

# **Level of Implementation of Human Resource Management Policies and Work Behavior of Employees of the Department of Environment and Natural Resources, Gingoog City**

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## **ABSTRACT**

Human Resource Policies are continuing guidelines on the approach an organization. The study focused on the level of implementation of the human resource management policies and the work behavior. The respondents of the study were the rank and file employees of DENR, Gingoog City, Philippines. The descriptive correlational research design was used in the study. Male overshadows female rank and file employees of DENR, Gingoog field office. It was found out that the soft side of human resource management policy implementation such as placement and motivation is not as pressing compared to the employee recruitment and selection, and employee development. Furthermore, in employee development side, the office is not enthusiastic on studying employees' job satisfactions, less intense in implementing anti-bullying law and implementing anti sexual harassment law. There is proper observance of work behavior in terms of professionalism, communication, cognition, technology and social components. Rank and file employees value work, are team player, are technology advocate, and observe social norms in the work place and even outside of office functions. The work behavior of rank and file employees is not directly attributed by the stringent execution of human resource management policies. Workers behave as expected and the consciousness that

they are being assessed and monitored through the Strategic Performance Management System is heightened.

## KEYWORDS

Recruitment & Selection, Employee Placement & Selection, Employee Development, Professionalism, Communication, Cognitive, Technological, social, descriptive, Philippines

## INTRODUCTION

Human Resource Policies are continuing guidelines on the approach an organization intends to adopt in managing its people according to Armstrong (2010). It represents specific guidelines to Human Resource (HR) managers on various matters concerning employment and states the intent of the organization on different aspects of HR management such as recruitment, promotion, compensation, training, selections, and others. A good policy provides generalized guidance on the approach adopted by the organization, and therefore its employees, concerning various aspects of employment. A procedure spells out precisely what action should be taken in line with the policies.

Hu, Dinev, Hart, & Cooke (2012) cited that human resource policies therefore serve as a reference point when human resources management practices are being developed or when decisions are being made about an organization's workforce. Each organization has a different set of circumstances, and so making an individual set of human resource policies. The locations an organization operates in will also dictate the content of their plans.

Work behaviors involve observable (physical) components and unobservable (mental) components as also defined by US Department of Labor. Consequently, work behavior is the conglomeration of the different feelings and attitude toward the company and job. Work behavior as described by Lunenburg & Ornstein (2011) is the behavior one uses in employment and usually is more formal than other types of human behavior. Behavior varies from profession to profession, as some are far more casual than others. Job satisfaction and organizational commitment are related to many outcomes of interest, such as absenteeism, performance, and turnover. Therefore, companies track feelings toward work and try to create more positive attitudes. The primary behaviors that contribute to organizational effectiveness are work performance, citizenship behaviors, absenteeism, and turnover. These behaviors are affected by a complex blend of personality and situational factors.

Employees demonstrate a wide variety of positive and negative behaviors at work. Among these behaviors, four are critically important and have been extensively studied in the organizational behavior literature. Work performance is a person's accomplishments of tasks listed in one's work description. A person's abilities, particularly mental abilities,

are the main predictor of work performance in many occupations. The employee treated at work, the level of stress experienced, work attitudes, and, to a lesser extent, personality are also factors relating to one's job performance.

Citizenship behaviors are tasks helpful to the organization but are not in one's work description. Performance of citizenship behaviors is less a function of our abilities and more of motivation. Among negative behaviors, absenteeism and turnover are critically important. Health problems and work-life balance issues contribute to more absenteeism. Poor work attitudes are also related to absenteeism, and younger employees are more likely to be absent from work. Turnover is higher among low performers, people who have negative work attitudes, and those who experience a great deal of stress. Personality and youth are personal predictors of turnover.

Rule 1, Section 1 of Civil Service defines Rank-and-File Employees as those in the public sector whose functions are neither managerial nor confidential. They are employees occupying positions in the first and second levels. The first level shall include clerical, trades, crafts, and custodial service positions which involve non-professional or sub-professional work in a non-supervisory or supervisory capacity requiring less than four years of collegiate studies. The second level shall include professional, technical, and scientific positions which involve professional, technical, or scientific work in a non-supervisory or supervisory capacity requiring at least four years of college work up to Division Chief Level.

In the case of the Department of Environment and Natural Resources, Gingoog City, being a field office, the agency head is stationed in Cagayan de Oro. The people managing the office are designated leader in the field office. Currently, there are fifty-two (52) rank and file employees assigned in the field and twelve (12) works in the office. Mostly, rank and files employees in the office are just related with each other which might be the reason of uncontrollable behavior and negotiated performances. Based on the office accounts, problems related to work behavior include absences and tardiness, and most of the employees are always in the field. They are having an approved travel order and even lacking accomplishment report. There were many circumstances that the personnel is not wearing the prescribed uniform and identification card. In some instances, memorandum issued by superiors is not always followed. Regarding monthly monitoring, most of the employees are delayed in passing their Daily Time Record. These are just apparent work-related behaviors exhibited by rank and file employees wherein this study can be instrumental in the office reforms in the form of proposed interventions.

The researcher being one of the rank and file employees seeks to determine the factors that affect the level of implementation of human resource management policies and the work behavior of employees so that through the findings of this research an intervention program can be proposed to contribute to the goals of the organization that is to provide better services to its clientele.

## FRAMEWORK

The study was anchored on Greene (2017) work behavior theory considering on how a person conducts themselves toward others. When workers are treated as humans rather than machines, they respond to their particular work situation in a positive way by increasing individual productivity. The behavioral theory is often called the human relations movement because it addresses the human dimension of work. Behavioral theorists believed that a better understanding of human behavior at work, such as motivation, conflict, expectations, and group dynamics, improved productivity.

Work characteristics theory suggests that both of these approaches to organizational change converge in their emphasis on a standard set of work characteristics as essential to employee satisfaction and motivation. The independent variable is the level of implementation of human resource management policies measured in terms of recruitment and selection, employee placement and motivation and employee development. The dependent variable is the work behavior measured regarding professionalism, communication, cognitive, technological and social dimension.

Based on the foregoing theory and cited authorities, the conceptual framework was formulated as follows: the work behavior of employees is influenced by the human resource management policies.

The human resource management policies are in terms of Recruitment and Selection, Employee Placement and Motivation and Employee Development and work behavior of employees are indicated by professionalism, communication, cognitive, technological and social dimension.

### **Recruitment and Selection**

On November 15, 2013, the Rationalization Plan (RP) was approved by the Department of Budget and Management (DBM). The approval included the rationalized structure and staffing pattern of offices in the Central, Regional and City Levels.

The recruitment and selection process for the vacant positions, whether existing vacant or new, shall follow the provisions and criteria in D.O No. 66 s. 2007 entitled "Guidelines on the Appointment and Promotion of Personnel" and D.O No. 29 s. 2002 entitled "Merit Selection Plan."

### **Employee Placement and Selection**

Personnel whose items were affected and were considered for placement to the same or comparable position/s had to undergo the set criteria and provisions stated in E.O. Nos. 53 s. 2013 and 27 s. 2014. "Regular recruitment and placement shall commence when all incumbents are placed in the same or comparable positions in the approved rationalized staffing pattern. The agency may perform the preliminary processes of screening and assessment before the issuance of the NOSCA by the DBM. The agency shall use the indicative staffing pattern included in the approved RP as

a reference for placement of personnel to comparable positions, and the agency may also conduct the screening and assessment processes for residual vacant positions after placement to comparable positions. However, the agency shall wait for the issuance of the NOSCA by the DBM before the issuance of appointment for said positions.”

### **Employee Development**

This Republic Act No. 7686 shall be known as the “Dual Training System Act of 1994.” It is with this declared the policy of the State to strengthen manpower education and training in the country so that the latter may be assured of an ever-growing supply of an educated and skilled manpower equipped with appropriate skills and desirable work habits and attitudes. The Dual Training System, as successfully tested in some highly developed countries, shall be adopted in duly accredited vocational and technical schools, in cooperation with accredited agricultural, industrial and business establishments, as one of the preferred means of creating a dependable pool of well-trained operators, craftsmen and technicians for the economy.

### **Professionalism**

Professionalism is defined as an individual’s conduct at work. In spite of the word’s root, this quality is not restricted to what we describe as “the professions,” which are typically careers that require a lot of education and have high earnings associated with them. Many cashiers, maintenance workers, and waitresses can demonstrate a high level of this trait, although these occupations require minimal training and employees have modest earnings. An equal number of doctors, lawyers, and engineers—often called professionals—can display very little. You may wonder if anyone will even notice if you don’t demonstrate professional behavior at work. As long as you do your job well, who cares? It turns out your boss, customers, and co-workers do. They will notice if you lack this quality and it could have severe consequences for your career. To discount the importance of professionalism would be a big mistake. It can affect your chances for advancement or even the ability to keep your job.

### **Communication**

According to Katz (2013) communication is sending and receiving information between two or more people. The person sending the message is referred to as the sender, while the person receiving the information is called the receiver. The information conveyed can include facts, ideas, concepts, opinions, beliefs, attitudes, instructions and even emotions.

Verbal communication is merely sending a message through a spoken language that is understood by both the sender and receiver of the message. Examples of verbal communications include face-to-face talking, listening to a lecture or seminar, and listening to a television program. In fact, if you are listening to this lesson, you are engaged in a verbal form of communication.

Written communication is sending a message by the use of symbols that are understood by both the sender and receiver of the message. If you are reading the transcript of this lesson, you are engaged in written communication. Body language is a form of nonverbal communication that can be used to send a message. You can often tell if your boss is pleased or upset simply by looking at his facial expressions, posture and gestures. For example, a flushed face may mean embarrassment; a clinched fist may indicate anger, and the rolling of one's eyes may signal disbelief or annoyance.

### **Cognitive**

Psychological processes involved in acquisition and understanding of knowledge, the formation of beliefs and attitudes and decision making and problem solving. They are distinct from emotional and volitional processes engaged in wanting and intending. Cognitive capacity is measured with intelligence quotient (IQ) tests. The ability to quickly and effectively perform complex and challenging tasks is increasingly vital in today's office environment, making cognitive power a key determinant of success for most employees, Klonoski (2011) said.

### **Technological**

Wang, Yang, & Xu (2017) emphasized that the adjective technological described something that is based in science and applied to everyday life to solve problems. If you network your computers at home to make it easier to share files, you're using your technological skills.

The root of technological comes from the Greek word *tekhnologia*, meaning "systematic treatment," and a systematic, scientific approach is still behind modern technological developments. What makes something technological rather than scientific is the practical application of the science. The technological advances of the last decades have touched nearly every aspect of life, including how you stay in touch with friends, how you gather and analyse information, how your food is produced, and even how you listen to your music.

### **Social**

Living organisms including humans are social when they live collectively in interacting populations, whether they are aware of it, and whether the interaction is voluntary or involuntary. This is concerning human society, the interaction of the individual and the group, or the welfare of human beings as members of society, Steinberg (2011) discussed.

## **OBJECTIVE OF THE STUDY**

The study aims to determine the level of implementation of human resource policies and extent of work behavior among rank and file employees of the DENR, Gingoog City.

## METHODOLOGY

### Research Design

The descriptive correlational research design was used in the study. It is descriptive because it determined the level of implementation of the human resource management policies in the aspects of recruitment and selection; employee placement and motivation; and employee development and the extent of work behavior as measured by professionalism, communication, cognitive, technological and social components of the respondents. It is correlational because it determined the relationship between the level of implementation of the human resource management policies and work behavior of rank and file workers of DENR, Gingoog City.

### Research Locale

Gingoog City (08°49'N 125°06'E) is located on the northeastern coast of the Province of Misamis Oriental, Region 10, Philippines. It is 122 kilometers from the regional center of Cagayan de Oro City and 74 kilometers West of Butuan City. It is bounded on the North by Gingoog bay; on the East by the Municipality of Magsaysay and the Province of Agusan del Norte; on the West by the municipalities of Claveria and Medina and on the South by Agusan del Sur.

The Department of Environment and Natural Resources (DENR) is the primary agency responsible for the conservation, management, development, and proper use of the country's environment and natural resources, specifically forest and grazing lands, mineral resources, including those in reservation and watershed areas, and lands of the public domain, as well as the licensing and regulation of all natural resources as may be provided for by law in order to ensure equitable sharing of the benefits derived therefrom for the welfare of the present and future generations of Filipinos.

The DENR envisions passing on to Filipinos a renewed hope in people's ability to chart a new direction for development and a legacy of a self-sustaining environment, mindful of people's rights to a life of dignity. The DENR's mission is to be the dynamic force behind people's initiatives in the protection, conservation, development, and management of the environment through strategic alliances and partnerships, participate processes, relevant policies and programs and appropriate information technology towards sustainable development.

### Research Respondents

The respondents of the study were the rank and file employees of the DENR, Gingoog City. The complete enumeration was used consisting 52 field workers and 12 office personnel.

### **Research Instrument**

A researcher – made instrument was used to facilitate the collection of data. It consisted of three parts. Part 1 comprised of items about their profile specifically gender, civil status, educational attainment and length of service. Part 2 asked on the level of implementation of human resource management policies on recruitment and selection, employee placement and motivation, and employee development. Part 3 consisted of items of work behavior manifestation among the rank and file employees to be measured in terms of professionalism, communication, cognitive, technological and social. The research instrument underwent a series of face and content validity reviewed by the adviser and by the Human Resource Management Officer of the Department of Environment and Natural Resources, Gingoog Field Office.

### **Ethical Standards**

The researcher strived to ensure quality and integrity of this research undertaking by seeking informed consent and respect the confidentiality and anonymity of the respondents. It also provided that the respondents participated in the study voluntarily and the research conduct is independent and impartial and does not create harm and intimidation to them. Also, should the participants be interested in the results of the study, they were informed.

### **Data Gathering Procedure**

The researcher wrote a letter requesting the CENR Officer, Gingoog City for permission to undertake a study among the respondents. Upon its approval, the researcher personally conducted the distribution of the questionnaires to the target respondents. The distribution was done after the Monday Convocation where most of the employees attended the said programs and the remaining questionnaires were distributed individually. After the retrieval of the questionnaires, the data collected will be tallied, analyzed using appropriate statistical tools. To draw more substance in the results of the numerical data, inputs from the HRMO were taken and incorporated into the discussion and implications.

### **Statistical Treatment**

The following statistical techniques were used in the study:

Frequency and Percentage, Mean, Pearson Product Moment Correlation Coefficient.

## RESULTS AND DISCUSSION

Table 1. Summary on the extent of manifestation of work behavior

Work Behavior Indicators	Mean	Rank	Verbal Interpretation
Professionalism	4.50	1	High
Social Dimension	4.45	2	High
Cognitive	4.43	3	High
Communication	4.42	4	High
Technology	4.09	5	High
Overall Mean	4.38		High

Legend: 1.00-1.50 (VL); 1.51-2.50 (L); 2.51-3.50 (A); 3.51-4.50 (H); 4.51-5.00 (VH)

Results show that the summary result on the manifestation of work behavior has a grand mean of 4.38 which means high as verbal interpretation. In terms of professionalism has a mean rating of 4.50, social dimension (4.45), cognitive (4.43), communication (4.42), and technology (4.09). Furthermore, employee professionalism has the highest mean (4.50) and technology has the lowest mean (4.09) among the manifestation of work behavior. It implies that the employees practice professionalism at work but still upgrading technological skills.

Ajzen (2011) stated that the better result a person expects from certain behavior and the more other people support the behavior, the more it is probable that the person performs the behavior. Ajzen & Fishbein (2005) suggested that people who are positive about a certain behavior tend to promote and support the behavior, and people negatively estimating the outcome of behavior tend to oppose and interrupt the behavior.

Table 2. Result of the correlation test on the level of implementation of HRM policies and manifestation of work behavior

Results of Statistical Test	Level of Implementation of HRM Policies	Extent of Manifestation of Work Behavior	Result	Remarks
Mean	3.635956	4.388782		
Standard Error	0.08589	0.045978		
Standard Deviation	0.687119	0.367823		
Sample Variance	0.472132	0.135294		
Count	64	64		
Pearson R	0.03		No significant	Accept the Null
P value	0.824		Relationship	Hypothesis

As shown in Table 2, there is no significant relationship between the level of implementation of human resource management policies and the work behavior among rank and file employees based on the statistical test result which leads to the acceptance of the null hypothesis. In the case of DENR field office in Gingoog City, the level of implementation of human resource policies is high which is expected to be a government entity where laws, programs, and activities are governed by Civil Service rules. Concerning work behavior, the results reveal a high degree of manifestation from the employees. Factor attributed to this type of manifestation is the implementation of the Strategic Performance Management System where each employee is being assessed and monitored. The level of implementation of HR policies in this research has no significant relationship in the manifestation of work behavior. This situation holds true in DENR, Gingoog City and agrees with Barnard (2010), in social exchange theory, elaborated that the willingness of employees to spontaneously contribute to the organization is different according to individuals, and the degree of willingness reflects satisfaction or dissatisfaction with the organization. That is, if employees are satisfied with their job, they tend to positively act for the organization and improve performance.

In most organizations, the display rules emphasize the expression of positive affectivity such as happiness, warmth, and passion. The work behavior and standards are the tools to achieve organizational goals. Thus, the service workers' expression of positive affectivity can be a positive factor of job performance.

According to the HRM Officer, the policies have no influence on work behavior because the personnel holistically follow the work directions as spearheaded by the head office. With that, the staff is oriented with the policies, but they are more focused on doing their daily tasks and work description as expected from them. Lastly, they are working their responsibilities, not because of the existing policies instead of responsible working individuals of the agency. Dugguh & Dennis (2014) explained that the manner in which supervisors communicate with their subordinates may be more important than the verbal content. Individuals who dislike and think negatively about their supervisor are unwilling to communicate or have the motivation to work. Likewise, individuals who like and think positively of their supervisor are more likely to communicate and are satisfied with their work behavior and work environment.

## CONCLUSIONS

Based on the findings of the study, the following conclusions are drawn.

The three components of human resource management policies namely employee recruitment and selection, employee placement and motivation and employee development is well implemented. The soft side of human resource management policy implementation such as placement and motivation is not as pressing compared to the employee recruitment and selection, and employee development. The office is more focused on the development that is more work-related and not more on the personal

well-being of the worker. There is a proper observance of work behavior in terms of professionalism, communication, cognition, technology and social components. Rank and file employees value work, are team player, are technology advocate, and observe social norms in the work place and even outside of office functions.

The work behavior of rank and file employees are not directly attributed to the stringent execution of human resource management policies. Workers behave as expected and the consciousness that they are being assessed and monitored through the Strategic Performance Management System is heightened. The proposed intervention program is designed to improve the work behavior of rank and file employees by applying programs, projects and activities related to the implementation of human resource management policies.

## **RECOMMENDATIONS**

In the light of the conclusions in this study, the following recommendations are presented.

**HRMO.** The office is expected to guide the employees who are experiencing burnout, problems regarding unfavorable behavior and provide interventions and training to the employees, rewards and recognition mechanisms.

**Head and HRMO.** Design an enhancement program for the soft side of human resource management policies focusing on employee motivation such as celebrations, reward and recognition and other activities that boost employee morale.

**Employees.** They have to develop the motivational side of being a worker in the government service by attending to soft functions and activities of the office.

**Future Researchers.** They can have a further study to provide additional information on the problem being studied and consider other variables not included in the study.

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