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**Research Article**


## An Assessment of the Performance Management System of Asian Institute of Maritime Studies: Basis for System Automation and Integration Plan in the Human Resource Integrated System (HRIS)


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**ABSTRACT**

Performance management is a structured approach aimed at enhancing individual and organizational performance to meet desired objectives. This process involves various strategies, tools, and activities to align employee performance with overall organizational goals. The Asian Institute of Maritime Studies (AIMS) also employs its Performance Management System (PMS) to improve employee engagement, productivity, and job satisfaction while driving organizational success. However, manual operation of AIMS' PMS has revealed areas needing enhancement, affecting measurement accuracy and completeness. The process initiates an endless cycle of follow-ups.

To address these challenges, the study aims to evaluate AIMS' existing PMS and provide a foundation for its automation and integration within the Human Resource Integrated System (HRIS). By automating the PMS, AIMS aims to decrease manual effort, enhance accuracy and consistency, enable data-driven decisions, and create a user-friendly experience.

The study employed a descriptive-survey design, targeting Deans, Directors, Program Chairs, and Department Heads at AIMS. Out of 60 targeted participants, 36 responded. A four-part online survey collected data, assessing respondent profiles, PMS documentation, the actual system, and soliciting improvement suggestions. Weighted mean analysis was used to evaluate scores from each variable.

Findings indicate agreement with PMS Documentary Report and System criteria in Parts 2 and 3. However, weighted means are slightly below the average agreement level of 4. Notably, gaps are prominent in Part 4, where respondent suggestions highlight areas for improvement based on user experiences. As a result, it's recommended to proceed with automating the Performance Management System, and integrating it into the HRIS.



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## Introduction

Performance management is a systematic process of improving organizational effectiveness as seen in the achievement of its target, goals, and mission. To simply put it, Performance Management can also be defined as "the process wherein the work done by employees and its results are aligned to the company's goals and targets." It is in fact a strategic tool used to promote an effective organization (Payos, 2010). It guarantees that the efforts of each member of the workforce are aligned to the programs, strategies, and business plan of the organization. Hitting the goals in an effective and efficient way is the desired result.

In AIMS, Performance Appraisal is done at the end of every trimester. Manually prepared by Supervisors, Managers, and Executives, this forms part of their trimestral reports. For non-supervisory and non-teaching positions, employees are evaluated using the Non-Teaching Performance Appraisal Standard (NPAS) form. There are three forms that are accomplished, NPAS 1, NPAS 2 and NPAS 3. For Supervisory positions, the Supervisor's Performance Appraisal Standard (SPAS) form is used. There are also three forms that are accomplished, SPAS 1, SPAS 2 and SPAS 3. For faculty members, the Faculty Performance Appraisal Standard (FPAS) form is used. Like the first to forms, FPAS also has three forms, FPAS 1, FPAS 2and FPAS 3. All these forms, whether NPAS, SPAS and FPAS, are all manual assessments. Therefore, continuous carbon footprint is generated. In an article posted by Two Sides (2012) stated in a study on the lifecycle of paper undertaken by the Heinz Center for Science, Economics, and the Environment, it was stated that emissions from paper mills made up almost 60% of all carbon emissions. Thus, using paper in any organization contributed to significant carbon footprint generation. Also, manual processes can generate other wastes such as delays, and human errors. Delays results in more delays as the manual copies need to be submitted to the office next in line in the process. Without the necessary input, the process is stalled which also now affects the productivity of the people waiting in line.

As AIMS endeavors to minimize and manage wastes, the Human Resource Management Office (HRMO) is promoting the automation of the performance management appraisal system of AIMS. Considered as the current trend in most if not all industries, automation is a technology application where human input is

minimized. This includes business process automation (BPA), IT automation, personal applications such as home automation, and more. Melchert et al (2004) defined Business Process Automation (BPA) as a combination of the design of processes with application integration services to promote the automation of business process implementation and to enable the execution of workflows involving numerous parties and applications. With the proposed automation, the performance management system can now be integrated into the Human Resource Integrated System (HRIS). With an integrated system, everything comes together. Through an integrated system, manual interventions needed to complete a process are minimized. It provides the user with up-to-date data, which means data consistency and accuracy. Though it may not completely remove human error completely, it is vastly reduced. It also has reporting and analytic tools built in, together with a single set of accurate data to work with. With few pushes of a button, reports are then generated, giving more time for the institution to analyze data, identify the trends it provides and then act. With the numerous government and regulatory bodies' demands, HRIS helps fulfil these easily by minimizing both the amount of effort required to generate the data and the risk of errors that it may have. It automates the compliance processes. Overall, integration helps accuracy, enables greater automation, eliminates repetition, and ensures all systems are managed consistently. This improves productivity and enables the institution to provide more value through more accurate and consistent reporting.

AIMS, through the HRMO, have adapted to the HRIS through partnership with a system provider in which the office plans to make an integrated processing system. Currently, the timekeeping and payroll processes of HRMO is now integrated in the HRIS. With the full realization of an automated performance management system, this can also be integrated to the HRIS. This therefore directs the proponent to assess the performance management system of AIMS as the results will be vital in proposing its automation.

**Statement of the Problem**. The study shall assess the present performance management system of AIMS. The results of the assessment will be the basis for proposing the automation of the performance management system and consequently integrating the automated system into the Human Resource Integrated System (HRIS). With the above intent, the following questions will be answered by the study:

1. What are the demographic profiles of respondents in terms of:
   1.1 Division;
   1.2 Office/Center/Program;
   1.3 Position;
   1.4 Years of Employment with AIMS?
2. How do supervisors and managers describe the performance management documentary reports of AIMS in terms of:
   2.1. Measure;
   2.2. Layout;
   2.3. Accuracy;
   2.4. Completeness
3. How do supervisors and managers assess the present performance management system of AIMS in terms of:
   3.1. Evaluation and assessment processes;
   3.2. Completion lead-time;
   3.3. Routing and approval processes;
   3.4. Filing and retrieval processes
4. What improvements do supervisors and managers propose to come up with a much effective performance management system?
5. Based on the results of the study, what important specifications to be considered and integrated in the automation of PMS of AIMS?

The purpose of the study is to highlight and establish the areas for improvement of the current performance management system and establish the proposed solution to close the gaps found through the study, which is automation. The study will establish the benefits of automating the Performance Management System of AIMS through the integration of the PMS to the Human Resource Integrated System or HRIS. This study focused in the assessment of the current performance management system of AIMS, especially its gaps and prevailing problems, and how these gaps can be addressed through automation. The source of data for the performance management system (PMS) was only limited on the 2nd trimester, SY2022-2023 PMS reports while data on the assessment and improvement of the PMS was only limited to a self-made survey questionnaire. Respondents of the study was only limited to the supervisors (Program Chairs, and Department Heads) and managers (Deans and Directors) of academic and administrative divisions of the AIMS during the 3rd Trimester of SY2022-2023. Lastly, the study commenced during the 2nd Trimester, SY2022-2023 and was completed on the 3rd Trimester, SY2022-2023.

**Conceptual Framework.** As presented in Figure 1 below, the conceptual paradigm of this study utilized the Input-Process-Output (IPO) format. The Input presents the specific target variables in the study. These are divided into three major parts; the Performance Management Documentary Reports of AIMS; the Present Performance Management System of AIMS; and, the recommended improvements. The process indicates the procedures involved in gathering data, tabulation, statistical treatment of data, and analysis and interpretation.

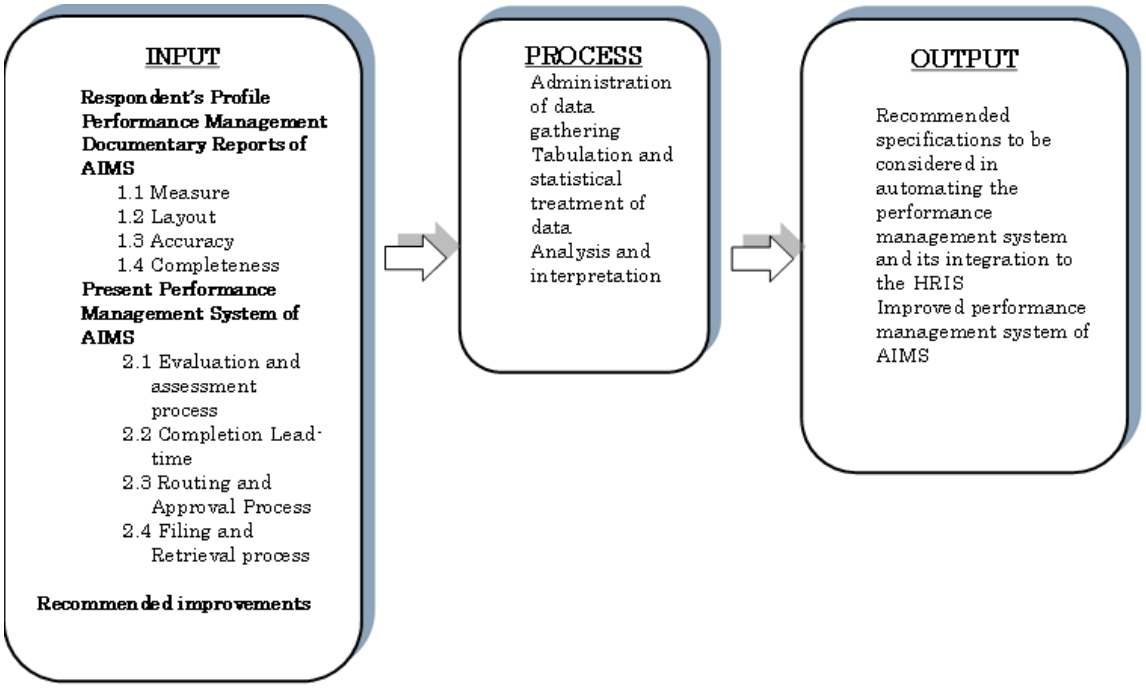


*Figure 1. Research Paradigm*

Finally, the output of the study will be the specifications to be considered in automating the performance management system and its integration to the HRIS. Upon implementation of the automation, further output will be an improved performance management system of AIMS.

## Methods

**Research Design.** The study assessed the current Performance Management System, the researcher used a descriptive method as this type of study focuses on the present situation (Paler-Calmorin et al., 2007) and finds new truth. It is in fact valuable in; (a) giving facts where scientific judgment may be based; (b) giving essential knowledge regarding the nature of people and things; (c) for in-depth observation of the practices, behavior, methods, and procedures; (d) developing of instruments for measurement like questionnaires, test, checklists, rating scales etc.; and (e) formulating of policies. In particular, the researcher used the descriptive survey design (a) to provide factual data through the assessment of the present performance management system; and (b) to focus on the most important results of the study and be reported in support of the proposal to automate the performance management system.

**Population and Setting**. The main population of the study was the users of the Performance Management System. Particularly, these are the School Deans, Directors, Program Chairs, and Department Heads. The objective was to assess the current condition of the system, the challenges in its use, and how these gaps can be addressed. Table 1 below presents the distribution of the respondents.

*Table 1. Distribution of Respondents*

| Respondents | Frequency |
|---|---|
| Deans | 8 |
| Directors | 11 |
| Program Chairs | 17 |
| Department Heads | 24 |
| Total: | 60 |

**Sampling.** As the population is small, the survey was given to the total population (Paler-Calmorin, 2016). On the other hand, purposive sampling was used as a sampling technique. This is a type of non-scientific sampling that is based on selecting individuals as samples according to the purposes of the researcher (Campbell et al., 2018). Plainly, with a small population, all Deans, Directors, Program Chairs, and Department heads were selected.

**Source of Data.** The performance management system (PMS) documentary report for the 2nd Trimester, SY2022-2023, was used to describe the performance management system of AIMS. For non-supervisory and non-teaching positions, employees were evaluated using the Non-Teaching Performance Appraisal Standard (NPAS) form. Three forms were accomplished to evaluate these positions: NPAS 1, NPAS 2 and NPAS 3. For Supervisory positions, the Supervisor's Performance Appraisal Standard (SPAS) form was used. Three forms were also accomplished for this evaluation: SPAS 1, SPAS 2 and SPAS 3. For faculty members, the Faculty Performance Appraisal Standard (FPAS) form was used. Like the first two forms, FPAS also has three forms: FPAS 1, FPAS 2and FPAS 3. All these forms were all manually prepared.

**Research Instrument.** A survey questionnaire was used as an instrument to gather data for the study. The first part assessed the Respondent's Profile. The second part assessed the Performance Management System Documentary Report of AIMS in terms of Measure, Layout, Accuracy, and Completeness. The third part defined the Present Performance Management System This part of the study deep-dived into the Evaluation and assessment processes, Completion Lead-time, Routing, and Approval processes, and lastly the Filing and retrieval processes. The fourth part was the suggested improvements for an effective Performance Management System.

**Data Collection.** The researcher obtained written permission from the Executives / Vice – Presidents of each School and Office. After the study was permitted, the researcher administered the survey to the target participants specifically the Deans, Directors, Program Chairs, and Department Heads. After the data has been gathered, the researcher proceeded to apply the statistical treatment and interpreted the obtained result.

**Validation of the Instrument.** The validation of the instrument was conducted to ensure its accuracy, precision, and reliability for its intended purpose of assessing the Performance Management System of AIMS to serve as the basis for system automation. The validation process was performed and carried out by the Dean of the Center for Research and Institutional Development (CRID) of AIMS duly approved the instrument. This is in relation to and adherence to the institute's rules and policy on Research Ethics.

**Ethical Considerations** Compliance with the Data Privacy Act of 2012, the proponent forwarded a written statement asking for the consent of the respondents on the said survey. To make an educated decision, the letter of consent explained as well to the subject the objectives of the study. Furthermore, it also explained the reason why were they selected to be part of the study. In addition to that, it was emphasized that confidentiality was paramount in the conduct of the survey and its result will only be used for the purpose of the study.

**Statistical Treatment.** The data after the collection was processed and went through three basic steps. These are (1) categorization, (2) coding, and (3) tabulation of data. The researcher then used the following statistical tools in deriving the necessary data for the study:

Frequency and Weighted mean are common descriptive tools to answer the specific descriptive research problem. It is a statistical method that calculates the average by multiplying the weights with their respective mean and taking its sum. It is a type of average in which weights are assigned to individual values in order to determine the relative importance of

each observation. Applying this tool, the observed values will be the statements presented in each factor variable of which assigned number scales will be the basis for computation. The number scales represent the degree of perceived agreement by the respondents towards each statement. Frequency count was used mostly to yield data on the demographic profile of the respondents.

## Results and Discussions

The researchers deployed the survey questionnaire to sixty middle management employees, across all schools, offices, and centers, of the Asian Institute of Maritime Studies. They are the Deans, Program chairs, Directors and Department heads, and were contacted via email and MS Teams. Out of the total target population, forty-six responded and participated in the survey. Ten respondents out of the forty-six were used as pilot respondents to get the reliability of the tools used. They are also newly promoted or newly hired employees and have not used the existing Performance Management System of AIMS. Thus, they were subjected to reliability instead.

*Table 2. Distribution of the AIMS' Employees According to Division*

| Division | Frequency | Percent |
|---|---|---|
| Academics | 20 | 55.56% |
| Administrative | 16 | 44.44% |
| **Total** | **36** | **100%** |

Table 2 shows the distribution of employees, who participated in the survey, according to division. The result shows that Academic managers and supervisors comprise more than half of the respondents (55.56%); the rest are from Administrative which is 44.44%.

*Table 3. Distribution of the AIMS' Employees According to Position*

| Position | Frequency | Percent |
|---|---|---|
| Dean | 6 | 16.67% |
| Department Head | 15 | 41.67% |
| Director | 8 | 22.22% |
| Program Chair | 7 | 19.44% |
| **Total** | **36** | **100%** |

Table 3 shows the distribution of the respondents in terms of position. Department heads comprise the highest portion of the respondents (41.67%). Deans only compose 16.67%. This is a reflection of the Table of Organization of AIMS, wherein there are more Supervisors (Department Head and Program Chairs) than Managers (Directors and Deans)

*Table 4. Distribution of the Employees according to Office/School/Department*

| Office/School/Department | Frequency | Percent |
|---|---|---|
| Academic School | 11 | 30.56% |
| Academic Support | 11 | 30.56% |
| Administrative Offices/Centers | 14 | 38.89% |
| **Total** | **36** | **100%** |

The data in Table 4 shows the distribution of the respondents according to their Office/School/Department. About 38.89% of the respondents are under administrative offices/centers, 30.56% are academic support, and 30.56% belong to academic school.

*Table 5. Distribution of the Employees according to Years of Employment*

| Years of Employment | Frequency | Percent |
|---|---|---|
| 5 years and below | 15 | 41.67% |
| 6-10 years | 11 | 30.56% |
| 11-above | 9 | 25.00% |
| No response | 1 | 2.78% |
| **Total** | **36** | **100%** |

Table 5 presents the profile of the respondents specific to the year of service in Asian Institute of Maritime Studies, Pasay City. The highest proportion of AIMS managers and supervisors are with five (5) years and below of service to the institution which comprise 41.67%, followed by six (6) to ten (10) years in the service, which comprise the other 30.56%. Notably, there are nine (9) respondents who have stayed and served the institution for more than ten (ten) years which is 25% of the respondents.

*Table 6. Mean Distribution of AIMS' Performance Management System Documentary Reports based on Measure*

| Measure | Mean (N=36) | Interpretation |
|---|---|---|
| Question items are well written and can be easily understood (e.g. grammatically correct, etc.) | 4.19 | Agree |
| Question items ask only one dimension, hence, represents a single topic. | 3.94 | Agree |
| Question items flow well from the previous question; transition is logical. | 3.94 | Agree |
| Question items are free from emotionally loaded or vaguely defined words. | 4.00 | Agree |
| Verbal descriptions are aligned with question statements. | 4.06 | Agree |
| Verbal descriptions have corresponding numerical equivalent. | 4.06 | Agree |
| Verbal descriptions are logical according to its graduation from high to low. | 4.03 | Agree |
| Numerical interval of verbal descriptions is statistically acceptable. | 4.00 | Agree |
| **Average Weighted Mean** | **4.03** | **Agree** |

*Legend: 1.00-1.80 (Strongly Disagree); 1.81-2.60 (Disagree); 2.61-3.40 (Neutral); 3.41-4.20 (Agree); 4.21-5.00 (Strongly Agree)*

Table 6 presents the respondents' assessment of the Performance Management System documentary reports in terms of MEASURE. This refers to the measuring tool used in the PMS of AIMS. All indicators related to measure were marked "agree", with an average weighted mean of 4.03

*Table 7. Mean Distribution of AIMS' Performance Management System Documentary Reports based on Layout*

| Layout | Mean (N=36) | Interpretation |
|---|---|---|
| Titles, headings, and labels are strategically placed in the document. | 4.06 | Agree |

| Layout | Mean (N=36) | Interpretation |
|---|---|---|
| Illustrations and infographics are visually attractive and strategically placed. | 3.81 | Agree |
| Lines, partitions, and blocks are properly aligned and symmetrically placed. | 3.89 | Agree |
| Blank spaces are wide enough to fill-in valuable information and data. | 3.78 | Agree |
| Information is visually organized with high emphasis on the most important data. | 4.00 | Agree |
| There is a balance in the presentation of data through symmetry or asymmetrical arrangements. | 3.92 | Agree |
| There is proximity in the elements of the document which connects different visual elements. | 3.94 | Agree |
| **Average Weighted Mean** | **3.91** | **Agree** |

*Legend: 1.00-1.80 (Strongly Disagree); 1.81-2.60 (Disagree); 2.61-3.40 (Neutral); 3.41-4.20 (Agree); 4.21-5.00 (Strongly Agree)*

Table 7 presents the respondents' assessment of the Performance Management System documentary reports in terms of LAYOUT. This refers to how the PMS of AIMS was constructed or presented visually. All indicators pertaining to layout were also marked "agree", with an average weighted mean of 3.91.

*Table 8. Mean Distribution of AIMS' Performance Management System Documentary Reports based on Accuracy*

| Accuracy | Mean (N=36) | Interpretation |
|---|---|---|
| Numbers reflected in the document are accurate and correct; free of errors. | 3.78 | Agree |
| Computation and formula in deriving the numerical results are correct; free of errors. | 3.75 | Agree |
| Words and jargons used are correct as per statement context. | 4.00 | Agree |
| Texts, words, and numbers are clearly written, properly placed, and readable. | 4.08 | Agree |
| Figures, numbers, and punctuations were properly used and placed. | 4.00 | Agree |
| **Average Weighted Mean** | **3.92** | **Agree** |

*Legend: 1.00-1.80 (Strongly Disagree); 1.81-2.60 (Disagree); 2.61-3.40 (Neutral); 3.41-4.20 (Agree); 4.21-5.00 (Strongly Agree)*

Table 8 presents the respondents' assessment of the Performance Management System documentary reports in terms of ACCURACY. This refers to the clarity and correctness of the questionnaire. All indicators pertaining to accuracy were also marked "agree", with an average weighted mean of 3.92.

*Table 9. Mean Distribution of AIMS' Performance Management System Documentary Reports based on Completeness*

| Completeness | Mean (N=36) | Interpretation |
|---|---|---|
| Required headings, titles, and labels are complete and properly placed. | 4.06 | Agree |
| Required numerical data (e.g. 23, 100, 55, etc.) to be reflected/filled in the document are complete. | 3.92 | Agree |
| Required textual data (e.g. good, N/A, etc.) to be reflected/filled in the document are complete. | 3.97 | Agree |
| Printed name, position, office/department, and signatures are clearly reflected. | 4.22 | Strongly Agree |
| Number of document pages and other attachments are complete. | 4.06 | Agree |
| **Average Weighted Mean** | **4.04** | **Agree** |

*Legend: 1.00-1.80 (Strongly Disagree); 1.81-2.60 (Disagree); 2.61-3.40 (Neutral); 3.41-4.20 (Agree); 4.21-5.00 (Strongly Agree)*

Table 9 presents the respondents' assessment of the Performance Management System documentary reports in terms of COMPLETENESS. This refers to the physical document's appearance and presentation. As to the indicators pertaining to completeness, the statement "Printed name, position, office/department, and signatures are clearly reflected" was rated "agree". All other indicators were marked "agree". As a whole, the respondents "agree" with the completeness of the document reports, with an average weighted mean of 4.04.

*Table 10. Mean Distribution of Performance Management System of AIMS based on Evaluation and Assessment Processes*

| Evaluation and Assessment Processes | Mean (N=36) | Interpretation |
|---|---|---|
| The PMS assessment form/paper is easy to produce when needed. | 3.89 | Agree |
| The blank spaces/lines in the PMS assessment form/paper are spacious enough to fill-in data. | 3.92 | Agree |
| Sentences can be easily filled-in in the PMS assessment form/paper. | 4.00 | Agree |
| Numerical scores reflected in the PMS assessment form/paper are easy to calculate. | 3.97 | Agree |
| Making erasures in the PMS assessment form/paper will be ok when errors are committed. | 3.75 | Agree |
| It will be ok to replace the PMS assessment form/paper when errors are committed. | 4.00 | Agree |
| In general, the manual filling-up of the PMS assessment form/paper is acceptable. | 3.83 | Agree |
| **Average Weighted Mean** | **3.91** | **Agree** |

*Legend: 1.00-1.80 (Strongly Disagree); 1.81-2.60 (Disagree); 2.61-3.40 (Neutral); 3.41-4.20 (Agree); 4.21-5.00 (Strongly Agree)*

Table 10 presents the respondents' assessment of the present Performance Management System in terms of Evaluation and assessment processes (Processes in filling-up the PMS

assessment form). All indicators pertaining to Evaluation and assessment processes were marked "agree", with an average weighted mean of 3.91.

*Table 11. Mean Distribution of Performance Management System of AIMS based on Completion lead-time*

| Completion lead-time | Mean (N=36) | Interpretation |
|---|---|---|
| Time and effort in manually filling-up the NPAS-1 or SPAS-1 or FPAS-1 paper/form is acceptable. | 3.72 | Agree |
| Time and effort in manually filling-up the NPAS-2 or SPAS-2 or FPAS-2 paper/form is acceptable. | 3.78 | Agree |
| Time and effort in manually filling-up the NPAS-3 or SPAS-3 or FPAS-3 paper/form is acceptable. | 3.78 | Agree |
| Time and effort in manually filling-up the PMS final summary rating paper/form is acceptable. | 3.75 | Agree |
| Time required in submitting the final PMS summary rating form/paper is acceptable. | 3.89 | Agree |
| Time required in acquiring approval/signature of the PMS final rating paper/form is acceptable. | 3.83 | Agree |
| In general, the time and effort required in filling-up the PMS assessment form/paper is acceptable. | 3.94 | Agree |
| **Average Weighted Mean** | **3.81** | **Agree** |

*Legend: 1.00-1.80 (Strongly Disagree); 1.81-2.60 (Disagree); 2.61-3.40 (Neutral); 3.41-4.20 (Agree); 4.21-5.00 (Strongly Agree)*

Table 11 presents the respondents' assessment of the present Performance Management System in terms of Completion lead-time (Duration of completing the PMS assessment form). All indicators pertaining to Completion lead-time were marked "agree", with an average weighted mean of 3.81.

*Table 12. Mean Distribution of Performance Management System of AIMS based on Routing and approval processes*

| Routing and approval | Mean (N=36) | Interpretation |
|---|---|---|
| Manually signing several numbers of final PMS rating forms/papers is acceptable. | 3.92 | Agree |
| The number of approving departments/offices of the final PMS rating form/paper is acceptable. | 4.00 | Agree |
| There is a clear mechanism in the routing and approval of the final PMS form/paper. | 3.89 | Agree |
| It is guaranteed that the final PMS form/paper will not be lost during its routing. | 3.78 | Agree |
| In general, the routing and approval process of the final PMS rating form/paper is acceptable. | 3.89 | Agree |
| **Average Weighted Mean** | **3.89** | **Agree** |

*Legend: 1.00-1.80 (Strongly Disagree); 1.81-2.60 (Disagree); 2.61-3.40 (Neutral); 3.41-4.20 (Agree); 4.21-5.00 (Strongly Agree)*

Table 12 presents the respondents' assessment of the present Performance Management System in terms of Routing and approval processes (Tasks required to approve PMS assessment form). All indicators pertaining to Routing and approval processes were also marked "agree", with an average weighted mean of 3.89.

*Table 13. Mean Distribution of Performance Management System of AIMS based on Filing and retrieval processes*

| Filing and retrieval processes | Mean (N=36) | Interpretation |
|---|---|---|
| The final PMS rating form/paper can be easily filed in physical folders. | 4.03 | Agree |
| The final PMS rating form/paper can be easily retrieved when needed. | 4.11 | Agree |
| Reproducing extra copies of the final PMS rating form/paper is easy. | 3.94 | Agree |
| Physical cabinets where the PMS final reports are kept are safe and secure. | 3.94 | Agree |
| In general, the filing and retrieval process of the PMS form/paper is acceptable. | 3.97 | Agree |
| **Average Weighted Mean** | **4.00** | **Agree** |

*Legend: 1.00-1.80 (Strongly Disagree); 1.81-2.60 (Disagree); 2.61-3.40 (Neutral); 3.41-4.20 (Agree); 4.21-5.00 (Strongly Agree)*

Table 13 presents the respondents' assessment of the present Performance Management System in terms of Filing and retrieval processes (Tasks required in filing PMS assessment form). All indicators pertaining to Filing and retrieval processes were rated "agree", with an average weighted mean of 4.00.

Overall, through this study, the researcher was also able to obtain and ascertain recommendations to further improve the existing PMS of AIMS to deliver the results in was intended to provide. Based on this feedback, the researcher was able to resolve that it is essential that changes in policies, process as well as methodologies regarding the current Performance Management System of AIMS. An article posted in EconSys (n.d.) stated that there are three reasons that an institution should shift from a manual to automation of Performance Management System. One is to create effective goal-setting and tracking processes in an organization. The second reason is to increase employee productivity and efficiently achieve department strategic goals by eliminating workflow bottlenecks and paperwork. KPI tracking can detect a subset of Executives, Deans, Directors, Department Heads, and Program Chairs who are late in completing their trimester reviews. A digital system can assure efficiency by delivering notifications to managers and employees at risk of not achieving deadlines.

Lastly, the automation of PMS can provide higher-quality feedback and training opportunities. With an automated PM system, managers can offer more accurate and consistent staff evaluations. Managers can more effectively identify and handle the demand for skill development and training by utilizing a digital platform. Now more than ever, innovative new performance management models are necessary as firms modernize and enhance their personnel management strategies. Performance management is now a tool for improved employee involvement in place of traditional appraisal and imposed ranking, which is becoming obsolete (Deloitte, 2015).

## Recommendations

The researcher found out that the current PMS of AIMS is well understood by the respondents. In general, the respondents agreed that the tool used in the performance evaluation is both effective and efficient to a certain extent. Assessing the evaluation form, its content, the instruction, the measurement tool, the

measurement parameters, and the controls that starts and ends the process, the researcher was able to determine the favorable response and acceptance of the respondents. Although it is a purely manual process, the existing PMS of AIMS is still able to provide the outcome the institution requires.

However, because it is a purely manual process, the researcher determined that it is the source of the areas of improvement for the current Performance Management System of AIMS. Although the respondents favorably agreed with the format of the assessment form, it is still far from perfect overall. The way questions are given, the measurement scale provided, and its physical layout can still be improved. The scoring methodology and computation is subject to human errors as well. The study also showed that triggers to start and end the process is something that can still be improved. In addition to that, having the assessments approved could be refined as well.

From the data gathered and conclusions made, the researcher recommends to revisit the policies and procedures of the existing Performance Management System. This will be spearheaded by the Human Resources Management Office (HRMO)through the People and Organization Development (POD) Department. Currently, there are 3 areas of evaluation being done for every employee, Engagement in Institutional activities, Productivity and Values System. All 3 have the same bearing in the final evaluation score. The researcher recommends to have this updated and give more weight on Productivity as this has a direct impact on the institutions bottom line.

In addition to this, the researcher recommends that there should be improve trigger / control mechanism to start and end the evaluation process. Having this done will ensure that the timelines are met in terms of the beginning of the evaluation of employees. This will also prevent any delays in the accomplishment of the evaluation. Having this incorporated in the PMS will also cater to the coaching and one-on-one of employees and their direct supervisor / manager.

Putting everything together, amendments in policies, changes in processes, installation of control mechanisms, the researcher proposes the automation of the current Performance Management System of AIMS. This will through the integration of the PMS in the HRIS. A study by DeSanctis and Poole (1994) found that HRIS improves data accuracy, reduces data processing time, and increases the availability of information to managers. In a study by Joo and Park (2018), the authors examine the impact of HRIS on organizational performance. They found that HRIS can have a positive impact on employee satisfaction, which in turn can lead to improved organizational performance. Performance Management System (PMS) and Human Resource Integrated System (HRIS) are two important components of human resource management. While PMS focuses on aligning employee performance with organizational goals, HRIS is designed to manage and automate HR processes. A study by Armstrong and Baron (2002) found that integration of PMS and HRIS improves data accuracy, facilitates the alignment of individual goals with organizational goals, and enables managers to monitor and evaluate employee performance in real-time. Another study by Biswas and Srivastava (2018) found that the integration of PMS and HRIS improves communication, transparency, and accountability in performance management processes. If, in the near future, these recommendations will be done, we can expect improvement in productivity and in obtaining organizational goals.

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