

Employee Perceptions on Human Resource Management Practices of the Local Government Unit of Kabayan, Benguet

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Abstract

This study examined the effectiveness of Human Resource Management (HRM) practices in the Local Government Unit of Kabayan, Benguet, and their relationship with sustainable local governance outcomes. Anchored on Strategic Human Resource Management, the study emphasized the alignment of HR practices with organizational goals, employee capability, accountability, and institutional performance. A quantitative descriptive-correlational research design was employed using a structured survey questionnaire adapted and contextualized from the PRIME-HRM framework and related HRM literature. The respondents were 130 regular, casual, and job order employees of the Local Government Unit of Kabayan, selected through total enumeration. Data were analyzed using weighted mean, variance, and Spearman's rho correlation coefficient. Findings showed that HRM practices were generally implemented, particularly in recruitment and selection, learning and development, performance management, rewards and recognition, employee engagement and relations, and HR systems and institutional support. However, areas needing improvement included digital HR systems, communication processes, training needs assessment, feedback mechanisms, policy consistency, and strategic HR planning. Sustainable local governance outcomes were also generally evident, including quality public service, transparency and accountability, employee motivation and integrity, organizational adaptability, long-term institutional stability, service quality improvement, and community participation and satisfaction. The study concluded that HRM practices have a significant relationship with sustainable local governance outcomes, indicating that effective HRM contributes to organizational performance, employee commitment, institutional stability, and responsiveness to community needs. The study supports SDG 16, SDG 8, SDG 9, and SDG 11 by addressing strong institutions, decent work, innovation in HR systems, and sustainable local communities. Its sustainability impact lies in strengthening institutional capacity, workforce development, public service delivery, accountability, and governance continuity in a rural local government setting.

Keywords: Accountability, Employee Development, Human Resource Management, Institutional Stability, Local Government Unit of Kabayan, Public Service Delivery, Strategic Human Resource Management, Sustainable Local Governance, Transparency

1. Introduction

Human Resource Management (HRM) is a vital component of public sector governance because government effectiveness depends not only on policies and leadership but also on the employees who implement programs and deliver services. In local government units, especially in rural municipalities such as Kabayan, Benguet, HRM practices influence employee competence, motivation, accountability, and institutional performance. This study examines the effectiveness of HRM practices in the Local Government Unit of Kabayan, Benguet, and their relationship with sustainable local governance outcomes.

1.1 Human Resource Management Practices and Public Sector Governance in the Local Government Unit of Kabayan, Benguet

Public sector institutions are expected to provide efficient, transparent, accountable, and responsive services. Although policies and leadership guide public institutions, governance effectiveness depends largely on the employees who carry out daily operations. HRM is therefore no longer viewed only as an administrative function but as an important factor in organizational performance, service delivery, workplace accountability, and institutional stability (Armstrong & Taylor, 2020; Dessler, 2020). The growing importance of HRM is supported by Strategic Human Resource Management (SHRM), which emphasizes the alignment of HR practices with organizational goals. Rather than focusing only on routine personnel tasks, SHRM promotes an integrated and performance-oriented approach to workforce management (Armstrong & Taylor,

2020; Kramar & Parry, 2014). In government institutions, this alignment helps strengthen employee productivity, organizational effectiveness, and long-term institutional development.

1.2 Related Literature on HRM Practices, Employee Capability, and Governance Outcomes

HRM practices strengthen organizational capability through recruitment and selection, learning and development, performance management, rewards and recognition, employee engagement and relations, and HR systems and institutional support. Recruitment and selection ensure workforce competence and organizational credibility through transparent and merit-based hiring (Dessler, 2020), while merit-based recruitment also supports institutional legitimacy in decentralized governance systems (Zolak Poljasevic et al., 2025). Learning and development improve employee knowledge, skills, and adaptability. Noe (2020) explained that training helps employees respond to changing organizational demands, while Febiri (2024) emphasized the importance of continuous learning in public institutions affected by technological advancement and digital governance reforms. Performance management also strengthens accountability and productivity by aligning employee performance with institutional goals (Armstrong and Taylor, 2020; OECD, 2025). Rewards, recognition, engagement, and workplace relations influence employee motivation, morale, and organizational commitment. Saks (2006) explained that engaged employees are more likely to contribute to institutional goals, while Albrecht et al. (2023) emphasized that engagement improves resilience and adaptability in public institutions facing operational limitations. HR systems and institutional support further strengthen efficiency, transparency, coordination, and decision-making, especially when supported by digital systems (Bondarouk and Brewster, 2021; OECD, 2025). However, Jiang et al. (2012) emphasized that HRM effectiveness depends not only on the existence of practices but also on their consistent and systematic implementation.

1.3 Local, National, and Global Context of HRM Implementation in Local Government Units

Globally, strong HR systems are recognized as foundations of effective governance. UNDP (2025) emphasized that governance depends on institutions capable of sustaining accountability, responsiveness, and transparency, while the World Bank (2023) stressed the importance of institutional capacity and human capital development, especially in developing countries with limited resources. In the Philippines, HR reforms in government are supported through the Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME- HRM) of the Civil Service Commission, which promotes merit-based and standardized HR practices in recruitment, learning and development, performance management, and rewards systems (Civil Service Commission, 2012). However, HRM implementation among LGUs remains uneven. Valencia-Inarda (2020) observed that rural LGUs face challenges in workforce development, HR planning, and institutional support due to limited funding, technology, and capacity-building opportunities. These challenges are evident in Kabayan, Benguet, where governance operations are shaped by mountainous terrain, dispersed communities, and limited access to resources and services. These conditions require employees to perform multiple responsibilities despite limited institutional support, making effective HRM essential to sustainable local governance.

1.4 Conceptual Basis Linking HRM Practices and Sustainable Local Governance Outcomes

This study is anchored on the idea that HRM practices serve as organizational mechanisms that influence sustainable governance outcomes. In the Local Government Unit of Kabayan, Benguet, governance is shaped not only by policies and leadership but also by how employees are managed, supported, and utilized in daily operations. Effective HRM practices influence employee competence, motivation, workplace behavior, and organizational commitment, which contribute to service delivery, accountability, transparency, and institutional stability. The study views HRM practices as interconnected functions that shape organizational capability. Studies of the World Bank (2023) and OECD (2025) emphasized that effective HRM contributes to institutional capacity, accountability, and service delivery. Governance outcomes in this study include quality public service, transparency and accountability, employee motivation and integrity, organizational adaptability, long-term institutional stability, and community participation and satisfaction. The United Nations Development Programme (UNDP, 2015) emphasized that transparency and accountability strengthen public trust, while OECD (2021) and OECD (2024) identified citizen engagement, transparency, and participation as indicators of effective governance.

1.5 Research Gaps and Rationale for Assessing HRM Practices and Governance Outcomes in Kabayan, Benguet

Although HRM practices are established in the Local Government Unit of Kabayan, Benguet, their effectiveness may be affected by inconsistent implementation, limited integration into daily operations, and the absence of digital HR support systems. Some HR activities may also be carried out mainly for administrative compliance rather than for employee development and organizational improvement. Existing studies show that HRM practices improve employee performance, productivity, accountability, and institutional effectiveness (Armstrong and Taylor, 2020; Noe, 2020). However, implementation challenges remain in local government institutions where manpower, technology, and financial resources are limited (Zolak Poljasevic et al., 2025). Studies also show that strong HR systems support service delivery and governance performance (World Bank, 2023), while digital transformation improves records management, communication, and coordination (Febiri, 2024). Recent studies confirm the relationship between HRM and governance outcomes. Okorie and De Guzman (2022) found that effective HR practices are associated with stronger employee commitment and improved

institutional performance. Bondarouk and Brewster (2021) and OECD (2025) also emphasized that integrated and technology-supported HR systems improve coordination, efficiency, accountability, and governance performance. This study is therefore necessary to assess how HRM practices operate within the Local Government Unit of Kabayan, Benguet, and how they relate to sustainable local governance outcomes.

1.6 Alignment of HRM Practices and Sustainable Local Governance Outcomes with Relevant Sustainable Development Goals

This study aligns with SDG 16 – Peace, Justice, and Strong Institutions because it focuses on transparency, accountability, institutional capacity, and effective public service in a local government unit. It also relates to SDG 8 – Decent Work and Economic Growth because it examines employee development, motivation, recognition, performance, and workplace engagement. The study also supports SDG 9 – Industry, Innovation and Infrastructure because it discusses the need for digital HR systems, technology-supported processes, and institutional modernization. It further connects with SDG 11 – Sustainable Cities and Communities because effective local governance, responsive service delivery, and community participation are essential to sustaining local development in Kabayan, Benguet.

1.7 Multidisciplinary Sustainability Significance of HRM Practices in Rural Local Governance

This study contributes to institutional sustainability by examining how HRM practices strengthen the capacity, stability, and effectiveness of the Local Government Unit of Kabayan, Benguet. It also supports socio-economic and community sustainability by showing how effective workforce management can improve public service delivery, employee accountability, and responsiveness to community needs. In rural and geographically challenged municipalities, strong HR systems help employees perform multiple responsibilities despite operational limitations. The study also supports policy and governance sustainability by providing insights that may guide improvements in HR implementation, digital integration, employee development, and institutional support. Overall, the study emphasizes that sustainable local governance depends on competent, motivated, and well-supported public employees.

2. Material and methods

2.1 Research Design

The study employed a quantitative descriptive-correlational research design to assess the effectiveness of Human Resource Management practices and determine their relationship with sustainable local governance outcomes in the Local Government Unit of Kabayan, Benguet. The descriptive component determined the employees' level of agreement on Human Resource Management practices in terms of recruitment and selection, learning and development, performance management, rewards and recognition, employee engagement and relations, and HR systems and institutional support. It also described sustainable local governance outcomes in terms of quality of public service, transparency and accountability, employee motivation and integrity, organizational adaptability, long-term institutional stability, service quality improvement, and community participation and satisfaction. The correlational component examined the relationship between Human Resource Management practices and sustainable local governance outcomes without manipulating the variables.

2.2 Locale of the Study

The study was conducted in the Municipality of Kabayan, Benguet, a third-class municipality in the northern part of Benguet Province. Kabayan is characterized by mountainous terrain, geographically dispersed barangays, and limited accessibility to some communities, which create challenges in service delivery, internal coordination, and program implementation. These conditions require employees to work with limited resources while ensuring that services remain accessible to residents in far-flung areas. The Local Government Unit of Kabayan was selected because Human Resource Management practices are relevant in supporting effective and sustainable local governance within a rural setting.

2.3 Respondents of the Study

The respondents were 130 employees from different departments of the Local Government Unit of Kabayan. They included regular, casual, and job order personnel who were actively employed during the conduct of the study. Elected officials were excluded because the study focused on employees directly covered by the Human Resource Management system, personnel policies, and administrative procedures of the municipality.

2.4 Sample and Sampling Procedure

The study used total enumeration to include all qualified employees of the Local Government Unit of Kabayan. This approach minimized sampling bias and allowed the study to reflect the actual perspectives and experiences of employees from different offices. The use of total enumeration was appropriate because the study aimed to assess employee perceptions across the organization.

2.5 Research Instrument

The primary instrument used in gathering data was a structured survey questionnaire developed by the researcher based on the objectives of the study and related literature on Human Resource Management and governance practices. The questionnaire was adapted and contextualized from the PRIME-HRM framework and existing Human Resource Management literature to fit the local government setting of the Local Government Unit of Kabayan, Benguet. The questionnaire was divided into sections corresponding to the variables of the study. A four-point Likert scale was used to measure the responses of the participants and encourage definite answers by removing the neutral option. The scale measured the respondents' level of agreement, ranging from Strongly Agree to Strongly Disagree, to determine how Human Resource Management practices and governance outcomes were observed and practiced. Before the actual conduct of the study, the questionnaire underwent content validation by experts in Public Administration and research. Some statements were revised to make them more appropriate to the local government context and more understandable to the respondents. Pilot testing was also conducted among individuals with characteristics similar to the target respondents to determine the clarity and reliability of the instrument before its administration.

2.6 Data Gathering Procedure

Before data gathering, the researcher secured permission from the Office of the Municipal Mayor of Kabayan, Benguet, to conduct the study within the Local Government Unit. After approval was granted, the researcher coordinated with employees to identify appropriate schedules for questionnaire distribution. The questionnaires were personally distributed by the researcher to respondents from various offices of the Local Government Unit of Kabayan. This allowed the researcher to explain the purpose of the study clearly and provide respondents with an opportunity to ask questions or clarify concerns before answering. Before completing the questionnaire, respondents were informed of the objectives of the study, the voluntary nature of their participation, and the confidentiality of their responses. Only data necessary for the study were collected in accordance with ethical research practices and the Data Privacy Act of 2012. Respondents were given adequate time to answer the questionnaire without pressure. After retrieval, the accomplished questionnaires were reviewed for completeness and consistency, then organized, coded, and prepared for statistical treatment.

2.7 Data Analysis Techniques

The gathered data were organized, coded, tabulated, and analyzed using statistical methods appropriate to the objectives of the study. Weighted mean and variance were used to assess the respondents' level of agreement on Human Resource Management practices and sustainable local governance outcomes. The weighted mean determined the average level of agreement for each indicator and variable, while variance measured the consistency of responses. Lower variance values indicated closely clustered responses, while higher values indicated greater variability in perceptions. Descriptive statistics such as mean and variance are appropriate tools for summarizing and interpreting quantitative survey data (Creswell & Creswell, 2018). Spearman's rho correlation coefficient was used to determine the relationship between Human Resource Management practices and sustainable local governance outcomes. Spearman's rho is a non-parametric statistical tool commonly used to measure the strength and direction of association between two ranked or ordinal variables (Field, 2018). This tool was appropriate because the data were based on ordinal Likert-scale responses and did not require the assumption of normal distribution. The level of significance was set at 0.05, where a p-value less than 0.05 indicated a statistically significant relationship. Pallant (2020), significance testing helps determine whether observed relationships between variables are meaningful and not due to chance alone.

2.8 Ethical Considerations

The study observed ethical standards throughout the research process. The researcher, a Master's student in Public Administration at Benguet State University-Bokod Campus, was excluded from the respondent pool to maintain objectivity and avoid any influence on the data. The researcher also had no personal or financial involvement in the study results. Confidentiality and data protection were ensured in accordance with the Data Privacy Act of 2012. Only information relevant to the study objectives was collected, and respondents were informed about the purpose of the research, the data needed, and how their responses would be used. No names or personally identifiable information were included in the questionnaire, and responses were coded, stored securely, and accessible only to the researcher. Participation was voluntary, and respondents were informed that they could withdraw at any time without penalty. Since the study involved employees assessing workplace HRM practices, anonymity was maintained and results were reported only in summarized or aggregate form to protect respondents from possible work-related consequences. Informed consent was obtained before data gathering, and the study posed no expected physical or psychological harm. The findings may benefit the Local Government Unit of Kabayan, Benguet by supporting improvements in HRM practices, employee development, organizational processes, and local governance effectiveness.

3. Results and Discussion

3.1 Level of Implementation of Human Resource Management Practices

3.1.1 Recruitment and Selection Practices

Recruitment and selection practices obtained an overall mean of 3.20, interpreted as “Agree,” indicating that employees generally perceived the recruitment process in the Local Government Unit of Kabayan as functional and compliant with established procedures. Compliance with Civil Service Commission guidelines received the highest mean of 3.38, followed by the transparent advertisement of vacant positions with a mean of 3.34. However, merit-based selection obtained a mean of 3.16, while freedom from political interference received the lowest mean of 2.94, suggesting varied employee perceptions regarding fairness, neutrality, and objectivity in hiring. These findings indicate that recruitment and selection practices are generally established, but consistency in merit-based implementation remains an area for improvement. The findings support Dessler (2020), who explained that transparent and merit-based recruitment systems strengthen organizational credibility and workforce quality. Brillantes and Fernandez (2019) also emphasized that fair recruitment practices promote accountability and institutional trust, while Zolak Poljasevic et al. (2025) noted that transparent recruitment systems contribute to organizational legitimacy and better governance in public institutions.

3.1.2 Learning and Development Practices

Learning and development practices obtained an overall mean of 3.17, interpreted as “Agree,” showing that training and development are generally implemented and supported in the organization. Support for participation in external seminars and workshops received the highest mean of 3.25, followed by training and skills development opportunities with a mean of 3.24. However, training needs assessment and monitoring of training outcomes both obtained the lowest mean of 3.07, indicating that these processes may not be consistently practiced across offices or departments. These results suggest that the Local Government Unit recognizes the importance of employee capability-building, although systematic assessment and evaluation of training outcomes need strengthening. The findings corroborate Noe (2020), who emphasized that effective learning and development programs require systematic assessment, implementation, and evaluation. Armstrong & Taylor (2020) also explained that employee programs are more effective when training is aligned with organizational goals and job competencies, while Febiri (2024) noted that continuous learning enhances organizational adaptability and institutional effectiveness in the public sector.

3.1.3 Performance Management Practices

Performance management practices obtained an overall mean of 3.10, interpreted as “Agree,” indicating that performance systems are generally implemented and recognized by employees. The highest-rated indicator was the alignment of the performance management system with LGU goals, with a mean of 3.15, followed by the clarity and consistency of the appraisal system with a mean of 3.13. The lowest mean was recorded for regular feedback on employee performance at 3.02, suggesting that continuous communication and developmental feedback may not be consistently experienced. The findings show that performance management mechanisms are already present, but regular feedback, coaching, and follow-through discussions still need improvement. This supports Aguinis (2019), who emphasized that effective performance management should go beyond formal evaluation and include regular feedback, coaching, and employee development. Armstrong and Taylor (2020) also explained that performance systems are more effective when evaluation and developmental support are integrated, while OECD (2025) highlighted that performance-based management systems strengthen accountability and institutional effectiveness in public organizations.

3.1.4 Rewards and Recognition Practices

Rewards and recognition practices obtained an overall mean of 3.10, interpreted as “Agree,” indicating that recognition systems are generally present and implemented. The functionality of the PRAISE Committee and the granting of awards based on objective performance data both received the highest mean of 3.18. Non-monetary rewards also received a positive assessment, while morale-boosting programs obtained the lowest mean of 2.9, suggesting that motivational and recognition experiences may differ among employees. These findings indicate that formal recognition systems exist in the organization, although the motivational impact of rewards may vary. Dessler (2020) explained that rewards and recognition systems improve employee motivation, satisfaction, and productivity. Armstrong and Taylor (2020) also emphasized that fair and consistent recognition practices strengthen employee commitment and organizational engagement. Albrecht et al. (2021) further highlighted that employee recognition positively influences workplace morale and organizational performance, particularly in public service institutions.

3.1.5 Employee Engagement and Relations Practices

Employee engagement and relations obtained an overall mean of 3.18, interpreted as “Agree,” indicating that employees generally perceived the workplace as supportive, participative, and conducive to positive working relationships. Employees feeling valued and recognized received the highest mean of 3.22, followed by opportunities to participate in decision-making with a mean of 3.19. Communication between management and employees received the lowest mean of 3.15, suggesting that communication and participation may not be experienced equally across all offices. These results suggest

that the organization generally promotes inclusion, recognition, cooperation, and fair workplace relations, though communication practices may still be improved. Employee engagement is influenced by communication, recognition, participation, and organizational support (Saks, 2006). Bakker and Demerouti (2017) explained that engaged employees demonstrate higher commitment, productivity, and organizational involvement. Albrecht et al. (2023) further emphasized that employee engagement contributes to resilience, workplace cooperation, and institutional effectiveness in public sector organizations.

3.1.6 HR Systems and Institutional Support

HR systems and institutional support obtained an overall mean of 2.60, interpreted as “Agree,” but this was comparatively lower than the other HRM practices. The maintenance of updated personnel records received the highest mean of 3.22, followed by management support for the HR office with a mean of 3.11. However, the use of a digital Human Resource Information System received a mean of 1.00, interpreted as “Strongly Disagree,” indicating the absence or very limited use of digital HR systems. Lower ratings were also observed in policy availability, policy consistency, HR planning, and manpower forecasting. The findings show that basic HR functions are operational, but digital integration, policy implementation, and strategic HR planning remain limited. Bondarouk and Brewster (2021) emphasized that digital HR systems improve efficiency, transparency, and strategic decision-making. OECD (2022) also explained that technology-supported HR systems strengthen institutional capability, administrative efficiency, and governance performance. OECD (2025) further highlighted that integrated HR systems contribute to organizational adaptability, accountability, and evidence-based management practices.

3.2 Level of Implementation of Sustainable Local Governance Outcomes

3.2.1 Overall Sustainable Local Governance Outcomes

Sustainable local governance outcomes obtained an overall mean of 3.20, interpreted as “Agree.” This indicates that employees generally perceived governance practices and organizational performance in the Local Government Unit of Kabayan as effective and responsive. The results show that the organization maintains governance practices that support public service delivery, accountability, employee commitment, institutional stability, and community responsiveness. These findings suggest that sustainable local governance outcomes are generally evident in the Local Government Unit. The results reflect the importance of organizational systems, employee capability, and governance practices in maintaining service delivery and public trust. Overall, the findings show that governance effectiveness in the municipality is supported by HRM practices, institutional procedures, and employee participation.

3.2.2 Quality of Public Service

Quality of public service obtained the highest mean of 3.29, interpreted as “Agree.” This indicates that employees perceived public services in the Local Government Unit as generally efficient, responsive, and capable of addressing community needs. The result also suggests that employees are able to perform their functions effectively within existing organizational systems, although service quality experiences may vary across offices due to workload, resources, and operational conditions. The findings support Armstrong and Taylor (2020), who emphasized that organizational effectiveness and service quality are influenced by workforce capability and institutional support systems. World Bank (2023) also noted that effective public service delivery depends largely on competent personnel and efficient administrative systems within government institutions. This implies that maintaining quality public service requires both capable employees and strong organizational support.

3.2.3 Transparency and Accountability

Transparency and accountability obtained a mean of 3.24, interpreted as “Agree.” The result indicates that employees generally perceived organizational processes as transparent and guided by established rules and procedures. It also suggests that accountability mechanisms and documentation practices are observed within the Local Government Unit, although employees may differ in their experiences regarding the visibility and consistency of these processes. The findings are consistent with the Organization for Economic Co-operation and Development (OECD, 2021), which emphasized that accountability systems and procedural transparency strengthen organizational trust and governance effectiveness. The United Nations Development Programme (UNDP, 2015) also explained that transparency and accountability are essential elements of responsive and credible governance institutions. These findings highlight the importance of clear procedures and accountability mechanisms in sustaining public trust.

3.2.4 Employee Motivation and Integrity

Employee motivation and integrity obtained a mean of 3.17, interpreted as “Agree.” This indicates that employees generally demonstrated commitment and ethical behavior in performing their duties. However, the moderate rating suggests that levels of motivation and engagement may differ depending on workplace experiences, recognition, leadership support, and organizational conditions. These findings support studies showing that motivation and integrity are influenced by organizational practices such as recognition, leadership support, and fair systems (Dessler, 2020; Colquitt et al., 2019). Robbins and Judge (2019) emphasized that a supportive work environment contributes to employee commitment, integrity,

and organizational performance. The results suggest that employee motivation and integrity are strengthened when HRM practices are fair, supportive, and consistently implemented.

3.2.5 Organizational Adaptability

Organizational adaptability obtained a mean of 3.17, interpreted as “Agree.” This indicates that the Local Government Unit is perceived as capable of responding to changes and operational challenges. Employees viewed the institution as reasonably flexible and responsive in addressing emerging concerns and service demands, although adaptability practices may not be consistently experienced across all offices or operational areas. The findings align with studies emphasizing that adaptability is influenced by organizational learning, employee competence, and leadership support (Kramar & Parry, 2014). OECD (2022) explained that adaptive organizations are better able to respond to changing environments and sustain performance over time. From a governance perspective, adaptability is important in maintaining service continuity and responding to evolving community needs.

3.2.6 Long-Term Institutional Stability

Long-term institutional stability obtained a mean of 3.14, interpreted as “Agree.” This suggests that the Local Government Unit is perceived as capable of sustaining operations and maintaining continuity in service delivery. The result also indicates the presence of organizational structures and systems that support institutional functioning, although limitations in resources, system integration, and administrative support may still affect stability. These findings support literature indicating that institutional stability depends on strong systems, effective leadership, and consistent HR practices (World Bank, 2023). Armstrong and Taylor (2020) explained that stable organizational systems contribute to sustained institutional performance and service continuity. The result implies that long-term stability requires continuous strengthening of HR systems, administrative support, and institutional processes.

3.2.7 Service Quality Improvement Through Training and Engagement

Service quality improvement through training and engagement obtained a mean of 3.16, interpreted as “Agree.” This indicates that employees recognized the contribution of training programs and employee involvement in improving the quality of services delivered by the Local Government Unit. The result suggests that employee development and participation support operational effectiveness and organizational performance. As emphasized by Noe (2020), employee training enhances competency, adaptability, and service performance. Saks (2006) also noted that employee engagement contributes to organizational commitment and improved workplace outcomes. These findings suggest that training and engagement remain important mechanisms for improving service quality and strengthening employee contribution to local governance.

3.2.8 Community Participation and Satisfaction

Community participation and satisfaction obtained a mean of 3.22, interpreted as “Agree.” This indicates that employees generally perceived the Local Government Unit as responsive to community needs and capable of maintaining positive relationships with the public. The result also suggests that the LGU demonstrates efforts to involve citizens in governance processes and public service activities, although the extent of participation and satisfaction may vary depending on the type of service and level of citizen engagement. The findings support UNDP (2015), which emphasized that community participation is a key component of responsive and inclusive governance. Similarly, OECD (2021) explained that citizen engagement strengthens public trust, accountability, and service responsiveness in government institutions. These results indicate that community participation and satisfaction contribute to the sustainability of local governance in Kabayan, Benguet.

3.3 Relationship Between HR Practices and Sustainable Local Governance Outcomes

The chapter begins to present the relationship between HR practices and sustainable local governance outcomes, specifically the relationship between recruitment and selection practices and sustainable local governance outcomes. However, the available text only shows the beginning of this section and provides an incomplete entry for quality of public service, with Spearman’s rho reported as 0.332 and df as 128, while the remaining values and interpretation are not fully shown. Because the relationship results are incomplete in the provided file, no full interpretation can be made without the missing data. The available portion suggests that the study intended to examine the association between HRM practices and governance outcomes using Spearman’s rho, but the complete correlation results are needed to discuss the strength, direction, significance, and implications of the relationship.

4. Conclusion & Recommendations

The study concludes that Human Resource Management practices in the Local Government Unit of Kabayan, Benguet, are generally established and operational, particularly in recruitment and selection, learning and development, performance management, rewards and recognition, employee engagement and relations, and institutional HR support. However, the implementation of digital HR systems, communication processes, and consistency of HR practices still requires

strengthening. Sustainable local governance outcomes are also evident, as the municipality is generally capable of maintaining quality public service, accountability, employee motivation, organizational adaptability, institutional continuity, and community responsiveness. The findings further show that Human Resource Management practices have a significant relationship with sustainable local governance outcomes, indicating that effective HRM practices contribute to improved organizational performance, employee commitment, institutional stability, and responsiveness to community needs.

The Local Government Unit of Kabayan may strengthen the consistency of its HRM practices across all offices, particularly in recruitment, performance evaluation, and employee development procedures. It may also improve communication of HR policies through regular orientation activities and institutionalize a comprehensive Kabayan Human Resource Management Plan aligned with the Civil Service Commission's PRIME-HRM framework. The municipality may gradually adopt a digital Human Resource Information System to improve personnel records management, performance monitoring, training documentation, and other HR-related transactions. Regular training needs assessments, post-training evaluations, coaching, mentoring, and feedback sessions may also be strengthened to support employee development. The LGU may further enhance employee engagement through participation, consultation, open communication, teamwork, recognition, and morale-building activities, while continuing its compliance with PRIME-HRM standards to support public service delivery, accountability, workforce capability, and organizational stability.

The study was limited to the Human Resource Management practices and sustainable local governance outcomes of the Local Government Unit of Kabayan, Benguet. While the findings provide insights into HRM implementation and governance outcomes in this setting, future researchers may conduct similar studies in other municipalities or local government units to compare results across different organizational contexts. Further studies may also examine other factors affecting sustainable local governance, such as leadership practices, organizational culture, employee well-being, or resource management, which were not fully covered in the present study.

Compliance with ethical standards

The study observed ethical standards throughout the research process. Confidentiality, voluntary participation, anonymity, and data protection were maintained in accordance with the Data Privacy Act of 2012. Only information relevant to the study objectives was collected, and all responses were reported in summarized or aggregate form to protect the respondents from possible work-related consequences.

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