Groenewald  
Consulting Director, SG Virtuosos International, Cape Town, South Africa  
https://orcid.org/0000-0002-2394-6347 | dolfgroenewald@sgvirtuososinternational.com

Elma S. Groenewald  
CEO, SG Virtuosos International, Loc Tho Ward, Nha Trang City, Khan Hoa Province, Vietnam  
https://orcid.org/0000-0001-7813-2773 | elmasgroenewald@sgvirtuososinternational.com

Francisca T. Uy  
School President, ECT Excellencia Global Academy Foundation, Inc., Buanoy, Balamban, Cebu, Philippines  
https://orcid.org/0000-0002-2180-5874 | admin@excellencia.edu.ph

Osias Kit T. Kilag  
Principal, PAU Excellencia Global Academy Foundation, Inc., Mercado St., Poblacion, Toledo City, Philippines  
https://orcid.org/0000-0003-0845-3373 | okkilag@excellencia.edu.ph

Cara Frances K. Abendan  
Administrative Assistant, ECT Excellencia Global Academy Foundation, Inc., Balamban, Cebu, Philippines  
https://orcid.org/0000-0002-6363-7792 | carafrances03@gmail.com

Mary Jane F. Pernites  
Education Program Specialist II, Department of Education, Schools Division of Carcar City, P. Nellas St., Poblacion III, Carcar City, Cebu, Philippines  
https://orcid.org/0009-0002-9888-343X | mjpernites28@gmail.com

Abstract:  
This study examines the effectiveness of human resource management (HRM) practices in improving the performance of education office staff in Sari. Through a survey-based approach, data was collected from 120 teachers and managers selected via simple random sampling. The study focuses on HRM practices related to recruitment and selection, training and development, performance evaluation, and the adoption of new management techniques. Findings indicate that effective recruitment and selection processes, well-designed training programs, objective performance evaluation systems, and the strategic use of new management techniques positively influence employee effectiveness. However, challenges such as the need for leadership development and ongoing evaluation of management practices were identified. Overall, the study underscores the critical role of HRM practices in enhancing workforce effectiveness and organizational performance in the education sector. These findings provide valuable insights for HR professionals and organizational leaders seeking to optimize HRM strategies and drive sustainable performance improvement in educational settings.

Keywords: human resource management, education office staff, recruitment and selection, training and development

Introduction:  
In contemporary organizational management, the interplay between human capital and operational systems is fundamental. Scholars like Hanushek (1997) emphasize that human resources stand out as the paramount asset of any organization, as they are intricately intertwined with the organizational operating systems. While technological advancements and financial investments are pivotal for organizational development, Ghebregiorgis and Karsten (2006) underscores the pivotal role of human resources, delegating significant responsibility to human resource management (HRM) for fostering talent, motivation, and dedication among the workforce.

In the pursuit of organizational success, HRM plays a critical role in enhancing various effectiveness indicators, as highlighted by Lawler and Mohrman (2003). These include employee turnover, absenteeism, product/service quality, safety, adaptability, job satisfaction, and motivation. Moreover, Kavanagh, Gueutal, and Tannenbaum (1990) accentuate the evolving responsibilities of HRM, encompassing not only administrative tasks but also addressing motivational and developmental needs of employees.

In the context of contemporary developmental endeavors, Barnett (2005) underscores the imperative for organizations to prioritize human capital, aligning with the overarching goal of sustainable development across
diverse sectors. Consequently, El-Farr and Hosseingholizadeh, (2019) emphasizes the primary responsibility of HRM in nurturing talent and fostering conducive environments for employees to thrive.

Literature Review:

Human resource management (HRM) has long been recognized as a critical aspect of organizational success, influencing various facets of employee performance and organizational effectiveness. This literature review aims to explore the role of HRM in improving organizational effectiveness, focusing on its impact on employee recruitment, training, performance evaluation, and overall workforce quality.

Recruitment and Selection:

Recruitment and selection processes are pivotal stages in acquiring talented individuals who contribute to organizational goals. Hanushek (1997) emphasizes the importance of human resources as the primary asset of an organization, highlighting the significance of effective recruitment practices. According to Ghebregiorgis and Karsten (2006), the responsibility for recruiting and selecting suitable candidates lies with HRM, as they play a crucial role in ensuring a competent and motivated workforce. Research by Lawler and Mohrman (2003) underscores the link between HRM practices and employee turnover, suggesting that strategic recruitment efforts can reduce turnover rates and enhance organizational stability.

Training and development programs are essential for enhancing employee skills, performance, and job satisfaction. Kavanagh, Gueutal, and Tannenbaum (1990) argue that modern HRM involves not only administrative tasks but also fostering employee growth and creativity through training initiatives. Moreover, El-Farr and Hosseingholizadeh, (2019) emphasizes the role of HRM in designing and implementing effective training programs to improve workforce productivity and adaptability to changing organizational needs. Barnett (2005) further highlights the significance of training in fostering a culture of continuous learning and development, essential for organizational sustainability.

Performance evaluation is a crucial aspect of HRM, providing feedback to employees and informing decisions related to rewards, promotions, and career development. Lawler and Mohrman (2003) suggest that HRM practices, such as performance appraisal systems, can significantly impact employee motivation and job satisfaction. Orlikowski and Barley (2001) argue for the integration of technology in performance evaluation processes, facilitating data-driven decision-making and enhancing objectivity. Additionally, Hanushek (1997) underscores the importance of using objective performance data in evaluation processes to ensure fairness and transparency.

Workforce Quality:


HRM plays a vital role in improving organizational effectiveness through various practices aimed at recruiting, developing, and managing the workforce. Effective recruitment and selection processes ensure the acquisition of talented individuals who contribute to organizational success. Training and development programs enhance employee skills, performance, and job satisfaction, fostering a culture of continuous learning and innovation (Abendan, et al., 2023). Performance evaluation processes provide valuable feedback to employees and inform decision-making related to rewards and promotions. Ultimately, investing in human capital development is essential for maintaining and improving workforce quality, thereby enhancing organizational competitiveness and sustainability.

Methodology:

Survey research is chosen to describe the research community and analyze the distribution of a given phenomenon without delving into the reasons behind its existence. The population of this study comprises all the staff members of the education.

A sample of 120 teachers and managers was selected using simple random sampling technique from the population. This sampling method ensures that each member of the population has an equal chance of being included in the study, thereby enhancing the representativeness of the sample.

The main instrument used for data collection is a researcher-made questionnaire consisting of 40 questions. These questions are designed to capture various aspects related to human resource management practices and their
impacts on organizational effectiveness. The questionnaire is scored based on a Likert scale, allowing respondents to indicate their level of agreement or disagreement with each statement.

The researcher-made questionnaire underwent rigorous testing to ensure its credibility and reliability. The reliability of the questionnaire was assessed using statistical measures, yielding a reliability coefficient of $r=74\%$. This indicates a high level of internal consistency among the questionnaire items. Additionally, efforts were made to enhance the validity of the questionnaire by aligning its items with established theories and concepts in the field of human resource management.

Data collected through the questionnaire were analyzed using statistical software, such as SPSS. Descriptive statistics, including measures of central tendency (e.g., mean, median, mode) and graphical representations, were employed to summarize and present the data. Inferential statistics may also be utilized to examine relationships between variables and test hypotheses generated from the research questions.

Prior to data collection, ethical considerations were taken into account to ensure the protection of participants' rights and confidentiality. Informed consent was obtained from all participants, and they were assured of the anonymity and confidentiality of their responses. Additionally, participants were informed of their right to withdraw from the study at any time without facing any consequences.

Results and Discussion:

Effectiveness of Recruitment and Selection Practices:
The role of recruitment and selection practices in organizational effectiveness has been a subject of extensive research within the realm of human resource management (HRM). This study delves into the impact of HRM practices related to recruitment and selection on the effectiveness of the education office staff. The findings of this study corroborate previous research, indicating that HRM efforts in finding, attracting, and selecting employees significantly influence the overall effectiveness of the workforce (Guest, 1999). Effective recruitment and selection practices are crucial for identifying and attracting individuals with the requisite skills and qualifications to fulfill organizational roles effectively (Pfeffer, 1998).

The study highlights the importance of the quality of initial interviews in the recruitment process. Research by Chapman and Webster (2003) suggests that well-conducted interviews not only enable organizations to assess candidates' suitability for roles but also provide candidates with insights into organizational culture and expectations, fostering alignment between employee and organizational goals. Furthermore, the study emphasizes the significance of fairness in the selection process. Research by Dineen et al. (2002) indicates that perceptions of fairness in recruitment and selection procedures positively impact organizational outcomes, including employee commitment and job satisfaction. Ensuring fairness in the selection process enhances trust and confidence among employees, contributing to a positive organizational climate (Cascio, 2015).

Additionally, the study underscores the importance of eliminating discriminatory practices in recruitment and selection. Discrimination based on factors such as gender, race, or ethnicity can undermine organizational effectiveness by limiting diversity and perpetuating inequalities (Kalev et al., 2006). Adopting inclusive recruitment practices not only promotes diversity and inclusion but also enhances organizational performance and innovation (Thomas & Ely, 1996).

The findings of this study underscore the critical role of HRM practices related to recruitment and selection in shaping the effectiveness of the education office (Andrin et al., 2023). By emphasizing the importance of factors such as the quality of initial interviews, fairness in the selection process, and the elimination of discriminatory practices, organizations can enhance the overall effectiveness of their workforce and achieve their strategic objectives.

Impact of Training and Development Programs:
Training and development programs are integral components of human resource management (HRM) practices aimed at enhancing employee skills, performance, and job satisfaction. This study explores the influence of HRM's role in designing and implementing training and development programs on the effectiveness of the education office staff. The findings of this study align with previous research indicating that training initiatives positively impact employee skills and competencies (Baldwin & Ford, 1988). By providing employees with opportunities to acquire new knowledge and develop relevant skills, organizations can enhance their capabilities to perform job tasks effectively and adapt to evolving job requirements (Arthur, Bennett, Edens, & Bell, 2003). Moreover, the study suggests that training and development programs contribute to reducing absenteeism among education office staff. Research by Noe (1986) demonstrates that organizations that invest in employee training experience lower rates of absenteeism and turnover, as employees feel more engaged and motivated to contribute to organizational goals.
Training initiatives also play a crucial role in fostering creativity and innovation within the workforce. Amabile (1983) argues that training programs that encourage experimentation, problem-solving, and idea generation can stimulate creativity among employees, leading to the development of innovative solutions to organizational challenges.

Furthermore, the study highlights the importance of training programs in improving adherence to standard operating procedures (SOPs) within the education office. Research by Salas et al. (2012) suggests that well-designed training interventions enhance employees' understanding of SOPs, thereby reducing errors, improving efficiency, and ensuring compliance with organizational policies and regulations.

The study underscores the significance of aligning training programs with organizational objectives to achieve desired outcomes and drive organizational success. Research by Goldstein and Ford (2002) emphasizes the importance of strategic alignment between training initiatives and organizational goals to ensure that training investments contribute to achieving desired outcomes and driving organizational success (Cordova Jr, et al., 2023).

The findings of this study emphasize the positive influence of HRM's role in designing and implementing training and development programs that enhance employee performance. This study explores the influence of HRM practices on improving employee effectiveness within the education office staff (Manubag, et al., 2023). The findings of this study align with previous research indicating that performance appraisal systems utilizing objective data positively impact employee motivation and job satisfaction (DeNisi & Murphy, 2017). By incorporating objective performance metrics, such as productivity, quality of work, and adherence to deadlines, organizations can provide employees with clear and measurable performance expectations, thereby enhancing their sense of accountability and engagement (Murphy & Cleveland, 1991).

Moreover, the study suggests that performance evaluation systems that provide constructive feedback to employees positively influence their motivation and behavior (Kluger & DeNisi, 1996). Research by London (2003) highlights the importance of timely and specific feedback in driving performance improvement and fostering a culture of continuous learning and development within organizations. Furthermore, the study underscores the importance of using performance evaluation as a tool for recognizing and rewarding employee contributions. Research by Lawler (1994) suggests that linking performance evaluation to rewards and incentives can reinforce desired behaviors and outcomes, motivating employees to perform at their best and align their efforts with organizational goals (Noble, et al., 2023).

The findings of this study emphasize the crucial role of HRM practices related to performance evaluation in enhancing overall workforce effectiveness. By providing employees with clear performance expectations, timely feedback, and recognition for their achievements, organizations can foster a culture of high performance and accountability, leading to improved organizational outcomes (Hutchinson, 2013).

Moreover, the study highlights the importance of aligning performance evaluation systems with organizational goals and values. Research by Aguinis (2013) emphasizes the need for performance evaluation criteria to be closely aligned with organizational objectives, ensuring that employees' performance is evaluated based on their contributions to achieving strategic outcomes rather than arbitrary or irrelevant metrics. The findings of this study underscore the critical role of HRM practices related to performance evaluation in improving employee effectiveness within the education office staff (Orozco, et al., 2023). By utilizing objective data, providing feedback and recognition, and aligning performance evaluation systems with organizational goals, organizations can enhance employee motivation, behavior, and job satisfaction, thereby fostering a high-performance culture and driving overall workforce effectiveness.

**Influence of New Management Techniques:**

The findings of this study support previous research indicating that the effective use of new technology and management techniques positively impacts employee effectiveness (Mishra & Koehler, 2006). By leveraging new management tools such as data analytics, artificial intelligence, and automation, organizations can streamline processes, improve decision-making, and enhance employee productivity (Bughin et al., 2018).

However, the study also identifies areas where supervisors and managers may require further training or support to maximize the benefits of these techniques. Research by Avolio and Bass (1991) suggests that effective
leadership is essential for successfully implementing new management practices and driving organizational change. Therefore, organizations need to invest in leadership development programs to equip managers with the skills and competencies required to lead in an increasingly complex and dynamic environment. Furthermore, the study emphasizes the need for ongoing evaluation and adaptation of management practices to ensure their continued effectiveness in improving workforce performance (Niven, 2005). Research by Beer et al. (2016) underscores the importance of organizational agility and responsiveness to changing market dynamics, technological advancements, and workforce preferences. Therefore, organizations must continuously assess the impact of new management techniques on employee effectiveness and adjust their practices accordingly.

Moreover, the study highlights the importance of integrating human and technological resources to maximize the benefits of new management techniques. Research by Davenport and Harris (2007) emphasizes the complementary relationship between human capital and technology, suggesting that organizations should focus on developing both human and technological capabilities to drive organizational performance. The findings also suggest that new management techniques can enhance employee engagement and satisfaction by providing employees with greater autonomy, flexibility, and opportunities for skill development (Hackman & Oldham, 1976). Research by Deci et al. (2001) indicates that employees who feel empowered and supported in their roles are more likely to be motivated, committed, and productive contributors to organizational success.

Conclusion:

This study provides valuable insights into the factors influencing the effectiveness of the education office, with a specific focus on human resource management (HRM) practices. The findings reveal the significant impact of HRM practices related to recruitment and selection, training and development, performance evaluation, and the adoption of new management techniques on employee effectiveness within the education office.

The study highlights the importance of effective recruitment and selection practices in enhancing the overall effectiveness of the workforce. By ensuring fairness, transparency, and inclusivity in the recruitment process, organizations can attract and select candidates who possess the necessary skills and qualifications to excel in their roles.

The study emphasizes the role of training and development programs in enhancing employee skills, reducing absenteeism, fostering creativity, and improving adherence to standard operating procedures. By aligning training initiatives with organizational goals and providing employees with opportunities for continuous learning and development, organizations can enhance workforce effectiveness and adaptability.

The study underscores the significance of performance evaluation systems in providing employees with feedback, recognition, and rewards for their contributions. Utilizing objective data and aligning performance evaluation criteria with organizational objectives can enhance employee motivation, behavior, and job satisfaction, thereby driving overall workforce effectiveness.

The study highlights the influence of new management techniques on employee effectiveness, emphasizing the need for ongoing evaluation and adaptation of management practices. While the adoption of new technology and management practices offers opportunities for enhancing workforce performance, organizations must address challenges related to leadership capability, organizational agility, and the integration of human and technological resources.

This study provides valuable insights into the role of HRM practices in shaping the effectiveness of the education office staff. By implementing effective HRM strategies and continuously evaluating and adapting management practices, organizations can maximize the effectiveness of their workforce and achieve their strategic objectives.

Overall, the findings of this study underscore the importance of HRM practices in driving organizational performance and success, highlighting the need for continued research and investment in human resource management to address the evolving needs and challenges of the education sector.

References:


