

STRATEGIC HUMAN RESOURCE MANAGEMENT AND LOCAL GOVERNANCE PERFORMANCE IN THE CITY GOVERNMENT OF IMUS, CAVITE: AN EMPIRICAL INVESTIGATION

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Abstract

This study investigated the empirical relationship between the strategic human resource management and local governance performance in the City Government of Imus, Cavite. The research aimed to determine the socio-demographic profile of the respondents; ascertain their perception on the strategic human resource management in terms of compensation and benefits, employment, career management, good governance, human resource management system and ethics/standards of conduct; and measure the local governance performance as perceived by the respondents in terms of governance, administration, social services, economic development and environmental management. A total of 200 personnel-respondents were selected as samples through simple random technique. The data collected through questionnaires were subjected to descriptive statistics, Pearson product-moment correlation and regression analysis in pursuance with the stated objectives.

The results indicate that majority of the respondents were in the middle age group were female, married and college graduates. More than half of the respondents had permanent positions and belonged to the low salary grade bracket with relatively small number of years in the government service. The respondents perceived the strategic human resource management and local governance performance in the City Government of Imus, Cavite as good. The findings also revealed that there was a significant positive relationship between the strategic human resource management variables and perceptual measures of local governance performance in the City Government of Imus, Cavite. It is evident that the strategic human resource management can significantly contribute to the local governance performance and therefore, it implies that the City Government of Imus, Cavite should sustain its human resource management system and good governance which has a significant contribution to its overall local governance performance and they should pay more attention to compensation and benefits, employment, career management and ethics/standards of conduct to further improve their local governance performance. In addition, this study also provides several recommendations that could be beneficial for future research which could strengthen the results of study.

Keywords: Strategic Human Resource Management, Local Governance Performance, and City Government of Imus

1. Introduction

Governments have been under pressure to respond to the demands from their citizens and to the increasing complexity and change in their global environments. The response to these demands has taken the form of programs of administrative transformation, reform and development. Movements towards development in the area of public administration and governance systems and institutions have emerged in all corners of the globe.

Developing an effective human resource system that is compatible with organizational strategy is critical for the functioning and success of an organization. Indeed, the increasing complexity of contemporary life has elevated the importance of shedding traditional beliefs that were concerns of personnel managers and to shape new mindsets, proactive attitudes and professional identities, orientations that have placed greater emphasis on the utilization of human resources (Wei, 2006).

Strategic Human Resource Management (SHRM) addresses broad organizational issues relating to changes in structure and culture, organizational effectiveness and performance, matching resources to future requirements, the development of distinctive capabilities, knowledge management, and the management of change. It is concerned with both human capital requirements and the development of process capabilities, that is, the ability to get things done effectively. Overall, it deals with any major people issues that affect or are affected by the strategic plans of the organization (Armstrong, 2006).

Furthermore, Strategic Human Resource Management (SHRM) is characterized by increasing globalization, greater organizational complexity, market competitiveness and cutting-edge information communication technology (Inyang, 2010). SHRM enhances productivity and the effectiveness of organizations. Its implementation has proven that when organizations employ such practices, these would build up its capacity to achieve goals and objectives. With SHRM, resources (people or workforce) are utilized to achieve goals and all managers at every level must concern themselves with HRM by identifying the functions that should be highly considered and the external factors that would affect it ranging from legal considerations, the labor market, society unions, shareholders, technology, or economy (Mondy, 2010).

According to Osoro (2014), Strategic Human Resource (HR) as seen through the Philippine Government perspective, is when HR processes are integrated and form part of the agency strategy. It is strategic when individual performance is linked to the achievement of organizational goals. Most importantly, it is strategic when there is a results-based performance monitoring system. In the Philippine context, this is in the form of the Performance-Based Incentive Scheme or the Performance-Based Bonus, also widely known as the PBB. Over the years, human resource management (HRM) has shifted from its “traditional, micro-focused role” to a “macro-strategic paradigm in which individual HR functions such as selection, training, compensation, and performance appraisal are aligned not only with the organizational strategy but also with one another”.

The Philippines is one of the signatories in the ASEAN Economic Community (AEC) Blueprint, which means the country, along with other ASEAN Member States (AMS),

should be open to zero import duties for ASEAN products and services by 2015. AEC, by 2015, aims to create a single market and production base by ensuring a free flow of goods, services, investment, capital and skilled labor. AMS nationals, meanwhile, should be able to work anywhere in the region without a work permit. The Integration is expected to boost investments, job creation and incomes in the region. While the ASEAN Integration is expected to level the playing field among industries in the region, it is also expected that Philippine firms should brace for an intense competition with their ASEAN counterparts. An intense competition will, therefore, raise the bar for innovation, quality and productivity, which will enable businesses to compete head on with other players. Correspondingly, the Civil Service Commisision envisions being Asia's leading center of excellence for Strategic Human Resource (HR) and Organizational Development (OD) in 2030 (Association of South East Asian Nations, 2008).

While local government is the essential institutional building block for local governance, the wider governance sphere comprises a set of state and non-state institutions, mechanisms and processes, through which public goods and services are delivered to citizens and through which citizens can articulate their interests and needs, mediate their differences and exercise their rights and obligations. The concepts of local governance and decentralization, at times used interchangeably, are related but different concepts. Decentralization is primarily a national political, legislative, institutional and fiscal process. While local governance can be affected by decentralization processes, for example, if local governments are expected to provide services formerly offered through national organizations, it may or may not be accompanied by decentralization, representative or participatory democratic processes, transparency, accountability or other defining characteristics of 'good' local governance (Wilde et al., 2009).

The City Government of Imus is committed to innovation, transparency and efficient communication between the government and the community. It aims to impart information and establish a well-organized system for the people. The City of Imus is fast emerging as a major urban center in the province. Urbanized, yet still countrified in its landscapes, Imus faces a myriad of problems inherent to its growth, traffic, education, health services, cooperative development, housing, peace and order, business/entrepreneurship, youth and sports, infrastructure and ecology and environment. Economic and social dilemmas are often associated with increased urbanization (City Government of Imus, 2014). In line with this, the researchers investigated the empirical relationship between the strategic human resource management and local governance performance in the City Government of Imus, Cavite.

2. Objectives

The main objective of this study was to accomplish an empericiacal investigation on the relationship between the strategic human resource management and local governance performance in the City Government of Imus, Cavite.

Specifically, it sought to achieve the following objectives:

1. To determine the socio-demographic profile of the respondents in terms of age, gender, civil status, highest educational attainment, salary grade, status of appointment, and length of service in the government;
2. To ascertain the perception of the respondents on strategic human resource management in the City Government of Imus, Cavite in terms of compensation and benefits, employment, career management, good governance, human resource management system and ethics/standards of conduct;
3. To measure the local governance performance in the City Government of Imus, Cavite as perceived by the respondents, in terms of governance, administration, social services, economic development and environmental management; and
4. To investigate the relationship between the strategic human resource management and local governance performance in the City Government of Imus.

3. Review of Literature

ASEAN member countries are moving towards achieving the ASEAN Economic Community (AEC) with the timeline set at 2015. It is, therefore, important for policymakers in the region to sustain the momentum or perhaps even accelerate the pace towards establishing the AEC. Policy measures are being implemented based on the AEC Blueprint agreed upon in 2007. However, progress among the ASEAN member countries in meeting their commitments has been uneven (Balboa et al., 2010).

Strategic Human Resource Management (SHRM) has thoroughly been a subject of discussion in both academic and business circles, for the past decades now. For what has started as just a plain employee or worker function being addressed by most organizations, today in the presence of advanced technology, innovation and globalization in world economics, the importance of the workforce has turned out to be not just as a minor but one of the major items for consideration. There is a realization, that human resource capital is one of the most important elements to be considered to enable companies to gain advantage over all other organizations. SHRM practices are practiced in some organizations and it implies a favorable willingness by management of 30 Filipino firms to protect the welfare of its workforce (Nierras, 2012).

According to Darwish (2013), SHRM researchers have examined the impacts of HR practices as bundles or synergies of the entirety of HR practices on organizational performance, whilst traditional HRM has focused only on the impact of individual practices on employee performance. The logic behind SHRM theory is that the HR system is the appropriate level of analysis when researchers seek to examine the effect on firm-level performance (Delaney and Huselid, 1996). In addition, HR, as systems or bundles, must generate greater effects than the individual human resource practices, simply because the whole is greater than the sum of its parts and, as suggested by Barney (1995), individual HR practices in isolation are limited in their ability to gain a competitive advantage.

Green et al. (2006) reported that organizations that vertically aligned and horizontally integrated HR function and practices performed better and produced more committed and satisfied HR function than employees who exhibited improved individual and organizational performance. Tessemer and Soeters (2006) examined how, when and to what extent HR practices affect performance in Eritrea, Africa's youngest and poorest

country. They reported that successful implementation of HR practices could enhance individual and civil service organization of Eritrea, but the economic and political environment within which HR practices operate are not conducive. Their study tried to shed some light on the HRM-performance debate within the context of a developing country.

Dimba and K'Obonyo (2009) investigated the nature of the effect of SHRM practices on organizational performance. The study sought to determine whether the effect of human resource management practices on organizational performance is direct or indirect through employee motivation and whether employee cultural orientations moderate the relationship between strategic human resource practices and employee motivation. 50 multinational manufacturing companies in Kenya were sampled. One HR manager, 2 line managers and 3 employees from each organization were chosen for the survey. The study adopted the measures developed by Hofstede and Huslid. Using regression analysis, the results indicate that all the variables of SHRM practices, except recruitment and election were positive and significantly correlated with performance; relationship between SHRM practices and firm motivation did not depend on employee cultural orientations when cultural values were considered; motivation mediated the relationship between SHRM practices and firm performance and motivation affected firm performance.

The International Civil Service Commission (ICSC), adopted in 2000, is a Framework for Human Resources Management. It was developed by members of ICSC and its secretariat, representatives of the organizations of the United Nations common system and representatives of the staff. The Framework provides the organizations with a holistic conceptual base from which to take action in one or more areas of human resources management reform. As such, it can be used to form the basis of the organizations' future work on human resources policies and procedures. Human resources management strategies include six (6) major components such as Compensation and Benefits, Employment, Career Management, Good Governance, Human Resource Management System and Ethics/Standards of Conduct (Amor, 2001).

The Local Governance Performance Management System (LGPMS) was created by the Department of the Interior and Local Government (DILG), through the Bureau of Local Government Supervision and DILG Regional Offices, Philippines. At the local level, LGPMS results can help to identify priority performance areas, determining priority service areas and taking action. LGPMS has five (5) performance indicators and seventeen (17) service areas including: 1) governance in terms of local legislation, transparency and participation; 2) administration in terms of development planning, revenue generation, resource allocation and utilization, financial accountability, customer services and human resource management and development; 3) social services in terms of health and nutrition, education, housing and basic utilities and peace, security and disaster risk management; 4) economic development in terms of agriculture and fisheries development and entrepreneurship, business & industry promotion; and 5) environmental management in terms of natural resources management and waste management and pollution control (Wilde et al., 2009).

Furthermore, during the Third Regional Competitiveness Summit, over 1,000 delegates from local government units, national government agencies and private sector gathered

at the PICC Reception Hall on July 16, 2015 to witness the announcement of the Most Competitive Cities, Municipalities and Provinces in the. The Overall Most Competitive Cities under the Component Cities Category are Imus, Cavite in the third place, San Fernando Pampanga in the second and Naga, Camarines Sur in the first place (National Competitiveness Council, 2015).

The City Government of Imus is being led by Mayor Emmanuel Leonardo Maliksi who manifests the impression of a charismatic leader and a servant to the people through his service and advocacies. His ascend to politics is highly regarded to his intelligence, patriotism, zeal for service, passion for excellence and love of God (<http://imus.gov.ph/city-officials/>). The City Government of Imus is effectively guided by an Eight Point Agenda focused in bringing back progress to the City and be one of Cavite's finest. The Eight Point Agenda includes: 1) Peace, Order and Good Governance; 2) Livelihood, Business and Housing; 3) Knowledge, Education and Sports; 4) Health; 5) Environment, Cleanliness and New Infrastructures; 6) Nature, Agriculture and Natural Resources; 7) Culture, History and Tourism; and 8) Empowerment of Various Sectors. In terms of population and industrialization, Imus is one of the fastest growing cities in the province of Cavite. The City of Imus has a total of 5,314.60 hectares with a population of 343,512 including 165,434 males and 178,078 females. It has a population growth density of 64.65. The productive population belonging to the working age group of 15-64 comprise of 242,919. In 2013, a total of 195,817 or 80.6 percent were employed and 47,102 or 19.4 percent were unemployed. In 2020, the projected population is 465,285 and projected unemployed population is 61,092 (City Planning and Development Office, 2014).

As this trend continues in the City of Imus, it has become an imperative for the local government unit to place a special concern on the delivery of social welfare services and projects that will alleviate the plight of marginalized sectors in the city especially street children, abandoned children and orphans, battered women, disabled citizens and other distressed families (City Government of Imus, 2014).

4. Conceptual Framework

The concept of strategic human resource management has played a key role in management research and practice for the last three decades (Boxall & Purcell, 2011). The study investigated the relationship between strategic human resource management and local governance performance. To enhance the framework of this endeavor, the research model of the study was presented to conceptualize its core (Figure 1).

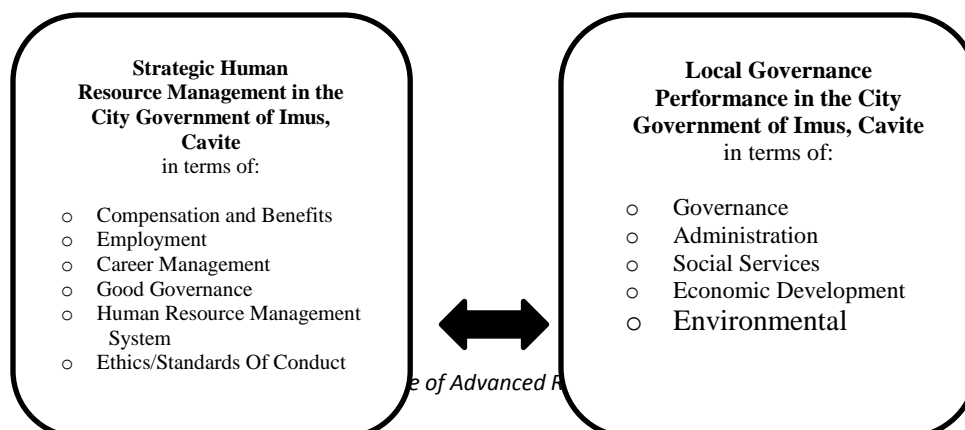


Figure 1: Conceptual model of Strategic Human Resource Management and Local Governance Performance in the City Government of Imus, Cavite: An Emperical Investigation

5. Materials and Methods

The research was conducted at the City Government of Imus, Cavite. A total of 200 personnel-respondents were involved in this research.

The researchers used the descriptive method in this study to obtain data that would help determine the respondent's socio-demographic profile, perceived strategic human resource management and local governance performance in the City Government of Imus, Cavite. Furthermore, the general knowledge that this particular method of research can produce is rich data that could lead to important recommendations for the City Government of Imus, Cavite.

A questionnaire was prepared to gather data. The first part of the questionnaire focused on data related to the socio-demographic profile including age, gender, civil status, highest educational attainment, status of appointment, salary grade and length of service in the government. The second part was the survey lists of the core elements of Strategic Human Resource Management in the City Government of Imus. The six (6) major components of human resource management strategies based on the International Civil Service Commission's Framework include Compensation and Benefits, Employment, Career Management, Good Governance, Human Resource Management System and Ethics/Standards of Conduct. The third part was the evaluation on the Local Governance Performance in the City Government of Imus. This section used five (5) performance indicators with 17 service areas based on the UNDP's Guide to Measuring Local Governance/DILG's Local Governance PMS (Philippines).

A five-point response scale was used for each statement concerned with the strategic human resource management and local governance performance in the City Government of Imus, Cavite. Statistical tools such as frequency count, range, percentage and mean were also used in analyzing the data. Pearson product-moment correlation and regression analysis were used to investigate the relationship between the strategic human resource management and local governance performance in the City Government of Imus.

To find out if there is a significant relationship between the strategic human resource management and local governance performance in the City Government of Imus, Pearson Product-Moment Correlation Coefficient or "Pearson's r " was used. It is an interval/ratio measure of association indicating the existence, degree and or direction of relationship between variables. It is symbolized as " r " (Birion & de Jose, 2000). The confidence level of $= 0.05$ was the basis for determining the significant outcomes.

The regression analysis was used to determine the degree of contribution of exogenous variables such as compensation and benefits, employment, career management, good governance, human resource management system and ethics/standards of conduct on the local governance performance.

6. Results and Discussions

Table 1 summarizes the socio-demographic profile of the respondents. The table shows that majority (29%) of the respondents were 31-40 years old. Also, more than half of the respondents were female and married, both having a percentage of 55. As for the highest educational attainment, they were mostly college graduates (47 percent). Additionally, most of the respondents (53 percent) had permanent positions with salary grade and length of government service ranging from 1-10 with a percentage of 68.5 and 59.5, respectively.

Table 1. Socio-demographic profile of the respondents

SOCIO-DEMOGRAPHIC PROFILE		FREQUENCY (n=200)	PERCENTAGE (%)
Age (in years)	20 and below	4	2.0
	21-30	50	25.0
	31-40	58	29.0
	41-50	53	26.5
	51-60	29	14.5
	61 and above	6	3.0
Gender	Male	90	45.0
	Female	110	55.0
Civil Status	Single	75	37.5
	Married	110	55.0
	Widow/er	8	4.0
	Separated	7	3.5
Highest Educational Attainment	High school level	5	2.5
	High school graduate	25	12.5
	College level	53	26.5
	Vocational graduate	12	6.0
	College graduate	94	47.0
	MS/MA level	7	3.5
	MS/MA graduate	3	1.5
	PHD/EdD level	0	0.0
Status of Appointment	PHD/EdD graduate	1	0.5
	Permanent	106	53.0
	Temporary	9	4.5
	Casual	53	26.5
Salary Grade	Job Order	32	16.0
	1-10	137	68.5

	11-20	51	25.5
	21-30	12	6.0
Length of Service (in years)	1-10	119	59.5
	11-20	52	26.0
	21-30	20	10.0
	31-40	9	4.5

Table 2 shows the perception of the respondents on strategic human resource management in the City Government of Imus, Cavite. The table suggests that most of the respondents perceived that the strategic human resource management in terms of ethics/ standards of conduct (mean= 3.60, SD=0.788) in the City Government of Imus was good. Similarly, other variables including good governance, career management, human resource management system and employment were all rated as good.

On the other hand, the respondents rated compensation and benefits (mean=3.30, SD=0.929) as fair. This can be attributed to their salary since most of the respondents belonged to the low salary grade bracket of 1 to 10. In the Salary Standardization Rates for Philippine Government Employees, Salary Grades 1 to 10 receives a compensation of P9,000.00 to P17,225.00 per month.

Overall, the strategic human resource management in the City Government of Imus, Cavite was rated by the respondents as good. According to Nierras (2012), there is a realization that human resource capital is one of the most important elements to be considered to enable companies to gain advantage over all other organizations. Furthermore, the findings is in conformity to his study which revealed that SHRM are practiced in some organizations and it implies a favorable willingness by management of the 30 Filipino firms to protect the welfare of its workforce.

Table 2: Strategic human resource management in the City Government of Imus, Cavite

	STRATEGIC HUMAN RESOURCE MANAGEMENT	MEAN	STANDARD DEVIATION	VERBAL INTERPRETATION
1	Compensation and Benefits	3.30	0.929	Fair
2	Employment	3.44	0.816	Good
3	Career Management	3.53	0.780	Good
4	Good Governance	3.56	0.730	Good
5	Human Resource Management System	3.45	0.806	Good
6	Ethic/Standards of Conduct	3.60	0.788	Good
	Grand Mean	3.48		Good

Legend: Scale for interpreting the computed mean:

4.50 – 5.00 = Very Good

Asia Pacific Institute of Advanced Research (APIAR)

3.50 – 4.49 = Good
2.50 – 3.49 = Fair
1.50 – 2.49 = Poor
1.00 – 1.49 = Very Poor

Table 3 shows the Local Governance Performance in the City Government of Imus. Among the performance indicators of the local governance performance, the social services had the highest mean rating of 3.76. This was followed by environmental management (3.74), economic development (3.73), governance (3.64) and administration (3.63).

The result concurs that, as the trend continues in the City of Imus, it has become an imperative for the local government unit to place a special concern on the delivery of social welfare services and projects that will alleviate the plight of marginalized sectors in the city especially street children, abandoned children and orphans, battered women, disabled citizens and other distressed families (City Government of Imus, 2014).

Over-all, the Local Governance Performance in the City Government of Imus was rated by the respondents as good. This conforms to the 2015 Cities and Municipalities Competitive Index conducted by the National Competitiveness Council which recognized Imus City, Cavite as Third Place in the Overall Most Competitive Cities in the component cities category.

Table 3: Local Governance Performance in the City Government of Imus City, Cavite

	LOCAL GOVERNANCE PERFORMANCE	MEAN	STANDARD DEVIATION	VERBAL INTERPRETATION
1	Governance	3.64	0.777	Good
2	Administration	3.63	0.783	Good
3	Social Services	3.76	0.703	Good
4	Economic Development	3.73	0.791	Good
5	Environmental Management	3.74	0.724	Good
	Grand Mean	3.70		Good

Legend: Scale for interpreting the computed mean:

4.50 – 5.00 = Very Good
3.50 – 4.49 = Good
2.50 – 3.49 = Fair
1.50 – 2.49 = Poor
1.00 – 1.49 = Very Poor

A Pearson product-moment correlation coefficient was computed to assess the relationship between the respondents' perception on strategic human resource management and local governance performance.

Table 4 illustrates the correlation between the perceived Strategic Human Resource Management (SHRM) variables and Local Governance Performance in terms of governance. It indicates that the strength of association between the variables namely; Compensation & Benefits ($r = .600$), Employment ($r = .640$), Career Management ($r = 0.642$), Good Governance (0.719) and HRM System (0.707) are high ($r = 0.562$), and that the correlation coefficient of SHRM variables has a highly significant difference from zero ($P < 0.001$). It shows a strong positive relationship between strategic human resource management and governance.

Table 4: Relationship between Strategic Human Resource Management and Local Governance Performance in terms of Governance

	Strategic Human Resource Management	r	Sig.	Result	Relationship
1	Compensation and Benefits	0.600	0.001	Significant	Positive
2	Employment	0.640	0.001	Significant	Positive
3	Career Management	0.642	0.001	Significant	Positive
4	Good Governance	0.719	0.001	Significant	Positive
5	Human Resource Management System	0.707	0.001	Significant	Positive
6	Ethic/standards of Conduct	0.562	0.001	Significant	Positive

Table 5 illustrates the correlation between the perceived Strategic Human Resource Management (SHRM) and Local Governance Performance in terms of administration. It indicates that the strength of association between the variables namely; Compensation & Benefits ($r = .646$), Employment ($r = .718$), Career Management ($r = 0.701$), Good Governance (0.753) and HRM System (0.723) are high ($r = 0.600$) and that the correlation coefficient of SHRM variables has a highly significant difference from zero ($P < 0.001$). It shows a strong positive relationship between strategic human resource management and administration.

Table 5. Relationship between Strategic Human Resource Management and Local Governance Performance in terms of Administration

	Strategic Human Resource Management	r	Sig.	Result	Relationship
1	Compensation & Benefits	0.646	0.001	Significant	Positive
2	Employment	0.718	0.001	Significant	Positive
3	Career Management	0.701	0.001	Significant	Positive
4	Good Governance	0.753	0.001	Significant	Positive
5	Human Resource Management System	0.723	0.001	Significant	Positive

6	Ethic/standards of Conduct	0.652	0.001	Significant	Positive
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Table 6 illustrates the correlation between the perceived Strategic Human Resource Management (SHRM) and Local Governance Performance in terms of social services. It indicates that the strength of association between the variables namely; Compensation & Benefits ($r = .487$), Employment ($r = 0.646$), Career Management ($r = 0.621$), Good Governance (0.682) and HRM System (0.655) are high ($r = 0.679$), and that the correlation coefficient of SHRM variables has a highly significant difference from zero ($P < 0.001$). It shows a strong positive relationship between strategic human resource management and social services.

Table 6: Relationship between Strategic Human Resource Management and Local Governance Performance in terms of Social Services

	Strategic Human Resource Management	r	Sig.	Result	Result
1	Compensation & Benefits	0.487	0.001	Significant	Positive
2	Employment	0.646	0.001	Significant	Positive
3	Career Management	0.621	0.001	Significant	Positive
4	Good Governance	0.682	0.001	Significant	Positive
5	Human Resource Management System	0.655	0.001	Significant	Positive
6	Ethic/standards of Conduct	0.679	0.001	Significant	Positive

Table 7 illustrates the correlation between perceived Strategic Human Resource Management (SHRM) and Local Governance Performance in terms of economic development. It indicates that the strength of association between the variables namely; Compensation & Benefits ($r = 0.448$), Employment ($r = 0.569$), Career Management ($r = 0.549$), Good Governance (0.597) and HRM System (0.639) are high ($r = 0.617$), and that the correlation coefficient of SHRM variables has a highly significant difference from zero ($P < 0.001$). It shows a strong positive relationship between strategic human resource management and economic development.

Table 7: Relationship between Strategic Human Resource Management and Local Governance Performance in terms of Economic Development

	Strategic Human Resource Management	r	Sig.	Result	Result
1	Compensation & Benefits	0.448	0.001	Significant	Positive
2	Employment	0.569	0.001	Significant	Positive
3	Career Management	0.549	0.001	Significant	Positive
4	Good Governance	0.597	0.001	Significant	Positive
5	Human Resource Management	0.639	0.001	Significant	Positive

System					
6	Ethic/standards of Conduct	0.617	0.001	Significant	Positive

Table 8 illustrates the correlation between the perceived Strategic Human Resource Management (SHRM) and Local Governance Performance in terms of environmental management. It indicates that the strength of association between the variables namely; Compensation & Benefits ($r = 0.446$), Employment ($r = 0.576$), Career Management ($r = 0.560$), Good Governance ($r = 0.650$) and HRM System ($r = 0.685$) are high ($r = 0.648$), and that the correlation coefficient of SHRM variables has a highly significant difference from zero ($P < 0.001$). It shows a strong positive relationship between strategic human resource management and environmental management.

Table 8. Relationship between Strategic Human Resource Management and Local Governance Performance in terms of Environmental Management

	Strategic Human Resource Management	r	Sig.	Result	Result
1	Compensation & Benefits	0.446	0.001	Significant	Positive
2	Employment	0.576	0.001	Significant	Positive
3	Career Management	0.560	0.001	Significant	Positive
4	Good Governance	0.650	0.001	Significant	Positive
5	Human Resource Management System	0.685	0.001	Significant	Positive
6	Ethic/standards of Conduct	0.648	0.001	Significant	Positive

Overall, there was a strong positive correlation between the perceived Strategic Human Resource Management and Local Governance Performance in the City Government of Imus, Cavite. This suggests that improvement in Strategic Human Resource Management was correlated with the increases in the ratings of Local Governance Performance (Table 9).

Table 9: Relationship between the Strategic Human Resource Management and Local Governance Performance in the City Government of Imus

	STRATEGIC HUMAN RESOURCE MANAGEMENT	r	Sig.	Result	Relationship
1	Compensation & Benefits	0.580	0.001	Significant	Positive
2	Employment	0.693	0.001	Significant	Positive
3	Career Management	0.677	0.001	Significant	Positive
4	Good Governance	0.748	0.001	Significant	Positive
5	Human Resource Management System	0.750	0.001	Significant	Positive

6	Ethics/standards of Conduct	0.693	0.001	Significant	Positive
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Table 10 shows the regression results on Local Governanace Performance. The regression analysis was used to determine the degree of contribution of exogenous variables such as compensation and benefits, employment, career management, good governance, human resource management system and ethics/standards of conduct on the local governance performance.

Table 10: Regression results on local governance performance

VARIABLES	COEFFICIEN TS	STANDA RD ERROR	T- STATISTICS	SIGNIFICAN CE
(Constant)	1.0816	0.1552	6.9681	0.0000
1. Compensation and Benefits	0.0395	0.0613	0.6452	0.5195
2. Employment	0.0338	0.0957	0.3526	0.7248
3. Career Management	-0.1199	0.1121	-1.0698	0.2861
4. Good Governance	0.3757	0.1197	3.1390	0.0020***
5. Human Resource Management System	0.2904	0.0743	3.9075	0.0001***
6. Ethics/Standards Of Conduct	0.1277	0.0739	1.7285	0.0855
R-squared	0.6226		F-statistic	53.0658
Adjusted R-squared	0.6109		Prob(F-statistic)	0.0000
S.E. of regression	0.4286		Durbin-Watson stat	1.5996

Note: *** 1% significance level, ** 5% significance level

The results show a strong positive relationship of strategic human resource management in terms of good governance and human resource management system on the local governance performance. Statistically, strategic human resource management in terms of compensation and benefits, career management and employment has no significant relationship with the local governance performance. The findings further indicate that the government's compensation and benefits, career management, and employment strategy have no significant effect on the local governance performance. However, a positive relationship between strategic human resource management in terms of ethics/standards of conduct and local governance performance has been observed in the study only at a 10% significance level.

The F-statistic value 53.0658 with p-value of 0.00001 means that generally government performance was significantly related to strategic Human resource Management at one percent level with R squared value of 0.6226. It shows that the null hypothesis that there

is no significant relationship between Strategic Human resource management and Government performance is rejected.

7. Summary and Conclusion

Based on the results, majority of the respondents were in the middle age group, were female, married and college graduates. More than half of the respondents had permanent positions and belonged to the low salary grade bracket with relatively small number of years in the government service.

The respondents perceived the strategic human resource management and local governance performance in the City Government of Imus, Cavite as good. The findings also revealed that there was a significant positive relationship between the strategic human resource management variables and perceptual measures of local governance performance in the City Government of Imus, Cavite. It is evident that the strategic human resource management can significantly contribute to the local governance performance and therefore, it implies that the City Government of Imus, Cavite should sustain its human resource management system and good governance which has a significant contribution to its overall local governance performance and they should pay more attention to compensation and benefits, employment, career management and ethics/standards of conduct to further improve their local governance performance.

8. Implications and Recommendations

This study has shown the importance of strategic human resource management to local governance performance, although, it does have its limitations. Firstly, this study has been conducted in one local government unit and was limited to Imus City. Hence, the findings and conclusions drawn from this research are representative of the Imus City context only. It is recommended in future to include other cities in this research. In addition, a comparison of other Strategic Human Resource Management and Local Governance Performance indicators can also provide a greater insight towards the sustainability of a local government unit. In addition, this study only includes the views or perceptions of personnel. Therefore, it is recommended that researchers include the perceptions and views of City Government Officials in order to provide a more holistic view of this study. Lastly, this study recommends further research to incorporate other moderating variables.

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Appendix

Appendix A. Sample Questionnaire

STRATEGIC HUMAN RESOURCE MANAGEMENT IN THE CITY GOVERNMENT OF IMUS, CAVITE: IMPLICATION TO LOCAL GOVERNANCE PERFORMANCE

Dear Respondents,

The research study is an endeavor to assess the Strategic Human Resource Management in the City Government of Imus, Cavite and its Implication to Local Governance Performance. Please spare a few minutes from your valuable schedule to share your own perspective.

Rest assured that whatever information you will supply in this study will be treated with strict confidentiality. Your cooperation will be of great help for the completion of this research.

Instructions:

- Please use a **blue or black pen** to complete the survey.
- Please **write your answer/s** on the space provided for each item
- Please put a **check (/)** on the box corresponding to your answer.

I. SOCIO-DEMOGRAPHIC PROFILE

1. Name: (optional) _____

2. Age (as of last birthday): 20 years old and below ☐
 21-30 years old ☐
 31-40 years old ☐
 41-50 years old ☐
 51-60 years old ☐
 61 years old and above ☐

3. Gender: Male ☐ Female ☐

4. Civil Status: Single ☐ Married ☐ Widow/er ☐ Separated ☐

5. Highest educational attainment:

<input type="checkbox"/> Elementary level	<input type="checkbox"/> College graduate
<input type="checkbox"/> Elementary graduate	<input type="checkbox"/> MS/MPhil level
<input type="checkbox"/> High school level	<input type="checkbox"/> MS/MPhil graduate
<input type="checkbox"/> High school graduate	<input type="checkbox"/> PhD level
<input type="checkbox"/> College level	<input type="checkbox"/> PhD/EdD graduate
<input type="checkbox"/> Vocational Graduate	

6. Job Title: _____

7. Status of appointment: Permanent ☐ Temporary ☐ Trial ☐ Junior ☐

8. Salary Grade: 1-10 ☐
 11-20 ☐
 21-30 ☐

9. Length of Service in the Government: ☐ years and below
 11-20 years ☐
 21-30 years ☐
 31-40 years ☐
 41 years and above ☐

II. ASSESSMENT ON THE STRATEGIC HUMAN RESOURCE MANAGEMENT IN THE CITY GOVERNMENT OF IMUS, CAVITE

This section of the survey lists a series of core elements of Strategic Human Resource Management in the City Government of Imus. The six(6) major components of Human Resource Management Strategies based on the International Civil Service Commission's Framework include Compensation and Benefits, Employment, Career Management, Good Governance, Human Resource Management System and Ethics/Standards of Conduct.

Direction: For each statement, please indicate your response by putting a **check (/) mark** on the column that corresponds to the scale that best describes your opinion. Please take your time in answering all the items and consider each statement carefully using the following rating scale: **Strongly Agree (SA); Agree (A); Neither Agree nor Disagree (N); Disagree (D) and Strongly Disagree (SD).**

COMPENSATION AND BENEFITS IN THE CITY GOVERNMENT OF IMUS	SA	A	N	D	SD
A. COMPENSATION BENEFITS SYSTEM	(5)	(4)	(3)	(2)	(1)
1. Compensation and benefits are competitive to attract and retain personnel.					
2. It provides financial rewards/incentives that recognize individual and team contributions to organizational objectives for them to excel in the workplace.					
3. Provides opportunities for financial advancement of personnel.					
4. Rewards the personnel in a competitive and equitable manner and based on merit, competence, responsibility and accountability.					
5. Designed to motivate and encourage personnel to develop skills and competencies and provide opportunities for career advancement.					
6. Flexible, transparent, and administratively simple.					
EMPLOYMENT IN THE CITY GOVERNMENT OF IMUS	SA	A	N	D	SD
A. RECRUITMENT AND RETENTION	(5)	(4)	(3)	(2)	(1)
1. Recruitment and retention are based on plans and strategies aligned with the organizational goals and objectives.					
2. Use reliable assessment tools to select the personnel that meet the highest standards of efficiency, competence and integrity.					
3. Ensure that personnel/candidates are provided with information about the civil service, standards of conduct, mission, values and career prospects.					
4. Candidates/pools of civil servants provide a source of filling vacancies.					
5. Swift, transparent and free from discrimination and inappropriate influence.					
B. CONTRACTUAL ARRANGEMENTS (CONTRACT/APPOINTMENTS)	(5)	(4)	(3)	(2)	(1)
1. Contractual arrangements are flexible so as to respond to organizational needs.					
2. For those with a career in the civil service, contractual arrangements are compatible across organizations in the area of compensation and benefits to facilitate inter-organizational mobility.					
3. For those without a career in the civil service, contractual arrangements recognize the need for compensation equity.					
4. Contractual arrangements covering all types of appointments are the tools used by the organization to employ personnel on a short-, medium- and long-term basis.					
C. PERSONNEL'S WELL-BEING	(5)	(4)	(3)	(2)	(1)
1. Policies in the City Government of Imus enhance the quality of work and life, attract and retain personnel.					
2. Personnel's well-being weighs heavily in decisions to make moves.					
3. It contributes to morale and ensures equitable treatment of personnel.					
4. Occupational health, safety and medical programmes are provided for environmental safety and overall protection to safeguard the physical and psychological well-being of personnel.					
5. It ensures that government provide for the legal protection of personnel.					

6. As an employer of choice, it provides for a balance between work and family needs through programmes that take into account contemporary approaches.					
CAREER MANAGEMENT IN THE CITY GOVERNMENT OF IMUS	SA	A	N	D	SD
A. PERSONNEL DEVELOPMENT AND TRAINING	(5)	(4)	(3)	(2)	(1)
1. The personnel is empowered, with the support of the organization, to plan, organize and pursue a career in an enabling environment.					
2. Provides more opportunities and broadened horizons for career management involving either upward or lateral moves both within and across organizations.					
3. Consistent with the organization's goals and needs.					
4. Identify and develop talent in order to build a high performing, motivated and flexible workforce.					
5. Take into account personnel's career plans, performance and achievements to maximize their contribution to the organization.					
B. MOBILITY	(5)	(4)	(3)	(2)	(1)
1. Mobility or movement of personnel within the common system increases personnel's versatility, provides additional career opportunities and development.					
2. Strengthens a common system culture and offers personnel with opportunities to enrich their experience.					
3. Includes movement within and across organizations and policies directly influence the willingness of personnel to relocate.					
C. PERFORMANCE MANAGEMENT	(5)	(4)	(3)	(2)	(1)
1. Performance Management provides an integrated system to maximize performance at the individual, team, unit and organizational levels to motivate and develop staff.					
2. Identifies performance expectations that are tied to the organization's goals and objectives and ensure that personnel can fully develop & utilize their capabilities.					
3. Provides for the recognition of performance as an important tool for improving productivity and morale at all levels.					
4. Employs assessment tools which can be readily understood, easily communicated and consistent with the organization's goals.					
5. Provides for a dialogue and employ the concept of continuing feedback on performance.					
6. Includes monetary and non-monetary awards that are based on a transparent and widely disseminated policy.					

GOOD GOVERNANCE IN THE CITY GOVERNMENT OF IMUS	SA	A	N	D	SD
A. MANAGEMENT STYLE	(5)	(4)	(3)	(2)	(1)
1. The management style provides leadership that upholds the values and creates commitment to the organization.					
2. Builds the capacity for improved productivity and creates an environment that brings out the best and recognizes the value of multiculturalism.					
3. Creates a work environment that promotes communication and cooperation, and engenders working methods that are efficient, effective, fair and transparent.					
4. Empowers the personnel to participate in decisions affecting the organization.					
5. Engages in continual learning and apply techniques to improve their own management skills to meet the challenges of a dynamic work environment.					
6. Demonstrates ethical values and build and maintain partnerships by gaining the trust and respect of those with whom they work.					
B. THE ROLE OF PERSONNEL REPRESENTATIVES	(5)	(4)	(3)	(2)	(1)
1. The City Government of Imus recognizes the legitimate role of personnel representatives in representing the views of personnel on all matters relating to personnel/human resources policies and practices.					
2. They ensure that personnel representatives are fully informed on matters affecting conditions of service and consulted on those related to personnel/human resources policies and practices.					
3. They also ensure that appropriate mechanisms are established to offer the opportunity for personnel representatives to participate in and influence decisions affecting personnel/human resources policies and practices.					
C. ADMINISTRATION OF JUSTICE	(5)	(4)	(3)	(2)	(1)
1. Guarantees due process and provides personnel with the means to raise grievances and appeal administrative decisions.					
2. Provides internal administrative procedures which respect due process so that the executive head may take decisions that are fair, equitable and consistent with law and statutes.					

3. The personnel have a right to effective defense, including representation in relevant internal processes.					
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HUMAN RESOURCE MANAGEMENT SYSTEM (HRMS) IN CITY GOVERNMENT OF IMUS	SA	A	N	D	SD
	(5)	(4)	(3)	(2)	(1)
1. The HRMS provides an integrated system for gathering and analysing workforce data and forecasting trends, as a basis for decision-making and policy development.					
2. HRIS Policies provide for ownership by human resources specialists of the design, development and maintenance of the system.					
3. It has a relevant, complete, compatible, valid and current information about the total workforce and its productivity					
4. It is an interface with the organization's planning, budgeting, finance and human capital functions.					
5. It keeps abreast of current technology.					

ETHICS/ STANDARDS OF CONDUCT IN THE CITY GOVERNMENT OF IMUS	SA	A	N	D	SD
	(5)	(4)	(3)	(2)	(1)
1. Standards for ethical conduct promote common values and define the behavior and performance expected of the civil servants.					
2. Ethics/Standards of Conduct are clear and reflected in the legal framework of the organization.					
3. The ethical standards are being brought to the attention of the personnel on a recurring basis.					
4. The Standards of Conduct are reinforced through management and human resource practices that are transparent.					
5. The Standards of Conduct state the personnel's rights and obligations when confronted with wrongdoing in relation to the organization.					
6. Ethics/Standards of Conduct are supported by effective procedures and mechanisms to ensure accountability.					

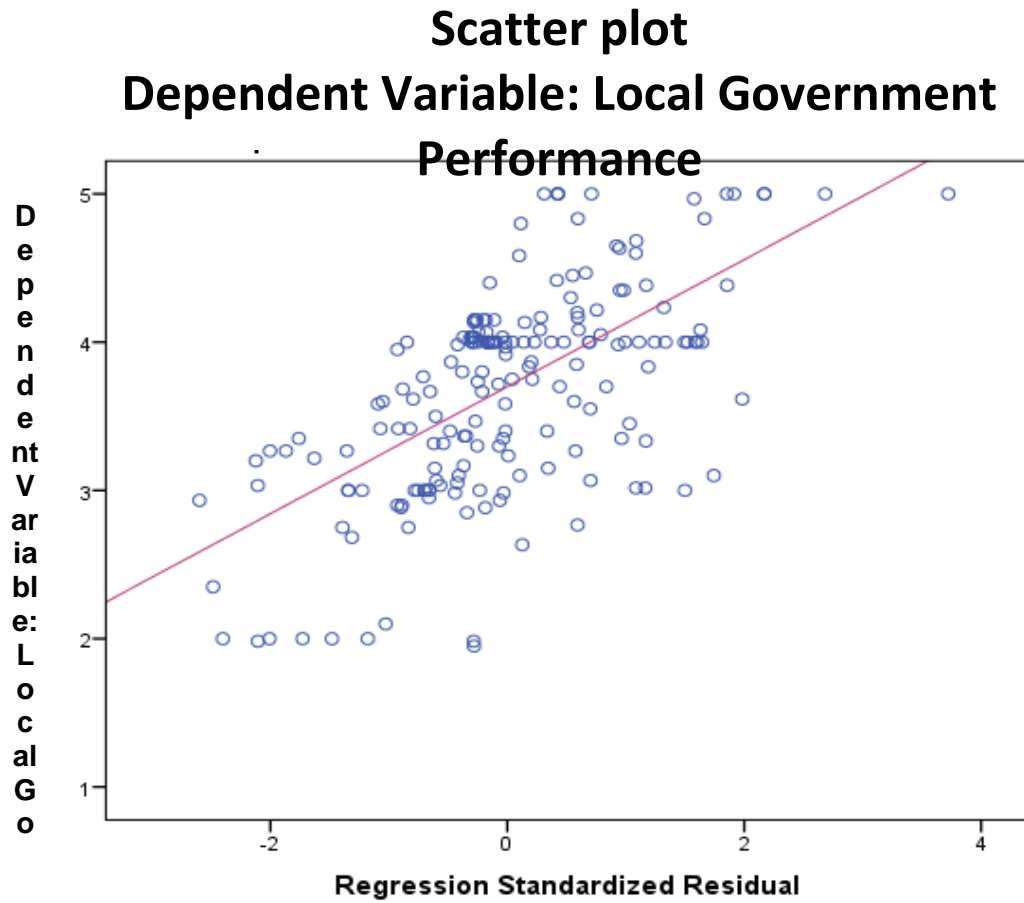
III. LOCAL GOVERNANCE PERFORMANCE IN THE CITY GOVERNMENT OF IMUS

Please put a check mark (/) on the box/es corresponding to your evaluation on the Local Governance Performance in the City Government of Imus. This section used five (5) performance indicators with 17 service areas based on the UNDP's Guide to Measuring Local Governance/DILG's Local Governance PMS (Philippines).

PERFORMANCE INDICATOR	SERVICE AREA	Excellent	Good	Fair	Poor	Very Poor
		(5)	(4)	(3)	(2)	(1)
Governance	1. Local Legislation					
	2. Transparency					
	3. Participation					
Administration	4. Development Planning					
	5. Revenue Generation					
	6. Resource Allocation and Utilization					
	7. Financial Accountability					
	8. Customer Services					
	9. Human Resource Management and Development					
Social Services	10. Health and Nutrition					
	11. Education					
	12. Housing and Basic Utilities					
	13. Peace, Security and Disaster Risk Management					
Economic Development	14. Agriculture and Fisheries Development					
	15. Entrepreneurship, Business & Industry Promotion					
Environmental Management	16. Natural Resources Management					
	17. Waste management and Pollution Control					

Thank you very much! Dr. Fenomeno

Appendix B. Scatter Plot for the Regression Analysis



Appendix C. Photos of City Government of Imus





City Government of Imus
Imus City, Cavite
Philippines