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Research Article

Performance Management, Rewards and Recognition, and Satisfaction of Employees on the Implementation of PRIME-HRM: A Partial Mediation Analysis

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ABSTRACT

The Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM) is a program of the Civil Service Commission promoting the culture of excellence in human resource management systems in the Philippines. However, little is known about the status of implementation of this program in the education sector. Thus, this research aims to explain the implementation of PRIME-HRM in the DepEd Division Offices in the Province of Laguna and its relationship to the level of satisfaction of the employees. A 7-point Likert scale (average Cronbach's alpha of 0.973) instrument was floated to fifty respondents. Results showed that the extent of implementation of PRIME-HRM is very high. It was also noted the very high level of satisfaction of employees about PRIME-HRM implementation. Finally, the study concluded the mediation effects of rewards and recognition on the effects of the performance management pillar on the satisfaction of the employees.

Keywords: *PRIME-HRM, Human Resources, Partial Mediation Analysis, Performance Management*

Background

Human resource is one of the most important assets in educational organizations. Along with the organizational system and culture, the human resource directs the path of success or failure of the organization. When the human resources of an organization is strong, the locus of the organization is heading

towards victory. Whereas, when the human resource is weak, the organization tends to fall (Pusvitasari, 2021).

Human resource management is the function within an organization that focuses on the recruitment and selection, management, and providing direction for the people who work in an organization (Abu Teir & Ren-Qian Zhang,

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2016). It is the alpha and omega of any organization since that in the human resource division, all transactions dealing with the pre-entry of an employee happen. Human resource management also provides programs for the improvement of employees during their stay in the organization to perform their duties and responsibilities/functions with the highest level of quality and satisfaction.

The implementation of the Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM) can be traced back in 2012 which the objective is to inculcate meritocracy and excellence in the human resource management in the public sector (CSC MC 03, s. 2012).

In the study of Egcas & Lacuesta (2018) the PRIME-HRM implementation in school divisions in Negros Occidental, Philippines was very high and the extent of implementation challenges was in the moderate level. Findings of their study also showed the presence of significant differences on the extent of challenges in the implementation of PRIME-HRM when grouped according to divisions specifically on recruitment, selection and placement, learning and development, and performance management system but not on rewards and recognitions.

In addition, Valencia-Inarda, (2020) studied the PRIME-HRM and organizational commitment using descriptive evaluative. In the findings, it was noted that recruitment, selection, and placement, learning and development, and performance management are implemented much in the respondents' respective organizations while rewards and recognition are very much implemented. In the same study, it was concluded that implementation of human resource system is significantly correlated to employees' engagement. Also, it was recommended by the participants in the study that in the performance management, there should be an enhancement of recording and data storing. Finally, personnel supported with rewards and recognitions were evaluated on the basis of their achievements (impressive) and commendable works.

Though there were studies published about the status of PRIME-HRM, little is known about the status of implementation of this program in

the education sector. Aside from the study of Egcas & Lacuesta (2018), studies about PRIME-HRM implementation in DepEd Division offices in the Philippines are minimal, hence, a gap that this study addresses. The study is found relevant at present since it determines the response of education sector on promoting the culture of excellence in the human resource management system.

Conceptual Framework

The conceptual paradigm shown in Figure 1 includes the variables of the study. On the innermost part of the paradigm are the independent variables such as the implementation of PRIME-HRM as to recruitment, selection, and placement, learning and development, performance management, and rewards and recognition together with their corresponding constructs. On the second layer are the best practices of the division office while the outer layer is the satisfaction level.

Since the extent of implementation of PRIME-HRM with respect to the four pillars is at the center of the framework, it is hypothesized in the study that in the extent of implementation of PRIME-HRM, the best practices can be extracted. It is also leading to the satisfaction level of the employees.

This current research is anchored on the model proposed by Thebe and Van der Waladt (2014), about recruitment and selection process model. The model is comprehensive for human resource recruitment and selection. The model proposed macro, meso, and micro levels of recruitment and selection in human resources. Macro refers to the strategic process, meso includes the tactical, and micro includes operational levels.

Another theory that is relevant to the present study is the HR system strength (HRSS) theory (Bowen & Ostroff, 2004). The premise of this theory is that HR and organizational performance is correlated and dependent on shared perceptions and behaviors of employee's that the organization expects, values, and rewards. Emphasized in this theory the goal for the organizations to create HR systems that moves employees in strategic ways.

The theory of HRSS and recruitment and selection process model are found significant in

the present study for they support the objective of the study to explain the implementation of the program to institutionalize meritocracy

and excellence in human resource management particularly in the division offices of DepEd in Laguna province.

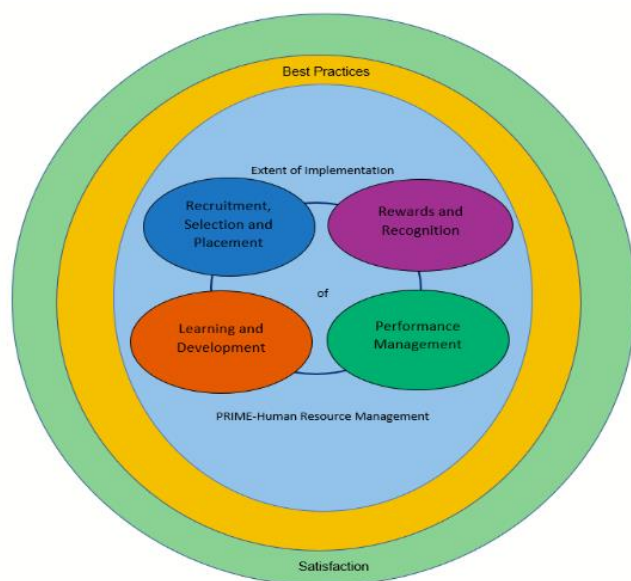


Figure 1. Conceptual Framework of the Study

Objectives of the Study

The study investigates the implementation of PRIME-HRM in DepEd division offices in Laguna and analyzes its impact on employee satisfaction.

In particular, it tried to answer the following questions:

1. What is the extent of implementation of the program to institutionalize meritocracy and excellence in human resource management (PRIME-HRM) in the DepEd division offices in Laguna in terms of:
 - 1.1. recruitment, selection, and placement;
 - 1.2. learning and development;
 - 1.3. performance management; and
 - 1.4. rewards and recognition?
2. What is the level of satisfaction of the DepEd division personnel on the implementation of PRIME-HRM?
3. Is the extent of implementation of PRIME-HRM influencing the level of satisfaction of the employees?

METHOD

Research Design

This study employed descriptive-evaluative that concerns the extent of implementation of PRIME-HRM, the level of satisfaction of each

division office in Laguna in the implementation of PRIME-HRM, testing of hypothesis about the influence of the exogenous variable to the endogenous, and the difference in the extent of implementation of the program. Descriptive-evaluative refers to explaining phenomena related to the study and measuring the efficacy of the study (Dharma-yana & Herawati, 2021) . To analyze the results, structural equation modeling was used using SmartPLS tool.

Participants/Respondents

This study employed a purposive sampling technique specifically in choosing the respondents of the study more particularly those who will respond to the questions about the extent of implementation of PRIME-HRM as well as the extent of satisfaction with its implementation. The purposive sampling technique is opposed to random sampling ensures that each member of the population has an equal probability for the selection or the probability of obtaining a response that can be more than equal to the probability of depending on the justification using data analysis (Jilcha Sileyew, 2020) . Purposive sampling was used since the se-

lected respondents came from City Schools Division Offices which received a Bronze award from the Civil Service Commission (Maturity Level 2). In this purposive sampling technique, the research selected the respondents of the study from the three City Schools Division Offices of Department of Education in one Province of Luzon. Using G*Power, a total of 50 respondents were chosen from the sampling frame using the effect size of 0.50 at 0.05 alpha error at 0.95 power. After the approval of the request, the researcher approached the heads of the human resource management unit of the division offices and asked for the members and heads of the PRIME-HRM. Appointments were also secured for the conduct of the study.

Instrumentation

The instrument focuses on the extent of implementation of the program to institutionalize meritocracy and excellence in human resource management (PRIME-HRM) in the DepEd division offices in Laguna in terms of the four major parameters namely: recruitment, selection, and placement; learning and development; performance management; and rewards and recognition. A seven-point Likert scale, chosen for its optimized inter-rater reliability (Taherdoost, 2019), was used. The instrument underwent expert validation and pilot testing with 30 respondents achieving the following Cronbach's alpha values: Extent of Implementation of PRIME-HRM: RSP = 0.952, L&D = 0.970, PM = 0.975, R&R = 0.977; Level of Satisfaction on the Implementation of PRIME-HRM: RSP = 0.993, L&D = 0.993, PM = 0.997, R&R = 0.994

Data Collection and Analysis

There were several data collection techniques employed by researchers. Data collection was a combination of face-to-face and online methods. In the face-to-face method, the researcher went to the City Schools Division Offices to personally distribute the questionnaire to the selected respondents who are purposively chosen. After that, the researcher provided the respondents maximum of 4 months for the retrieval of the questionnaire. After the retrieval, the data were treated using statistical treatment such as weighted mean and correlation. Also, the researcher considered the use of

Structural Equation Modelling (SEM) for the determination of potential structural models in the implementation of PRIME in human resource management. Data were analyzed using the Statistical Package for Social Sciences (SPSS) version 29 and SmartPLS version 4.

Results and Discussion

Extent of implementation of the Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM) as to Recruitment Selection and Placement

Recruitment, selection, and placement is a PRIME-HRM pillar that is considered providing significant effects on the organizational performance (Ekwoaba et al., 2015). Because of this, it is the pillar where challenges are present (Enad & Pabalan, 2023). Based on the results of the analysis, there is a very high extent of implementation of recruitment, selection, and placement with respect to Governance, talent planning, talent sourcing, and talent selection, and placement. As to governance, the presence of structure and process for setting policies aligned with the agency's vision and strategic direction are well implemented and perceived by the respondents which ranked first among the five indicators of governance. Despite being last in rank; still, respondents responded that there is a presence of a well-established recruitment, selection, and placement system.

With regard to talent planning, respondents' answers revealed the very high extent of promoting equal employment opportunities among division offices in Laguna followed by the presence of staffing and workforce plan.

The extent of implementation of PRIME-HRM when it comes to talent sourcing revealed a very high extent in which posting of notice for vacant positions/items in conspicuous places ranked first among other indicators. Similar results were observed with talent selection and placement have a rating of very high from the respondents specifically ranking both first the dissemination process to new entrants about their roles and responsibilities; and the implementation of selection and promotion protocol. Overall, the implementation of the recruitment, selection, and placement obtained a weighted

mean of 5.90 which is interpreted as very high extent. Findings show the relevance of the talent process on the performance of the organization (Vajan R et al., 2021).

Table 1. Extent of Implementation of the Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM) in the DepEd Division Offices in Laguna as to Recruitment Selection and Placement.

| Recruitment, Selection, and Placement | WM | Verbal Interpretation |
|--|-------------|------------------------------|
| Governance | 5.90 | Very High |
| Talent Planning | 5.80 | Very High |
| Talent Sourcing | 6.04 | Very High |
| Talent Selection and Placement | 5.85 | Very High |
| General Weighted Mean | 5.90 | Very High |

Extent of Implementation of the Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM) as to Learning and Development

The three constructs under learning and development such as governance; planning, monitoring, and evaluation; and execution are all rated as very high by the respondents. With respect to governance construct, division offices implement with extremely high extent the allocation of budget for the learning and development of their employees while other indicators such as implementation of policy on requiring each employee to submit an individual learning and development program; structure and processes for setting policies, defining the responsibilities of the key players of the pillar, and unit responsible for overseeing the L&D of the organization’s human resource were rated as very high by the respondents.

In regards to planning, monitoring, and evaluation construct, the division offices have a very high extent of implementing feedback mechanism on every involvement of the employees in the L&D programs/projects/ activities they participated. They have also a well-established plan for learning and development of their human resource. Similarly, they implement monitoring scheme as well as evaluation process and analysis of results of these. As to execution of learning and development pillar, respondents rated the division offices as with very high extent of implementation of the five indicators in which ranked first is the conduct of learning and development needs analysis. Overall, the extent of implementation of Learning and Development pillar in the division

offices obtained a weighted mean of 5.87 which is equivalent to very high extent. Learning and development is the pillar that focuses on the how the organization plans for its employees and how these plans are executed for their welfare. Being a PRIME-HRM awardees, the organizations ensure that a strong development program of the employees is in place and supported by allocating funds. An organization with a concrete plan to its people motivates employees to perform their duties and responsibilities since they see that their organization sees their efforts, hardwork, and commitment. Likewise, when an organization has a strong monitoring and evaluation scheme, it has the capability of checking its employees development in relation to their units’ functions and duties in which if found lacking of training/skills, opens opportunities for sending them to training for continuous upgrading their work competencies.

According to Alvanoudi and Staboulis (2023) learning and development implicates the motivation of employees. While based on the findings of Ahmed and colleagues (2020), employee engagement has a significant implication and impact on the organizational performance. Likewise, it was found that knowledge sharing has a significant and positive impact on organization performance. Similarly, when an organization implements strategic talent management effectively, it enhances the engagement of the employees which is return, supports the organizational performance (Hongal & Kinange, 2020). Finally, the higher the engagement of the employee, the higher is the productivity of the organization. The present

study is also consistent with the findings of Alshammari, (2020) that knowledge management capability are strongly present in the

human resource and implicated on the organizational performance.

Table 2. Extent of Implementation of the Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM) in the DepEd Division Offices in Laguna as to Learning and Development

| Learning and Development | WM | Verbal Interpretation |
|--------------------------------------|-------------|-----------------------|
| Governance | 5.93 | Very High |
| Planning, Monitoring, and Evaluation | 5.81 | Very High |
| Execution | 5.86 | Very High |
| General Weighted Mean | 5.87 | Very High |

Extent of Implementation of the Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM) as to Performance Management

On the extent of Implementation of the Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM) in the DepEd Division Offices in Laguna as to Performance Management, results show that the five indicators of Performance Management pillar are implemented with very high extent in the Division Offices in Laguna. In particular, performance review and evaluation ranked first with an average of 6.02 followed by performance planning and commitment with a mean of 5.94; development planning (5.91); governance (5.85); and performance mentoring and coaching (5.74). Overall, the weighted average for the performance management pillar is 5.89 which is equivalent to a very high extent.

Looking at the individual indicators per construct, respondents evaluated the structure and processes for setting policies on performance management ranked first in the governance construct while ranked last is the establishment of an information management unit. In terms of performance planning and commitment, indicator about communicating the performance measures and targets to the employees ranked first while determining the strategic initiatives responsive each to strategic objectives ranked last. For the performance mentoring and coaching, results show that the Division Offices have units responsible for tracking the individual as well as team performance and implement strategies to assist units in achieving

their collective targets. Last in ranks is the implementation of process of determining the less or non-performing units. Giving emphasis on performance review and evaluation, a process of evaluating the performance of units and individual employees is very highly implemented in the Division Offices. Division offices also implement regular review and assessment of their strategic plan and involve employees in its conduct. Last construct under the pillar of Performance Management is development planning. Results show that the organization has implemented with a very high extent its strategic development plan. They also use the performance results as inputs in the formulation of plans in support to units to achieve higher productivity. Having a strong performance management in organizations is imperative. The performance management team acts as the body/unit that concerns the overall attainment of the vision and mission of the organization as well as the objectives set. Based on the result of the analysis, the division offices that are also PRIME-HRM awardee has a strong mechanism to implement the strategic development plan anchored on their vision and mission. They have also processes and mechanisms on how to monitor, review, assess, and evaluate the attainment/non-attainment of the organizational targets and likewise have a strong support system to those who found less or non-performing units. The results also showed that they have communicated the plans together with its measures and targets to the individual units and sub-units. And in order to be prepared for the continuity of service when inevitable instances happen, they have

contingency plans for the possibility of changing the strategies to ensure better organizational performance. Management support has the strongest impacts on the work performance of the employees together with motivation (intrinsic and extrinsic) (Diamantidis & Chatzoglou, 2018).

A similar study found that the practices of HRM is not confined with recruitment and se-

lection by also in other pillars of the PRIME specially in the conduct of performance evaluation for the promotion of the employees (A. Ahmed & Bedawy, 2014) . The finding of the study agreed to what Zhang and colleagues (2019) found that management role specifically innovation and technological innovation contributes positive to the sustainability of the organization.

Table 3. Extent of Implementation of the Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM) in the DepEd Division Offices in Laguna as to Performance Management

| Performance Management | WM | Verbal Interpretation |
|-------------------------------------|-------------|------------------------------|
| Governance | 5.85 | Very High |
| Performance Planning and Commitment | 5.94 | Very High |
| Performance Mentoring and Coaching | 5.74 | Very High |
| Performance Review and Evaluation | 6.02 | Very High |
| Development Planning | 5.91 | Very High |
| General Weighted Mean | 5.89 | Very High |

Extent of Implementation of the Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM) as to Rewards and Recognition

On the extent of Implementation of the Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM) in the DepEd Division Offices in Laguna as to Rewards and Recognition, results show that the overall mean of 5.87 indicates the very high extent of implementation of rewards and recognition. Giving focus on the three constructs representing the rewards and recognition pillar, it is found that governance ranked first followed by execution, and planning in which all constructs obtained an interpretation of very high. More specifically, respondents strongly agreed that the Division Offices have a unit responsible for the implementation of rewards and recognition among employees and likewise have their own mechanisms to identify units or individuals qualified for rewards and recognition. It is also seen from the results that they have allocated funds to support the provision of incentives to the units/individuals who are qualified for the

awards. When it comes to planning for giving rewards and recognition, results show that the division offices awarded with PRIME-HRM Bronze have prepared annual plans that focused on providing incentives and rewards to recognize units’ or employees’ exemplary performances. Also, results show that they have also plans for different rewards such as rewarding units promoting efficiency, employees contributing to cross-cutting services, and meritorious awards in which according to the respondents, are implemented with a very high extent.

Providing emphasis on the execution of rewards and recognition in the organization, respondents strongly agreed that the division offices conduct recognition/awarding day in recognition of the exemplary performance of individual employee where they provide monetary/non-monetary incentives to the performing units/employees after passing the set criteria of screening. The result conforms that intrinsic rewards influence the performance of employees in the organization (Manzoor et al., 2021).

Table 4. Extent of Implementation of the Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM) in the DepEd Division Offices in Laguna as to Rewards and Recognition

| Rewards and Recognition | WM | Verbal Interpretation |
|--------------------------------|-------------|------------------------------|
| Governance | 5.99 | Very High |
| Planning | 5.79 | Very High |
| Execution | 5.85 | Very High |
| General Weighted Mean | 5.87 | Very High |

Level of Satisfaction of the DepEd Division Personnel on the Implementation of PRIME-HRM with Respect to Recruitment, Selection, and Placement

The analysis on the level of satisfaction of the DepEd Division personnel on the implementation of PRIME-HRM with respect to recruitment, selection, and placement shows that DepEd Division personnel have a very high level of satisfaction as reflected on the mean value of 5.80. In particular, they are extremely satisfied about the DepEd Division initiatives on posting of notice of vacant items in conspicuous places of the organization as well as posting of the same notice in electronic media for widest dissemination. Except from these two, all other indicators measuring the satisfaction level of the Division Personnel are rated as Very High in which next in ranks are

the initiatives of the Division Offices on the alignment of structure and process for setting policies with the Agency’s vision and strategic direction; strategies employed in the organization to attract as many qualified applicants for a vacant position; structure and processes for setting policies in the organization; and definition of responsibility of the unit concerned with recruitment, selection, and placement in the organization. While the five last indicators in the ranks are: recruitment, selection, and placement system in the organization; process for assessing and defining the demands of staff in the organization; process for human resource mobility in response to achieving and organization’s goals; staffing and workforce plan in the organization; and process of guiding new entrants on performing their roles and responsibilities in the organization.

Table 5. Level of Satisfaction of the DepEd Division Personnel on the Implementation of PRIME-HRM with Respect to Recruitment, Selection, and Placement

| Level of Satisfaction with Respect to Recruitment, Selection, and Placement | WM | VI |
|---|-----------|-----------|
| 1. recruitment, selection, and placement system in the organization | 5.63 | Very High |
| 2. structure and processes for setting policies in the organization. | 5.84 | Very High |
| 3. alignment of structure and process for setting policies with the Agency’s vision and strategic direction. | 5.93 | Very High |
| 4. definition of responsibility of the unit concerned with recruitment, selection, and placement in the organization. | 5.84 | Very High |
| 5. support mechanism for the recruitment, selection, and placement of the employees in the organization. | 5.81 | Very High |
| 6. process for assessing and defining the demands of staff in the organization. | 5.65 | Very High |
| 7. process for human resource mobility in response to achieving an organization’s goals | 5.65 | Very High |
| 8. staffing and workforce plan in the organization | 5.65 | Very High |
| 9. plan in the organization that promotes equal employment opportunities. | 5.72 | Very High |
| 10. succession plan in the organization. | 5.72 | Very High |

| Level of Satisfaction with Respect to Recruitment, Selection, and Placement | WM | VI |
|--|-------------|------------------|
| 11. process of identifying qualified candidates for existing and anticipated work vacancies. | 5.67 | Very High |
| 12. consideration to lateral entry of employees especially for scientific and highly technical works | 5.74 | Very High |
| 13. posting of notice of vacant items/positions in conspicuous places of the organization. | 6.30 | Very High |
| 14. posting of notice of vacant items/positions in electronic media for widest dissemination | 6.26 | Very High |
| 15. strategies employed in the organization to attract as many qualified applicants for a vacant position. | 5.91 | Very High |
| 16. process for evaluating and selecting the most qualified candidates based on competency based-criteria. | 5.77 | Very High |
| 17. process for selecting the most qualified candidates. | 5.72 | Very High |
| 18. process of informing new entrants about their roles and responsibilities in the organization. | 5.72 | Very High |
| 19. process of guiding new entrants on performing their roles and responsibilities in the organization. | 5.65 | Very High |
| 20. selection and promotion protocol in the organization. | 5.77 | Very High |
| AWM | 5.80 | Very High |

Level of Satisfaction of the DepEd Division Personnel on the Implementation of PRIME-HRM with Respect to Learning and Development

On the level of satisfaction of the DepEd Division Personnel on the implementation of PRIME-HRM with respect to the learning and development pillar, results indicate that Division personnel have a very high extent of satisfaction of the initiatives of the division office with regard to the implementation the of learning and development pillar in which ranked first among the indicators is the allocation of budget for the learning and development of the employees as support for their professional trainings and educational advancement. Next in rank is the very high satisfaction on the definition of the organization on responsibilities

about the key players in the learning and development. Tie in ranks are the satisfaction of the personnel on the implementation of policy on requiring each employee to submit individual learning and development program; implementation of an evaluation process for the learning and development of its human resource; and the implementation of learning and development interventions. On the other hand, the indicators which found at the bottom include the satisfaction on the guidelines and processes in the organization that facilitate integrated management system of L&D PPAs; feedback mechanism on every involvement of the employees in the L&D PPAs they participated; process on the operationalization of L&D in the organization; and analysis of the results of the monitoring and evaluation process.

Table 6. Level of Satisfaction of the DepEd Division Personnel on the Implementation of PRIME-HRM with Respect to Learning and Development

| Level of Satisfaction with Respect to Learning and Development | WM | VI |
|---|-----------|-----------|
| 1. structure and processes for setting policies on learning and development functions aligned to the organization’s vision and strategic direction. | 5.93 | Very High |
| 2. organization’s definition of responsibilities of the key players in the learning and development function. | 5.98 | Very High |
| 3. responsibilities of unit overseeing the learning and development of the organization’s human resources. | 5.93 | Very High |

| Level of Satisfaction with Respect to Learning and Development | WM | VI |
|---|-------------|------------------|
| 4. budget allocated for the learning and development of the employees (human resources). | 6.02 | Very High |
| 5. implementation of policy on requiring each employee to submit individual learning and development program. | 5.95 | Very High |
| 6. plan for learning and development of its human resource. | 5.93 | Very High |
| 7. implementation of monitoring scheme for learning and development of its human resource | 5.93 | Very High |
| 8. implementation of an evaluation process for the learning and development of its human resource | 5.95 | Very High |
| 9. analysis of the results of the monitoring and evaluation process. | 5.91 | Very High |
| 10. feedback mechanism on every involvement of the employees in the learning and development programs/projects/activities they participated. | 5.88 | Very High |
| 11. process on operationalization of learning and development in the organization. | 5.91 | Very High |
| 12. guidelines and processes in the organization that facilitate integrated management system of learning and development programs/projects/activities. | 5.86 | Very High |
| 13. implementation of learning and development interventions | 5.95 | Very High |
| AWM | 5.93 | Very High |

Level of Satisfaction of the DepEd Division Personnel on the Implementation of PRIME-HRM with Respect to Performance Management

On the level of satisfaction of the DepEd Division Personnel on the Implementation of PRIME-HRM with respect to performance management pillar, overall satisfaction of the personnel in terms of performance management pillar is very high with an average of 5.78. In particular, they are very satisfied on the presence of performance management team in the division office which ranked first among all indicators. In addition, personnel are very highly satisfied on the implementation of the strategic

performance management system (SPMS); determined and crafted performance measures and targets of their organization; implementation of strategies to assist employees in achieving their individual targets; and implementation of plan on using performance results to formulate policies and standards. On the other hand, lasts in ranks are the satisfaction of the personnel on the conduct of performance feedback discussions; implementation of process of determining the less/non- organization; and utilization of the performance results in formulating plans to enhance/capacitate individuals for better performance.

Table 7. Level of Satisfaction of the DepEd Division Personnel on the Implementation of PRIME-HRM with Respect to Performance Management

| Level of Satisfaction with Respect to Performance Management | WM | VI |
|---|-----------|-----------|
| 1. structure and processes for setting policies on performance management aligned to the organization’s vision and strategic direction. | 5.81 | Very High |
| 2. Implementation of the strategic performance management system (SPMS) | 5.86 | Very High |
| 3. way the information management unit keeps track of important data and information. | 5.72 | Very High |
| 4. performance management team | 5.95 | Very High |
| 5. communication scheme for determining the performance of each unit. | 5.84 | Very High |
| 6. determined and crafted strategic objectives | 5.74 | Very High |

| Level of Satisfaction with Respect to Performance Management | WM | VI |
|--|-------------|------------------|
| 7. determined and crafted strategic initiatives responsive to each strategic objective | 5.81 | Very High |
| 8. determined and crafted performance measures and targets | 5.86 | Very High |
| 9. communication of the performance measures and targets to the employees | 5.84 | Very High |
| 10. requiring units and sub-units to contribute on the attainment of the performance measures and targets. | 5.74 | Very High |
| 11. conduct of performance feedback discussions. | 5.67 | Very High |
| 12. the organization implements strategies to assist units in achieving their collective targets. | 5.79 | Very High |
| 13. implementation of strategies to assist employees in achieving their individual targets. | 5.86 | Very High |
| 14. implementation of a process of determining the less/non-performing units. | 5.67 | Very High |
| 15. process of evaluating performance of individual employees in the organization | 5.67 | Very High |
| 16. process of evaluating performance of units in the organization. | 5.67 | Very High |
| 17. process of identifying performance gaps in the organization. | 5.72 | Very High |
| 18. regular review and assessment of the strategic plan of the organization | 5.79 | Very High |
| 19. involvement of employees in the conduct of review and assessment of the strategic plan. | 5.84 | Very High |
| 20. strategic development plan. | 5.84 | Very High |
| 21. plan on using performance results to formulate policies and standards. | 5.86 | Very High |
| 22. contingency plan for a possible change of strategies to ensure better performance | 5.77 | Very High |
| 23. utilization of the performance results in formulating plans to enhance/capacitate individuals for better performance | 5.70 | Very High |
| 24. utilization of the performance results in formulating plans to enhance/capacitate units for better performance | 5.74 | Very High |
| AWM | 5.78 | Very High |

Level of Satisfaction of the DepEd Division Personnel on the Implementation of PRIME-HRM with Respect to Rewards and Recognition

The level of satisfaction of the DepEd division personnel on the Implementation of PRIME-HRM with respect to rewards and recognition is reflected in the succeeding discussions. It can be gleaned that the overall satisfaction rating given by the personnel on the implementation of PRIME-HRM with respect to rewards and recognition is very high (5.79). In particular, the top indicators which rated by the personnel as very high include the allocation of funds for the rewards and recognition of

the exemplary performance of the units or individual employees; conduct of recognition/awarding day to recognize exemplary performance of the individual employees and units; plans for rewarding units promoting efficiency; and annual planned activities for rewarding/recognizing or incentivizing units or employees. Meanwhile, lasts in the ranks when it comes to satisfaction of personnel include mechanism used by the organization to identify units/individuals and units as to rewards and recognition; communication of the mechanism for rewards and recognition to the units and individual employees; process of screening

nominees and selecting awardees; and criteria of screening nominees and selecting awardees on their extraordinary achievements, contributing to the attainment of the organization's goals.

Table 8. Level of Satisfaction of the DepEd Division Personnel on the Implementation of PRIME-HRM with Respect to Rewards and Recognition

| Level of Satisfaction with Respect to Rewards and Recognition | WM | VI |
|--|-------------|------------------|
| 1. structure and processes for setting policies on rewards and recognition aligned to the organization's vision and strategic direction. | 5.81 | Very High |
| 2. mechanism used by the organization to identify units/individuals as to rewards and recognition. | 5.74 | Very High |
| 3. mechanism used by the organization to identify units/individuals as to rewards and recognition. | 5.67 | Very High |
| 4. communication of the mechanism for rewards and recognition to the units and individual employees | 5.70 | Very High |
| 5. allocation of funds for the rewards and recognition of the exemplary performance of units/employees. | 5.93 | Very High |
| 6. process for developing plans and programs that boost individual and team motivation and performance to achieve the organization's goals. | 5.77 | Very High |
| 7. plan for rewarding units promoting efficiency. | 5.84 | Very High |
| 8. planned scheme for rewarding employees with meritorious performance. | 5.77 | Very High |
| 9. planned scheme for rewarding employees contributing to cross-cutting services | 5.79 | Very High |
| 10. annual planned activities for rewarding/recognizing/incentivizing units/employees | 5.84 | Very High |
| 11. process of screening nominees and selecting awardees. | 5.74 | Very High |
| 12. criteria of screening nominees and selecting awardees on their extraordinary achievements, contributing to the attainment of the organization's goals. | 5.74 | Very High |
| 13. conduct of recognition/awarding day in recognition of the exemplary performance of the units | 5.84 | Very High |
| 14. conduct of recognition/awarding day in recognition of the exemplary performance of individual employees | 5.88 | Very High |
| 15. monetary/non-monetary incentives to the performing units/employees. | 5.81 | Very High |
| AWM | 5.79 | Very High |

Relationship Between the Extent of Implementation Of PRIME-HRM and the Level of Satisfaction in its Implementation

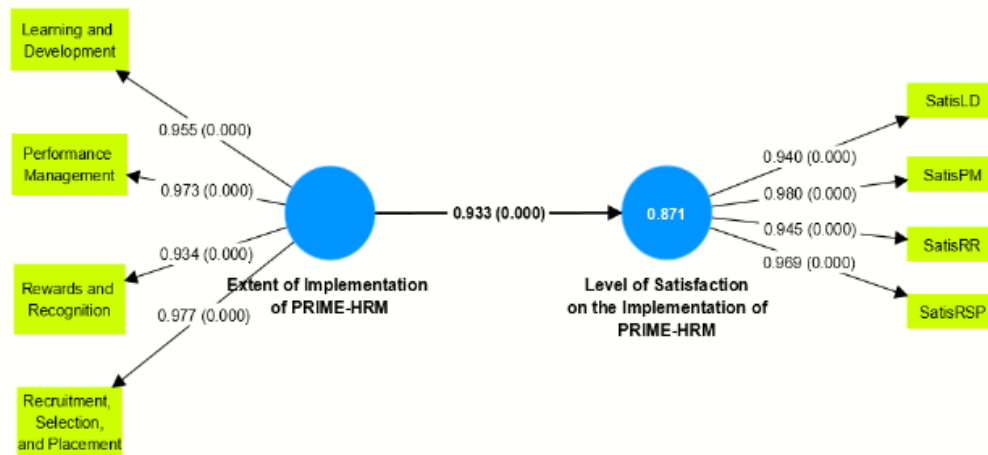
The structural model shows the significant effect of the extent of implementation of PRIME-HRM to the level of Satisfaction on the Implementation of PRIME-HRM. The path coefficient of 0.933 shows that the extent of implementation has a positive effect on the satisfaction of the respondents. The coefficient of determination of 87.1% explains the variation in satisfaction that can be attributed to the

variation in the extent of implementation. As reflected also in the model, all constructs included in the variables in both the extent of implementation of PRIME-HRM and the Level of Satisfaction of the personnel are higher than the threshold of 0.50. For these reasons, the identified constructs in both variables should be retained in the model.

The result of the structural model implies that the more the organization implements the PRIME-HRM, the more they obtained higher level of satisfaction among their

subordinates/employees in all aspects of the 4 pillars. This signifies that because the organization has an established processes in providing rewards and recognition, as well as monitoring and evaluation plans that serve as their guides, the employees are felt satisfied feel that they

are really part of the organization as welfares are being prioritized by the administration. Employees are also satisfied on the manner of implementing the PRIME-HRM in their division offices.



Legend:

- SatisRSP - Satisfaction in terms of Recruitment, Selection, and Placement
- SatisLD - Satisfaction in terms of Learning and Development
- SatisPM - Satisfaction in terms of Performance Management
- SatisRR - Satisfaction in terms of Rewards and Recognition

Figure 2. Structural Model showing the Relationship of the Extent of Implementation of PRIME-HRM and the Level Of Satisfaction in its Implementation

Model Testing

Outer loadings

Table 9 shows the outer loadings of the constructs for each structural variable. Results

show that all constructs are fitted to the variable they categorized which revealed by the values which are all greater than the threshold of 0.70

Table 9. Outerloadings

| Outer Loadings | PM | R&R | LS |
|---|-------|-------|-------|
| Development Planning | 0.964 | 0.91 | 0.925 |
| Governance | 0.939 | 0.906 | 0.904 |
| Performance Mentoring and Coaching | 0.968 | 0.861 | 0.91 |
| Performance Planning and Commitment | 0.988 | 0.913 | 0.891 |
| Performance Review and Evaluation | 0.811 | 0.65 | 0.633 |
| Execution | 0.901 | 0.965 | 0.876 |
| Governance | 0.88 | 0.977 | 0.859 |
| Planning | 0.878 | 0.969 | 0.932 |
| Satisfaction on Performance Management | 0.947 | 0.901 | 0.983 |
| Satisfaction on Rewards and Recognition | 0.857 | 0.899 | 0.981 |

Reliability Test Results for the Structural Model Variables

Based on the results, the variables, both exogenous and endogenous, passed the reliability

tests which include Cronbach’s alpha, Composite Reliability, and Average Variance Extracted. This result manifest the reliability of the constructs in each indicator in the structural model. According to (Nawi et al., 2020) the internal consistency of the reliability should be greater than 0.70. using composite

reliability and Cronbach’s alpha, the result are greater than 0.70. To check the convergent validity, the average variance extracted (AVE) was used and based on Sujati et al., (2020) when the construct is higher than 0.5 it denotes good convergent validity.

Table 10. Reliability and Validity Test Results for the Structural Model Variables

| .Variables | Cronbach’s alpha Coefficient | Composite reliability | Average variance extracted (AVE) |
|-------------------------|------------------------------|-----------------------|----------------------------------|
| Level of Satisfaction | 0.963 | 0.965 | 0.965 |
| Performance Management | 0.964 | 0.976 | 0.877 |
| Rewards and Recognition | 0.969 | 0.969 | 0.942 |

Testing of Variables for the Modified Model

Table 3 shows the results of the analysis for the effects of performance management to the level of satisfaction, effectiveness of performance

management to the rewards and recognition, and effects of rewards and recognition to the level of satisfaction. Based on the results, all the p-values are significant at 5% alpha level.

Table 11. Testing of Variables for the Modified Model

| Hypothesis | T statistics (O/STDEV) | P values |
|---|--------------------------|----------|
| Performance Management -> Level of Satisfaction | 41.946 | 0.000 |
| Performance Management -> Rewards and Recognition | 26.388 | 0.000 |
| Rewards and Recognition -> Level of Satisfaction | 2.586 | 0.010 |

Modified Structural Model

Since both the extent of implementation of performance management and rewards and recognition are found significant to the level of satisfaction of the personnel on the implementation of PRIME-HR, the researcher modified the model and do a mediation analysis. Mediation analysis is done to check whether the extent of implementation of performance management affects the level of satisfaction as mediated by rewards and recognition. Results shows that PM is significant going to the level of satisfaction (path: 0.499; p-value:0.004). It is also indicated in the model that the PM has also an indirect relation to the level of satisfaction when mediated by rewards and recognition. Given this result, the modified model shows a partial mediation model.

Results imply that if the administration (performance management team) has an all out support to the initiatives of the units, especially

in the giving of rewards and recognition to the employees, the human resource (the employees) will be more satisfied and that the organization will surely meet its targeted milestones. The result further implies that when an organization provides attention on strengthening more its performance management pillar as well as the rewards and recognition pillar, the high extent of satisfaction among the employees is more likely to achieve and will be reflective on the commitment at work in their respective units.

The findings of the study are in conformity with what Valencia-Inarda (2020) who found that the implementation of systems in the human resources engages employees to work and glad to be part of the organization. Likewise, performance management imposed by the administration implicates the overall performance of the organization (Paraiso & Tenorio, 2024). When the employees are motivated to

be in the organization, they are likewise eager to perform their duties and responsibilities which in turn, affects the organizational performance. Thus, the study indirectly supports the

conclusion of Hamza and others (2021) who found that organization performance and human resource management practices are positively correlated.

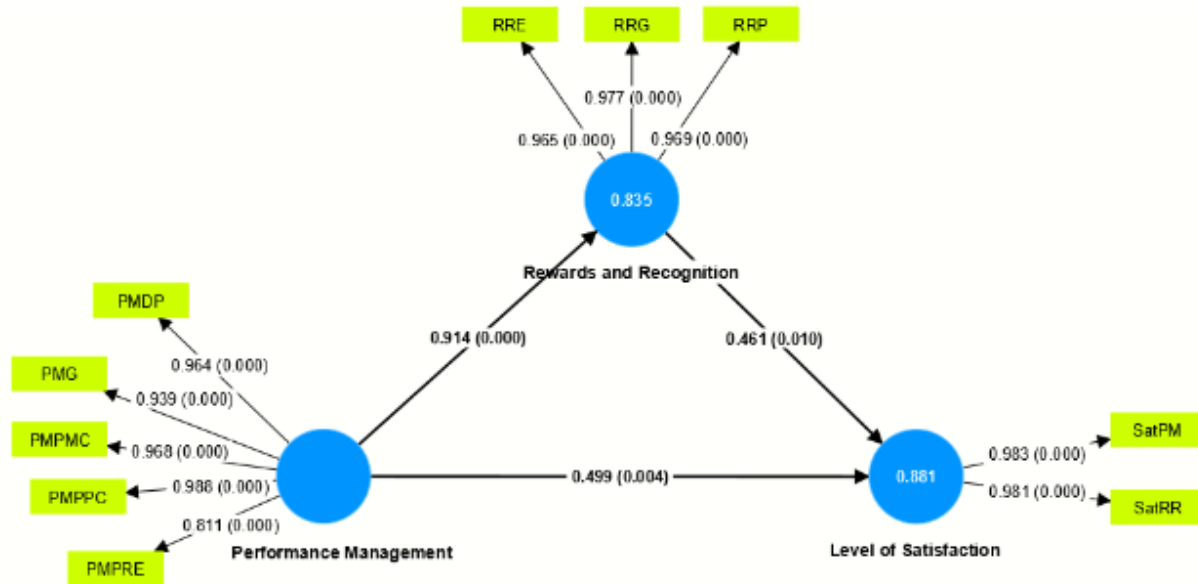


Figure 3. Modified Structural Model Showing a Partial Mediation

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