

Public Governance Towards Levelling Up the Human Resource Management Competencies in Valenzuela City

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Abstract: Public governance is not just about providing services like corporate governance, but also about being accountable for how policies and delivery of social services affect society. Effective employee competencies are indicator that public governance works in the delivery of services to the public. In this study, the assessment tool of HR maturity level considered in assessing and establishing result as key element in making public governance and managerial decisions determine the readiness and capability towards the goal to level up the human resources management competencies in Valenzuela City. The authors employed a mixed method of descriptive qualitative and quantitative method to gather and process concepts and facts from the respondents regarding this study. An analytical review of studies was determined and presented as basis for comprehensive evaluation on the subject matter. Majority of the respondents have reached the proficiency level, which gives an impression to focus on developing a framework to fill in the gaps in the HRM competencies to gear towards into becoming PRIME HR and make public service delivery in Valenzuela City competitive and excellent.

Keywords: Public Governance, Competencies, Maturity Level of Competencies, Civil Service Commission PRIME-HR.

1. Introduction

In order to implement public governance, HR must be founded on competencies. The notion of governance has been utilized extensively in different fields of study, such as economics and management, but mostly in political sciences (Almquist et al., 2013); thus, there is a great quantity of literature attempting to describe and detail the characteristics of governance. Competencies is one of the most important concepts for any modern organization, industrial enterprise or public administration. In response to the need to promote continuous improvement and flexibility in public governance, a competency-based model emerged. Globalization has taken its toll in all facets of our lives, in the field of public governance it is not just about providing services like corporate governance, but also about being accountable for how policies affect society. Public governance is therefore essential to the development of the human resource management component. For an organization to be successful, its human resources must demonstrate outstanding competencies. According to some

literature review human capital is economic value of a worker's experience and skills. An organization often said only be as good as its people from the top down, which is why human resources management is so important in an organization. Competencies are "motives, traits, self-concepts, attitudes or values, content knowledge, or cognitive or behavioral skills – any individual characteristic that can be measured or counted reliably and that can be shown to differentiate significantly between superior and average performers, or between effective and ineffective performers" (Spencer & Spencer 1993 p. 4). To align the vision of CSC to be the Center of Excellence for strategic human resource and organization development, in 2012, the CSC implemented the new program that will integrate the CSAAP and PMAP. The new program has a new tool for evaluation namely the 3A's or the "Assess, Assist and Award" that will identify the gaps in the human resource management process and system. This new mechanisms for government HRM operation are essential to alter old practices into a transparent and customized processes that will enhance the HR deliveries of government employees. The Civil Service Commission (CSC) mandated to monitor public sector human resource management. It is responsible for hiring qualified and reputable civil workers using the Competency-Based Recruitment and Qualification Standards system (CBRQS). This initiative will serve as the basis for developing and integrating mechanism or tool of PRIME-HR that will empower government agencies to level up their human resource management competencies, systems, and practices toward HR excellence in particular, Valenzuela City.

2. Materials and Method

The main purpose of this study is to investigate and analyze the role of public governance in levelling up and improving competencies of human resource management amidst this over-turning emergence at workplace and to achieve HR competitiveness towards excellence. Thereby the study is anchored on Contingency Theory Approach, which includes the ideas of uncertainty, which is a primary aspect that defines an organization's structure, and organizations will go to extensive efforts to embrace structures that minimize

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uncertainty, operate under the central contingency assumption that there is no “one best way to govern and organization” that structures and processes depend on certain conditions; and that organizing is about adjusting to circumstances and balancing competing demands.

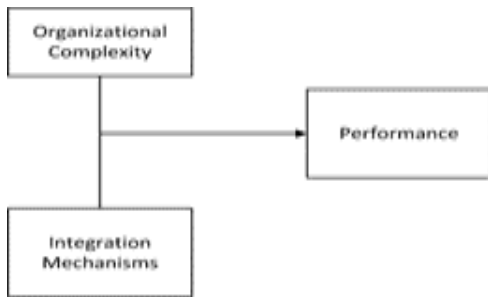


Fig. 1. Structural contingency theory

The Competency-Based Approach to human resource focuses on the skills and abilities required of an employee to complete a task. These theories and concepts describe the necessity of increasing the degree of competence among government employees. The Philippine Civil Service Qualification Standard:



Fig. 2. Civil service qualification standard



Fig. 3. Qualification standard + Competencies

To meet the objective of the study, researcher will examine the function of public governance and its key role in enhancing the competencies of human resources as local government unit. Assessing the competencies through the maturity level indicator as determinants on what areas to give emphasis and improve to attain the objective of the study. Those employees who are five (5) years and above in service to represent the level 1, 2 and 3 of the civil service qualification status in terms of appointment. The study would be done through the utilization of a survey questionnaire for the socio demographic profile of the respondent and a structured questionnaire for the interview and reference. The gathering of sufficient data each respondents has the competence, which was assigned the value of “level” based through survey, interview, focus group discussion (FGD) with the participants who will be purposively selected by the researcher based on the necessity of the desired outcome. Mixed method of qualitative descriptive and quantitative method with purposive sampling technique for the socio demographic profile to speak of research aims and who have knowledge and experience of the phenomenon under scrutiny (Ritchie et. al., 2014) to be able to gather data.

3. Results and Discussion

The researcher secured an approval in the conduct of her survey and interview to key respondents and informants to come up with a comprehensive and accurate data gathering procedure and interpretation. The result of the gathered data for the survey and interview who participated by the Administrative Service personnel with different area of assignment, showed that in the current maturity level of employees under the Administrative Service with the corresponding indicators as to competencies and governance is both proficient. While the extent of current competencies of personnel matched the needed competencies of the respondents. The hypothesis result showed that there is no significant difference on the extent of competency maturity level and in terms of employees’ position, status of appointment, position, education, eligibility, training and development of respondents. A thorough review on how to level up competencies of the human resources management under the Administrative Service should be taken as essential and critical in the improvement of public service delivery and HRM excellence.

4. Summary and Conclusion

Based on the findings of the study, the following conclusions were considered:

- 1) As to demographic profile of the employees, a certain group dominates other groups like in position, employment status, highest educational attainment, trainings attended and eligibility.
- 2) Employees under the Administrative Service are currently proficient in both competencies and governance.
- 3) Employees under the Administrative Service manifest that their existing competency level utilized as expected and assisted other employees in the performance of tasks successfully.
- 4) The null hypothesis that there is no significant difference on the current maturity level of the employees under the Administrative Service when grouped according to demographic profiles is accepted.
- 5) There is an identified gap in the levels of personnel competencies in the Administrative Service and these needs to be bridged through public governance framework initiatives.

5. Recommendations

From the results of the investigation, the following recommendations were generated:

- 1) Administrative Service must revisit the allocation of the right position to employees, drive to increase permanent employees, encourage employees to pursue higher level of education, provide more and varied trainings, and standardized eligibility requirements.
- 2) Employees under the Administrative Service should aim to elevate their maturity level in terms of

- competency and governance to expert through various programs, trainings and seminars available in the locality with the help of the city administrator.
- 3) Employees under the Administrative Service should remain consistent and even exceed the utilization of their existing competency level towards expected competencies and in performing tasks successfully with other employees outside their department.
 - 4) Maturity level of the Administrative Service employees in terms of competency and governance should not be mediate by demographic variables. Their level of proficiency and extent of utilization of the competencies should be make more consisted. Further research about HRM and its relationship with public governance should be initiate.
 - 5) Public governance frameworks or initiative should be implemented and imposed to bridge the gap in the levels of Administrative Service personnel competencies.

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