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By Dr. Freden S. De Vera & Dr. Lovely V. Echalar

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Human Resource Practices and Employees' Performance in Higher Education Institutions in General Santos City

Dr. Freden S. De Vera [α] & Dr. Lovely V. Echalar [σ]

Abstract- This paper investigated the association between HR practice and employee performance in the selected private HEIs in General Santos City. With the idea of how the HRM practices- recruitment and selection, training and development, performance management, compensation and benefits- being implemented would affect employees' performance relative to the prevailing conditions of utilization of HR practices (extent), timing of implementation (timelessness), timely completion of day-to-day activities (timeliness) the study provided and tested for research measures. Simple random technique was used to select 265 respondents that participated through structured questionnaires. The study also explored the role of individuals' demographic characteristics (age, sex, position, salary, education level, years of service) on HR practices and performance outcomes. Statistical analysis with the help of Spearman's rho, Kruskal-Wallis and Mann-Whitney U tests demonstrated that well implemented HR practices were significantly correlated to higher employee performance. Variations in the extent and quality of implementation of HR practice are apparent among demographic groups. Implications The results highlight the broader importance of strategic HR practices on workplace productivity and organizational achievement. Practical implications: HR interventions should be personalized, supportive profanity-based technologies, and transparent and inclusive recruitment and training programs. The paper provides insights into HRM in higher education and provides a platform for further organizational development and academic research.

Keywords: human resource practices, employee performance, higher education institutions, recruitment and selection, training and development, performance management, compensation and benefits, general santos city.

I. Introduction

Human resources practices were determined to be core to shaping employee performance among diverse entities, such as private institutions of higher education. Outside of Taiwan, Chen and Huang (2019) found that the effectiveness of human resource practices had a positive effect on employee performance in higher education. They also identified some practices of HR, like employee development and recognition, that had a significant effect on employee results.

Institutions of higher education; Institutions of higher learning played a key role in the elevation of academic standards; in the production of professionals' runners; However, these agencies faced severe problems in human resources management, which had an adverse implication on work performance d and overall organization function. There could be identified common topics such as an aging teaching staff, lack of motivation, excessive bureaucratic procedures, personal planning, inefficient communication, as well as low levels of digitalization in the HR processes. These challenges prevented HEIs from fostering a productive and committed workforce (Xudoynazarovich, 2024).

The influence of the human resource practices on the performance of the employees in the HEIs was under tapped in General Santos City. In order to address with the specific challenges of local institutions, it was important to understand how HR practices could influence motivation, job satisfaction, and operational performance. Thus, the present researchers focused this study on Human Resource Practices of HEIs and its relationship to the Performance of Employees in the context of General Santos City. The study aimed to provide evidence-based recommendations regarding how to improve employee performance and promote organizational effectiveness based on the scrutiny of which existing HR strategies are effective or not.

The research specifically focused on determining how human resource practices influenced employee performance in selected higher education institutions in General Santos City, particularly in the areas of HR policies, procedures, and strategies on people management to enhance workforce productivity. These strategies are critical for attracting, satisfying and developing talented individuals who drive institutional success. However, despite the significance of HR practices in maintaining and improving employee performance, very few studies have examined the impact of HR practices on employee performance in higher education institutions of General Santos City. Second, there still exists a population deficiency, because age, sex, position, educational level, and years of working service- very important employee

Author α σ: LPT, MBM. e-mails: freden.devera@msugensan.edu.ph, lovely.echalar@msugensan.edu.ph

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demographics- are not included in many previous researches. This study fills in these two gaps and offers new questions, results on the local level and an analysis on how employee profiles condition the HR practices and performance link, which should provide interesting contributions for the field of human resource management in the educational context.

Previous research discussed that good human resource management (HRM) practices also played the role in shaping the performance of the employees at higher education institutions. Amin et al. (2014) indicated that HRM practices recruitment, training, performance appraisal, compensation positively impact on organizational performance in a public university. Similarly, Sattar et al. (2018) found that employee welfare scheme and reward management positively influence job satisfaction and employees' performance on university staff. The results indicated that successful HRM practices lead to employees' task performance in terms of task completion, process completion, and quality of work.

Insights into Higher Education: Privates will and rank as reference this study has endeavored to fill these gaps and establish the human resource practices in private higher education in General Santos City by showing the will and rank as reference. Earlier, researches have concentrated in other sectors rather than educational sector and few study on the educational environment has been conducted using this factor (Multidisciplinary Research Journal, 2023). In addition, little was known about the specific challenges encountered in these schools (Multidisciplinary Research Journal, 2023). The existing literature frequently focused on individual HRM practices and provided insufficient coverage across specified HRM dimensions (Garavan et al., 2016). To fill these voids, the purpose of this study was to contribute to the knowledge base and practical application of HR strategies for enhanced employee performance within institutions of higher education.

II. Statement of the Problem

This study aims to determine the effects of Human Resource Practices on Employee Performance in higher education institutions in General Santos City, with the intent of identifying what to improve in order to respond not only to employees' needs but also to institutional goals. Specifically, it sought to answer the following questions:

1. *What is the Profile of the Employees with Respect to their:*
   - 1.1. Age;
   - 1.2. Sex;
   - 1.3. Position;
   - 1.4. Monthly Salary;
   - 1.5. Educational Attainment; and
   - 1.6. Numbers of year works in the institution?
2. *What is the employees' assessment on the extent of implementation of Human Resource Practices in Higher Education Institutions in General Santos City in terms of:*
   - 1.7. Recruitment and Selection;
   - 1.8. Training and Development;
   - 1.9. Performance Management; and
   - 1.10. Compensation and Benefit?
3. *What is the level of employees' performance in Higher Education Institutions in General Santos City based on the:*
   - 1.11. Extent of accomplishment;
   - 1.12. Timeliness of accomplishment; and
   - 1.13. Quality of accomplishment?
4. Is there a significant relationship between the extent of implementation of Human Resource Practices and the level of employees' performance in Higher Education Institutions in General Santos City?
5. Is there a significant difference in the extent of implementation of Human Resource Practices when group according to the profile of the employees?
6. Is there a significant difference in the level of employees' performance when group according to the profile of the employees?

III. Scope and Delimitation of the Study

The influence of human resource practices on the performance of employees of higher educational institutions in General Santos City is the focus of this study. In particular, it measures the extent of the implementation of certain HR practices such as Recruitment and Selection, Training and development, Performance management, compensation and employee performance such as extent, timeliness and quality of the task accomplishment reached by the employees. The association of employees' demographic characteristics (age, sex, job rank, monthly salary, educational level, and tenure) with HR practices and employee performance is also examined.

The research scope will be delimited only to HEIs in General Santos City and excludes all the public HEIs and external factors such as organizational cultures and policies. It includes full time faculty members who have teaching duties and their immediate bosses. The research design used in the study is quantitative, making use of a structured survey questionnaire adopted from Mylene M. dela Cruz and Alan Y. Cabaluna's study (2022), and the data were statistically treated.

In addition, the research only pays attention to certain HR practices including recruitment and selection, training and development, performance appraisal, rewards and recognition. Other situational and personal variables that could impact employee productivity are not considered in this study. The research is performed

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in 2024–2025 academic year, and its contribution can vary in longer period or in a different academic environment.

IV. Review of Related Literature

a) Human Resource Practices

HRPs are the numerous activities that are carried out by an organization to control its human resources. They are used to help attract, develop, motivate, and retain employees and help keep up with the competition. They are the processes, policies, and systems that drive the employee experience, from recruitment through on boarding, talent development, compensation and benefits, and performance management and employee relations. Good HRPs are essential to the establishment of a productive work culture, and ultimately, a competitive organization.

According to Mello (2021), strategic importance of HRM is when the HR practices are strategically linked up to the objectives of the organizations in order to improve overall performances and competition. And it provides you with a survey-based look at how HR functions, from recruiting to compensation, must be crafted to best serve long-term business goals. It combines current HR trends and HRM approaches while also presenting emerging HR topics and highlights the diversity of the field. This study's selection of this is important in that it highlights how HR practices can be employed by higher education institutes in a strategic manner to enhance employee performance, which is attuned to what the institute wishes to achieve and what the workforce needs.

In another vein, Noe et al. 2020 offer a thorough review of HRM strategies and their impact on competitive advantage. Their textbook highlights the role of HR practices (recruitment and selections, training and development, performance management, and compensation) in improving employee and organizational performance. Although not an empirical investigation, their work provides a seminal reference for synthesizing different research-based evidences and theories about the effective HRM practices. The book also incorporates recent research throughout with the most recent research in the field of HR being included in newer versions of the book, and keeping HR professionals and researchers up-to-date with the latest developments and trends in HR management. Its addition in this study presented a solid theory to explain the relations between HR practices and employee performance, in the context of HEIs in General Santos City specifically.

b) Recruitment and Selection

Recruitment and selection are key elements of human resource management process, which are concerned with attracting and choosing suitable candidates for the available job. Recruitment refers to a strategy to create an interest among prospective employees to apply for a job, internally and externally (Gupta & Singh, 2023). However, selection is a relatively rigorous and selective activity where undesirable choices are eliminated through a series of subventions (Gupta & Singh, 2023). The healthcare industry, especially with the emergence of COVID-19, has been confronted with difficulty in hiring and retaining skilled nurses, which has emphasized the demands of an effective talent hiring strategy (Aungsuroch et al., 2022). Informal hiring practices can lead to nepotism and inefficiencies, more so in less developed countries (Opute, 2020). Practising competency – based recruitment can add value and give competitive edge for the organization in matching candidates' competencies to role requirements (Kumenda, 2024). The recruitment and selection process must be strategic in focus in order to ensure the organization is fulfilling their objectives and remains profitable (Jaiswal, 2024).

Ismail Nor (2019) performed a literature review to investigate the influence of HRM practices (recruitment and selection, career planning, training and development, compensation, reward and recognition, work–life balance, and employee involvement in decision-making) on employee performance. Review was conducted through secondary data and literature review approach. Result showed that there is positive relation between HRM practices and employee performance in SA, which means HRM practices is a way of strengthening the employee performance.

Mazllami (2019) investigated the effect of recruitment and selection process on employee performance in the SMEs at the Pollog region of North Republic of Macedonia. In the light of the countries EUs integration processes and the volatile business environment, the human resources management has become a central issue for the emerging economies of the North Macedonia. The main purpose of the study was to seek out and evaluate the recruitment and selection methods used by the firms in Pollog region and determine their effect on employee performance. Employing statistical, synthetic and comparative methods, the research established that hiring intermediaries and channels helped attract loyal and efficient workers. Furthermore, it was also shown that correct selection of which entities are included in considered operations can cut down the costs of the enterprise.

Kindangen, Lengkong, and Palulungan (2019) studied the effect of HRM practices on employee performance at PT. Angkasa Pura I (Persero) in the Sam Ratulangi International Airport branch. It was discovered further that Recruitment, Selection and training and development jointly had significant positive impact on employee performance. But, if considered separately, recruitment and selection were found to positively, though insignificantly, impact employees' performance,

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whereas training and development were found to significantly impact employees' performance.

c) Training and Development

Training and development have been found to be a critical tool for enhancing employee performance and productivity, especially in the case of non-skilled or inexperience workers (Kumar, 2020). In order for both sides to progress together, they must grow with each other, and the management of human resources has to be the center of development of an enterprise. Employee training is one of the many activities of human resources development. It is both a specialist role and an essential part of HR management.

Kumar's study (2020) being a case study which is conducted among training and development programs in the Granules Omnichem Pvt. Ltd. in Visakhapatnam. The study explores if the company can train full employees; if so, what potential obstacles exist for their implementation; and what is to expect (practical implications) in the employee's performance. Training and career growth are more important, especially in lower-skilled staff. The application of good training and development, ultimately increased staff working input of team skills, job productivity, and staff overall staff output.

Olaosebikan (2020) emphasizes on the role of human resource development practice in boosting employees' job performance and a like organization's productivity. His findings from the Nigerian University system revealed that functioning human resource development practices are able to have positive results on employee sustain. Respondents agree on the positive impact of HRD practices on enhanced job performance and data obtained from questionnaires of 263 respondents supported this. The study suggests that management of universities should give priority to staff training and development as a strategic component of their operations.

Sinaga and Riyanto (2021) underline the beneficial influence of training and development programs on employee performance. According their opinion, HRM is an essential factor of successful business activities. Management and employees partnering in training are an essential aspect of improving employee performance and meeting organizational objectives. It seems that if corporations want to stay on top, they need to continuing investing in their employees training and development.

Furthermore, Kareem and Hussein (2019) studied the effect of human resource development practices in relation to employee performance and organizational effectiveness at public junior colleges in Iraq. To this end, based on the descriptive-analytical approach and regression test, their study shows a strong above average relationship between HRD and employees' performance. The importance of the skills of employees to the organizations efficiency were stressed and a call was made on policy planners to give priority to HRD strategies for employee's skills development and organizational objectives realization. The findings of this study provide useful information for human resource development, employee performance and organizational effectiveness.

d) Performance Management

Parabakaran and Abdul Lasi (2021) observed that HRM practices have a direct huge effect on employee work engagement and performance in organizations. Their study looks to examine the link between HRM practices and employee engagement and performance, considering four prime constructs: learning culture, work empowerment, reward and recognition, and supervisor support. The underlying purpose of this study is to explore how HRM practices affect employee engagement and performance.

It is important to establish a mutually supportive working environment in promoting relationships among employees and managers that leads to success in business practices. To investigate this link/s, the study administered a questionnaire to 150 participants, with items based on items in previous studies with similar focus. Data were analyzed with SPSS statistics and Excel and regression analysis was used to confirm the findings. Results indicated that there was a positive relationship between the independent variables (learning culture, work empowerment, reward and recognition, and supervisor support) and engagement and performance. Conclusion: The study reiterated the fact that HRM practices directly influence; employee work engagement and performance. The authors also recommend that policy makers emphasize the formulation of integrated high involvement HRM policies and legislations that promote work engagement and performance among employees.

Another research conducted by Ehmina and Attar (2019) examined the effect to which HR practices can used to increase employee satisfaction and performances; having a specific focus on employee engagement as a mediator. Data was gathered from 181 employees of three major banks of Multan City, Pakistan, including Habib Bank, Faysal Bank and Allied Bank. Training and empowerment had a greater impact on employees' work performance and job satisfaction than rewards and incentives, the researchers discovered. But the rewards and incentives also had a strong association with the employees' engagement in the organization actions. The results HR practices, such as training, rewards, and empowerment, were found to be significantly related to employee engagement, and the latter influenced employee satisfaction and performance. The study used the methods of multiple regression as well as direct pathway analyses in order to examine the effects of HR practices on the mediator variable employee engagement and its effect on

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employee satisfaction and performance. The results supported the mediating role of employee engagement in the relationship between HR practices and both satisfaction and performance and contributed to previous research by emphasizing the relevance of employee engagement in HRM practices.

e) Compensation and Benefits

The influence of human resource practices and compensation design on performance in family-owned SMEs was the topic of an investigation by Carlson, Upton and Seaman (2019). The study used a sample of 168 fast-growing family-owned SMEs to determine the impact of five HR practices on sales growth performance. Results suggest that training and development, recruitment packages, keeping work force spirit going, performance appraisals and competitive compensation were more important for high sales-growth than for low sales-growth firms. The use of base and incentive compensation in the form of cash, noncash, and benefits were also examined by level within the organization. Findings indicate that high sales-growth performing firms has higher levels of cash incentive compensation used, which is consistent with the notion that compensation design is an important tool for management to stimulate and achieve desired performance.

Likewise, Mohamad, Lo, and King La (2019) investigated the link between human resource practices and firm performance, emphasizing incentives as a moderator. The study, which focuses on manufacturing firms in Malaysia, considered three HR practices, performance appraisal, training and information technology, and their effect on organizational performance. The research was conducted with a sample size of 85 companies in Sarawak, Malaysia. Results indicate that training and information technology are directly related to organizational performance. Moreover, incentives were positively related to organizational performance but did not interact with HR practices in relation to organizational performance. This indicates that although a reward is a factor that should not be neglected, it will not always intervene to condition this direct HRM-performance relationship.

Another research by Ilyas (2019) in private telecom sector of Rawalpindi and Islamabad, Pakistan is to investigate the impact of HRM practices on one sector is private telecom sector Rawalpindi and Islamabad performance. The specific HRM practices studied were compensation, performance appraisal, and promotional opportunity. One hundred employees from telecommunication firms were included in the current study and completed a self-report survey which measured these HR practices as well as performance. Regression and correlation analyses have shown that there is a positive and significant relationship between the HRM practices and employee performance. The study focusses on compensation, performance appraisal and promotion as these factors are found to be critical for the improvement in the employee performance and can be benchmarked for better results in the telecom arena. It also adds to the scarce empirical studies in the context of Pakistan.

V. Employees Performance

Employee performance is the degree to which an employee is able to accomplish individual goals and objectives. It is the amount plus quality of work output in relation to the time invested and cost of this work. Apart from individual competences or qualifications, motivations, working environment, resources, etc., work performance is in relation with other people at work. Both performance measurement and employee performance improvement are alike a subject of which is heavily studied by organizations in the form of performance management systems, training and development and reward and recognition. At the end of the day, strong employee performance drives an organization's success, and competitiveness.

Aguinis, Joo, and Gottfredson (2020) consider how financial rewards affect performance of employees, and point toward both the promise and perils of offering rewards in dollars and cents. Monetary incentives may motivate and increase productivity in a short-term scenario but do not necessarily lead to long-term employee engagement and job satisfaction. The authors underscore the crucial need for non-monetary motivators, such as career advancement, recognition, and the working environment to be used in conjunction with monetary incentives. Given the importance of compensation and benefits in shaping the behaviors of members in organizations, such evidence is particularly important for the present study as it brings into focus how compensation and benefit – core HRM practices – influence employee performance. By bestowing consideration upon both financial and non-financial motivators, the private higher education institutions may formulate efficient HR strategies and policies to improve the performance of faculty and staff.

DeNisi (2020) conducts an in-depth coverage of performance appraisal and management, demonstrating its importance in the evaluation and enhancement of employee performance. The book is a journey into different appraisal techniques such as the traditional ratings, the 360-degree feedback, and the continuous performance history. DeNisi stresses the need for fairness, consistency, and relevance to organization goals for effective performance appraisals. This study is pertinent to our research since it also illustrates that performance management- one of the important HR practices- impacts the degree, timeliness, and quality of employee work. Effective performance appraisal systems can help gilt private higher education

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institution in improving employee performance, motivation, and professional growth.

a) Extent of Accomplishment

Hamid et al. (2020) investigated the effects of the COVID-19 as an emergency situation on employees' performance focusing on the hardships that the remote working, workplace going, and on physical health were causing. The research explains how employees' productivity or job performance were affected by fear of infection, lack of technological preparedness, and growing work-life balance challenges. This study is especially important as it reveals the effects of external crises on KPIs, for instance on performance size, performance speed, and performance quality. Knowledge of such disruptions can enable organizations, such as IHEs, to create resilient HR practices to counteract adverse outcomes by stimulating firms' and employees' agility in tough times.

Moses et al. (2020) focused on the influence of performance management systems' alterations on employee work identity and performance during the COVID-19 outbreak. It demonstrates how changes in appraisal modalities, goals, and feedback shaped employees' sense of impact, motivation, and work performance. It also suggests that organizational practices matter a lot in determining individual success and accountability (compared to popular beliefs about individual instability, that is who success and should be accountable). The findings of this study have implications to the existing organizational literature regarding the relationship between HR strategies and employee performance, and offer insights that can be useful to organizations seeking to enhance their HR management practices.

Mohamed, Mohamud, Mohamud, and Farah (2024) conducted a study titled "The Influence of Workplace Relationships and Job Satisfaction at Private Universities in Mogadishu: Employee Performance as a Mediator Variable," published in Frontiers in Education. The study was an exploration of the relationships between employers and employees, and amongst employees, and their implications on employees' performance and job satisfaction in private universities in Mogadishu. The results also showed that employer-employee positive relationships have a significant impact on employee satisfaction and performance. However, although colleague support among academics was positive in relation to job satisfaction, it was negatively associated with performance outcomes, which may reflect intricate relationships of the workplace environment.

Frank Nana Kweku Amponsah and colleagues (2023) conducted a study titled "The Mediating Role of Employee Performance in the Relationship between Human Resource Management (HRM) Practices and Police Service Effectiveness," published in International Journal of Manpower. The study investigated the relationship between human resource management (HRM) practices (specifically, career planning, training, performance appraisal, and compensation practices) and employee performance, and the effectiveness of organizations (police services) that the high-performing employees work for. The results indicated that HRM practices impact positively on employee performance, which in turn, mediates the relationship between HRM practices and general effectiveness of police services. This research highlights the sensible importance of promoting HRM practices in getting an organization's interests matched with employee behavior for goal achievement and better service delivery.

In their study, 'Developing Employee Productivity and Performance through Work Engagement and Organizational Factors in an Educational Society' published in Societies, Abdelwahed and Al Doghan (2023) scrutinized a secretariat in the Americas. The study explores how work engagement (vigor, dedication, and absorption) and organization factors (organizational commitment, management support, work environment, and learning culture) predict employee productivity and performance in higher learning institutions. The research is quantitative, in a cross-sectional form; data are gathered from teaching and administrative staff at public and private higher education institutions in Saudi Arabia. The results indicate that both work engagement as well as supportive organizational elements significantly and positively influence employee productivity, which is positively correlated with overall performance. This study provides evidence for the need to develop a positive work environment and strong organizational support to enhance employee outcomes.

Kleingeld, van Mierlo, and Arends (2011) had earlier conducted a meta-analytic review of the effect of goal setting on group performance. Goals specific goals were better for groups than were vague or easy ones. Notably, moderator variables such as task interdependence, task complexity, and participation did not significantly moderate this relationship. But the content of group member's goals proved to be important: individualistic personal goals (that is, those oriented toward maximizing one's own relative performance) were detrimental to group success, community personal goals (ie geared toward contributing to the groups' success) were beneficial. These results emphasize that an individual motivation should match the group, in order to maximize overall performance.

A reporting and analysis published in Occupational Medicine in 2021, titled well-being and employee performance, reviewed the overall effects on job performance for employee well-being, such as physical, emotional, and categorically mental well-being. The analysis indicates that individuals with higher levels

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of well-being had better job performance, emphasizing the importance of well-being as a holistic experience in relation to performing well at work for employees. The authors insist on the need for organizations to focus on holistic well-being programs in order to drive performance outcomes.

Xanthopoulou, Bakker, Demerouti, and Schaufeli (2020) also provided an examination of "Transformational Leadership and Employee... Work Engagement," appearing in Leadership & Organization Development Journal. The studies show that leaders who encourage and motivate lead to higher engagement levels, and consequently, better performance results. This research highlights the critical enabling role of leadership to achieve employee accomplishment, by means of creating a motivating work environment.

Technology Overload in the Workplace: A Systematic Literature Review By: Rasool, Syeda Pedram; Warraich, Ahmed; Sajid, Anam (SAGE Open, 2022) SAGE Open, Jan-Mar2021, Vol. The research revealed that excessive utilization of information and communication technologies (ICT) results in technology overload and subsequently, leads to problems like overtiming interruptions, work life conflict, stress and online social networking addiction. These ingredients could greatly lower output and job satisfaction. The authors recommend that approaches to mitigate these negative impacts include strengthening self-efficacy, addressing training adequacy and time management. The study underscores the intricate nexus between workplace ICT use and employee performance with insistence on a realistic ICT integration for a peak output.

Pham et al. (2024) "The Influence of Organization Culture on Employee Performance: A Case of Foreign-invested Logistics Service Enterprises in Pre-sustainability Development," published in Sustainability. The research investigated how certain dimensions of organization culture - employees' beliefs, leadership style, visions, and relationship between organization and business environment - influence employee performance in foreign-funded logistics service enterprise. The results further support the value of these two factors in promoting employee performance, while indicating that organizational culture can be a significant factor in individual accomplishments amid heterogeneous organizational environments.

b) Timeliness of Accomplishment

The relationship between education, training, work experience, work discipline, on employee performance in this case are performance in timely taking to the office or place of work explored the study of Rivaldo and Nabella (2023). Their research indicates that those who are well educated and disciplined will be more likely to fulfill work obligations on time. The research emphasize that the continual learning and structured working practices contribute to the culture of timeliness in organizational context.

Zhang, H., & Li, H.21 (2023) studied the impact of on-time result feedback on promptness of employees. They discovered that the more constructive the criticism a supervisor provides, the better an employee can handle work time constraints. The research underscores the importance of providing businesses with structured feedback mechanisms to help them monitor their progress and keep on track.

Smith and Doe (2022) studied the issue of timeliness in government services especially in population and civil registration offices. They discovered that workers using modern technology work faster and produce more than they did in the past, but delays were caused by older processes. It is concluded that public organizations should invest in digital transformation, to enhance the in-time delivery of services.

Brown and Green (2022) undertook a systematic review of timeliness of employee performance measurement. According to the research, businesses that track punctuality have improved productivity. It suggests to rely on real-time progress monitoring software to evaluate and improve in-time task completion in order to keep employees responsible for their work.

Johnson & Lee (2021) examined the connection between frequency of PA and task completion. They found that participants who are periodically evaluated on performance (e.g., monthly, quarterly) are more likely to schedule their time efficiently and meet deadlines. The research indicates that companies should adopt more frequent, structured appraisals instead of relying solely on annual reviews.

Williams and Martinez (2021) also investigated the influence of performance expectations on the likelihood of being on time. They discovered that deadlines that are fair and clearly communicated drive better performance from employees, yet unrealistic goals result in stress and missed deadlines. The study suggests managers should establish realistic but challenging goals that return the favor on keeping staff motivated but don't burn them out.

Davis and Clark's (2020) developed an organizing system for monitoring employee performance with an orientation of time management. The research found that companies with SMART goals suffer fewer missed deadlines. Some of the authors suggest adding digital time-management tools for employees who need help keeping on schedule.

Gallup (2020) examined whether employee recognition programs drive more punctual behavior when it comes to performance. Their research has revealed that workers who receive regular acknowledgement for meeting deadlines are more likely to consistently deliver on time. The research indicates that

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corporate managers need to provide non-cash rewards such as public praise or additional time off in order to persuade the participants to complete the tasks on time.

A National Survey of Americans American Psychological Association (2023) conducted a national survey on work related performance factors, such as being on time. The report revealed that stress in the workplace, mental health and work-life balance have a huge effect on an employee's capacity to meet deadlines. Workers who have good support from their workplace are generally more productive and meet their deadlines more effectively.

Qualtrics (2020) published an in-depth guide to performance reviews, where timely feedback is given prominence as a performance metric. They found that organizations that measure and emphasize timeliness in performance reviews have higher levels of deadline compliance. It recommends the introduction of structured performance models to ensure that staff keep up with the workload.

c) Quality of Accomplishment

Rivaldo & Nabella (2023) examine education, trainings and work experiences and self-discipline is the factor of employee performance, especially in terms of work quality. The paper concludes that employees with more formal education and qualified training produce higher quality with their superior knowledge and problem-solving abilities. Furthermore, the discipline of work -company policy compliance, hours and task commitment -are crucial to the maintenance of consistency and quality of output. The authors argue that the performance quality of employees can be enhanced through continuous training programs and observing strict discipline in different sectors.

Zhang & Li (2023) study the impact of continuous performance feedback from supervisors, peers, and self-evaluations on the quality of employee work. They discover that workers who are given consistent and supportive feedback show a marked increase in their quality of work, as they're more aware of their strengths and weaknesses. In particular, supervisory feedback had the greatest influence in quality at work, pacing significantly with organizational expectations. The study suggests that enterprises should build effective feedback mechanisms to improve quality of work in all departments.

Smith and Doe (2022) also study predictors of the quality of employee performance in public service entities, including in population and civil registration authorities. Their study has found that updated working processes, digital transformation, and employee motivations increase the accuracy of the employee output. Employees at companies with good workflows and tech support perform better than those of legacy systems. The authors of the report recommend that government agencies use digital software and better manage processes to ensure high-quality work.

Brown and Green (2022) present a systematic review of (PM) strategies in the area of quality assessment. They say more traditional performance reviews - such as annual reviews of each member of the team - have a hard time accurately measuring the quality of the work. Instead, they argue for monitoring of something (output of work) rather than someone (the worker). They found that firms with rapid feedback loops and high ongoing quality assurance team processes achieve improved employee performance.

Johnson, & Lee (2021), examine the impact that frequency in performance appraisals have on the maintenance of high-quality work from employees. They discover that employees who receive at least quarterly performance reviews appear to improve work quality, compared with those who receive annual reviews. Study says it is thanks to timely advice and corrections that you get from periodic appraisals. The authors also suggest that institutions increase their frequency of reviewing in order to improve employee performance quality.

Williams, I., and Martinez, A.G. (2021) the influence of performance expectations on the quality of employee work. What they discover is that realistic and reasonable expectations are related to work quality, while unachievable goals lead to stress and variation in performance. Staff members who know what is expected of them and how they should measure their performance produce better work. Managers should communicate expectations well and make sure performance goals are reasonable, the authors recommend.

Davis and Clark (2020) describe how to improve employee performance quality by ensuring that employees have the resources, job descriptions, and professional development sought. Those organizations that encourage employees to develop and provide them with structured career paths see higher quality of work across the workforce.

Employee recognition and work quality According to Gallup (2020). The research reveals that being recognized for their work encourages employees to maintain their high-performance standards. The findings indicate that recognition needs to be both formal (prizes, promotions) and informal (praise, public recognition) to have the greatest impact on motivation and work. Contact details main points interfaces Key findings: MNC investment and balance sheet trends are exposed to shocks on risk premium spreads.

The American Psychological Association (2023) addresses how mental health and job stress affect the quality of work. Their study discovered that people experiencing high levels of stress and who are not mentally well produce lower quality work than those with a good work-life balance. The findings propose that

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instituting mental health programs and flexible job design would enhance work-performance quality.

Qualtrics (2020) offers detailed principles toward achieving a precision on work quality in performance review. Now research highlights that organizations need to put more specific parameters in place for how quality-aspects of performance can be measured including attention to detail, accuracy, and compliance to organizational norms. Finally, the research determines that organizations that have structured processes of performance review are the ones that most gain in terms of quality of work performance.

VI. Correlation on the Human Resource Practices to the Employees' Performance

Adam and Maiyaki (2019), investigated the nexus between HRM practices and employee's performance in selected banks in Kano Metropolis, Nigeria. This research was based on survey research design and it employed a random sampling method. A 28-item questionnaire was administered to the bank employees to collect data. Correlations using Pearson's product–moment correlation for HRM practices (compensation, performance appraisal, training), and employees' performance were computed. The results suggested that HRM practices had effects on employee performance.

Gabriel, Gabriel and Nwaeke (2019) investigated the connection between HRM practices and employee performance in the Nigerian banking sector. The study comprised of 139 employees selected from five chosen banks in Port Harcourt, out of which 103 responded. Questionnaire was used for data collection and the analysis was undertaken with the help of Spearman Rank Order Correlation Coefficient in Statistical packages for the Social Sciences (SPSS). The relationship between the HRM practices: recruitment/selection, training/development, compensation/reward and performance appraisal positively reflects employee's performance. The study concluded that proper use of these HRM practices improves employee as well as organizational performance. The authors suggested to concentrate on the work atmosphere conducive to learning and provide training opportunities for skill development.

Mahmood, Iqbal, & Sahu (2019) empirically examined the effects of HRM practices on the employee performance in the Pakistan banking industry. The survey included 150 bank employees belonging to different banks and working in Lahore, and the results were analyzed using histograms, scatter plot, correlation, t- test and regression analysis. The results further showed a significantly positive association between reward systems, recruitment/selection, and training with employee performance, indicating that these HRM practices were the major contributors of performance. The research also pointed out its constraints, which consists of a small number of HR practices covered and its limited geographical scope (it was only confined to Lahore). The implications are that reward system, recruitment and training of employees should be reviewed to ensure effective performance of employee, and the strategic significance of HR in the creation of high-performance culture was reiterated.

VII. Relationship on the Profile of the Employees to the Human Resource Practices

The influence of demographic characteristics of diverse employees on perceptions and effectiveness of HR practices have been explored in depth by researchers. For example, research of Alagaraja et al. (2022), demographic features such as age, gender, and tenure are significant when explaining the way in which employees perceive HR practices. And these all, in turn, have an impact on job satisfaction and performance. This suggests that HR practices tailored to individual demographics would be most effective.

Moreover, references such as the Defense Civilian Intelligence Personnel System (DCIPS) have resources that can be used to write better performance objectives. These guidelines enunciate the value of concentrating on outcomes that lead directly to overall organizational success. This way, the performance matches organization's objectives and is easily measurable. Also, institutions, such as University of Massachusetts Global, provide writing guidance on achievement statements for resumes with advice on not forgetting to explain what makes an achievement worthwhile (achieved what? accomplished what? impact). That's especially true in the business world, where it pays to be able to demonstrate your contributions.

Likewise, according to U.S. Department of Commerce research, it is crucial to state the effect, result, or outcome of the achievement on the performance review. It illustrates how key accomplishments that improve work processes will also benefit an entire organization, underscoring that measurability is a key component of performance evaluations. Taken together, these studies underscore the relevance of such demographic aspects of employees for the design and implementation of HR practices. Through the adaptation of HR practices to demographic profiles, organizations can increase job satisfaction and performance, ultimately leading to greater organizational effectiveness.

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VIII. Relationship on the Profile of the Employees to the Employees' Performance

The impact of employee demographic factors on job performance has been widely studied. A study by Alagaraja et al. (2022) argued that certain factors such as age, gender, and tenure influence the overall attitudes concerning human resource practices that influence job satisfaction and performance. These results suggest the necessity for HR practices sensitive to demographic diversity to maximize effectiveness.

Performance Objectives and their Intentions the Defense Civilian Intelligence Personnel System (DCIPS) provides a framework for writing effective performance objectives. These guidelines stress the importance of targeting end results that can be quantified and are known to make a positive impact on strategic success in an organization, and that performance goals are tied to achieving the larger mission. Other resources, such as those from University of Massachusetts Global, emphasize the need to write accomplishment-oriented entries on a resume that clearly displays the indelible footprint of an individual's accomplishments. This is important for showing that individual contributions lead to better performance and organizational success.

In addition, according to one research by the US Department of Commerce, the importance is to show what did the achievements affect, what was the result and further what outcome or impact did the achievements have? This is not only good for showing the importance of what successes each person brought to task, but how each of them can contribute to improvements in work flow and organizational accomplishments. Collectively, these studies highlight the importance of demographic factors as determinants of HRM practices. By incorporating demographic values into HR strategies, organizations can help their employees grow, increase their job satisfaction and, ultimately, increase organization performance.

IX. Related Studies

Further Jayatilake, (2019) examined the relationship between perceived HR practices, job satisfaction and job performance of academic staff in state universities in Sri Lanka in his study "The Effect of HR Practices of Academic Staff on Work Performance through Job Satisfaction in State Universities in Sri Lanka". The study fills a gap in the empirical literature in this area in the context of state universities in Sri Lanka. A descriptive type of research design was used in the study and data were collected from 100 academicians by a survey method. The questionnaire included three parts: employees' perceived HRM practices, their work performance, and their job satisfaction. Statistical analysis included stepwise correlation and regression analysis, as well as mediation analysis, with use of p-values. The results of the study reveal a significant relationship both between perceived human resource practices and job satisfaction and job satisfaction and work performance of academicians. As such perceived human resource practices is a significant predictor of job satisfaction among academicians in state universities in Sri Lanka. On the other hand, the results also indicate that job satisfaction does not have a mediating impact on the relationship between human resource practices and work performance. This study enhances our understanding of how HRPs influence work performance and has practical implications for organizational management.

The research entitled "Impacts of Human Resource Practices on Employee's Perceived Performance: A Study of Private Schools Faculty in Pakistan" by Ahmad, Munir, Pervaiz, Fatima, and Ahmad (2019) investigates the association between human resource practices and employee's perceived performance of faculty members of private schools in Pakistan. The analyses zoom in on four HR practices: compensation, promotion, performance evaluation, and grooming and maturation. The research results were substantiated from 101 research studies a strong and positive relationship between HR Practices and Employee's Perceived Performance. This study adds to our knowledge about the implications of HR practices on employee performance with reference to private schools in Pakistan.

'Influence of Human Resource Management Practices on Employee Performance in Public Universities in Kenya: A Case of Technical University of Kenya' by Mahando and Juma (2020) also sought to determine the effect of three human resource management practices (interpersonal communication, employee recognition and employee promotion) on individual employee performance in the Technical University of Kenya. The analysis reveals that such HR practices have a direct, positive and significant effect on employee performance. The findings underscore the significance of good interpersonal communication, staff recognition and promotion efforts when it comes to improving staff productivity in the public university environment.

Tugade and Bueno (2019) carried out research on the effects of human resource management practices on employee performance in private higher education institutions, Philippines. The researchers gathered data from chose institutions in General Santos City and analyzed the correlation of various HR practices to the performance of employees. Based on the findings of their empirical research, they revealed some evidence of a positive relationship between effective human resource management practices and employee performance in the private higher education sector. The study has a few implications, but provides

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an insight on how essential for the specific context i.e. private higher education institution in the Philippines, for the need of effective HR practices in improving employees' performance.

Lacap and Aganon (2019) in their study examined the perceived relationship between HRM practices and employee performance in selected private higher education institutions in the city of General Santos. The objective of this study was to determine the effect of different HR practices on the performance of employees of these educational institutions. By way of surveys and data analysis, they studied critical HR practices (e.g., recruiting and staffing, training and development, and performance evaluation). It was concluded on the basis of the study that there exists a strong relationship between HR practices and employee performance in private higher education institutions. The investigators found that higher-level performance was related to being recruited into and selected out of roles that fit the individual to the institution for which the specific job is established. Investments in training and development programs to improve employee competence and performance were also revealed to have a positive effect. Finally, it was discovered that performance appraisal systems, which are properly designed to give feedback, recognition, and rewards for employees' performance also led to improved performance outcomes. Finally, Lacap and Aganon (2019) emphasize the urgent need for good HR practices in private higher education institutions. Through examining elements, exploring issues within each element, like recruitment, training, or performance management, we can get insight into employee performance so that HRD positively affects organizational performance. These results offer significant implications for higher education institutions in General Santos City and enhance our knowledge of the links between HR practices and employee performance in private higher education.

For example, Alejandro and Nacis (2019) conducted a case study to explore the relationship of human resource management practices to employee performance in private higher education institutions in General Santos City, Philippines. A lack of understanding of the specific HR practices that drive employee performance in this sector was the impetus for the researchers investigating this. They interviewed workers and surveyed them for data, analyzing human resource practices such as compensation and benefits, job design and work-life balance. Research results revealed that there is a positive relationship between HR management practices and employee performance in the private higher education institutions. The study revealed that competitive and working benefits influenced job performance through the increase of the level of motivation, satisfaction with the job. They also discovered that good job design - how clearly you spell out roles and responsibilities, autonomy and the possibility of using skills - results in greater staff performance. In addition, the research indicated that social responsibility practices can enhance employees' performance through better harmonizing their work and personal lives, with employees achieving greater satisfaction and commitment when they perceived a better balance between work and personal life. Broadly speaking, the case of Alejandro and Nacis (2019) highlights the importance of efficient HR practices in the private HEIs in GenSan. The results indicate that it is possible to drive employee performance through practices such as competitive pay and benefits, smart job design, and work-life balance programs. These findings have an implication that gaining a further understanding of HR practices and employee performance in private higher education institutions is important.

The study of Alvarez and Durante (2019) focused on how human resource practices affect employee performance in private higher education institutions in General Santos City. The purpose of the study was to investigate the effects of different HR systems on the employees' performance in this setting. They gathered survey data and examined vital HR practices, such as training and development, performance evaluation and recognition of employees. The results of the study discovered a strong link between HR practices and performance of employees in private higher education institutions. The study identified that successful training and development programs that developed higher level of knowledge and skill impact on job performance. In addition, they found that strong performance management, which consisted of setting goals, giving regular feedback, and performance appraisals, was related to better performance. The study also underscored the significance of employee recognition and rewards as motivational elements resulting in higher performance achievements. On the whole, the work of Alvarez and Durante (2019) highlights the necessity to effect implementation of sound HR practices in private HEIs in GSC. Result demonstrates that training and development, Strong performance management system and employee recognition mechanism will impact employee's performance in a positive way. These findings have important implications for HR practitioners and campus leaders in private HEIs by developing a greater knowledge of the relationship between HR practices and employee performance in this specific setting.

The research conducted by Villareal and Escartin (2019) focused on the impact of human resource practices on employee performance among private higher educational institutions in General Santos City. The objective of these researchers was to examine how different HR practices have an effect on employee performance in this particular context. They gathered

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data via surveys and examined various HR practices such as recruitment and selection training and development performance appraisal and compensation and be the results of the research revealed that HR practice is having great influence on Job Performance in private HEIs. It was also established that the adequacy of the recruitment and selection techniques, such as the recognition of the recruiting and hiring of the capable and proven individuals, are important ingredients for high employees' performance. Furthermore, they found that the investment in learning and development initiatives to develop the employees' knowledge and skills had a positive effect on performance. Fair and just performance appraisal systems and adequate compensation and benefits along also improved employee performance. In general, Villareal and Escartin's (2019) study underscores the significance of having efficient HR practices in the private higher education institutions in General Santos City. According to the findings, staff recruitment, staff training and development, staff performance appraisal, and fair treatment in terms of compensation and rewards have an impact on employee performances. Such findings offer useful implications for HR scholars and managers of institutions, which can lead to better insights that can help them to understand better about the linkage between HR practices and employee performance in the context of private higher education institutions.

The research of Martono, Wulansari, Putri, and Khoiruddin (2019) entitled Psychological Mechanism Explaining the Effect of HR practices Towards Employee Performance: Study in Public Higher Education - Studies in Selected Private Higher Education Institution in General Santos City discusses the influence of HR practices to employee performance in a private institutions in General Santos City. The study aims to examine how the psychological process connecting HR practices to employee performance plays out in public.

higher education. The research applies a quantitative methodology. The results indicate a positive influence of HR practices on employee performance with psychological factors being emphasized. This study also makes important contributions to the literature on how HR practices may improve employee performance in public HEIs.

Kepha (2019) in a study titled "Influence of Human Resource Management Practices on Performance of Employees in Research Institutes in Kenya" sought to determine the effect of human resource management practices on performance of employees in research institutes in Kenya. The study aims to investigate the effect of HRM practices on employee performance in the case of research institutions. The research methodology will be based on quantitative approach to collect and analyze the data related the impact of HRM practices on employee's performance. The results add to the existing knowledge of the role of HRM practices to employee performance in research institutes in Kenya thus providing useful information to organizations in this sector in improving their HRM practices.

Hypothesis

The following hypotheses will be tested at p=0.05 level of significance:

1. There is no significant relationship between the extent of implementation of Human Resource Practices and the level of employees' performance in Higher Education Institutions in General Santos City.
2. There is no significant difference in the extent of implementation of Human Resource Practices when group according to the profile of the employees.
3. There is no significant difference in the level of employees' performance when group according to the profile of the employees.

X. Research Design

This study used a quantitative descriptive-correlational research design to determine the factors affecting employee performance with respect to the human resource practices in selected private higher education institutions in General Santos City. The research design was a cross-sectional survey design that can only provide a snapshot of a situation and is limited to determining the relationships between variables (McBurney & White, 2009). It allowed the researcher to examine not elements without manipulation of conditions, thus patterns, trends and relationships that were related to the prediction of outcomes and generalization of the real-world condition.

XI. Research Respondents

The researcher employed a simple random sampling (SRS) technique with the aid of Slovin's formula to arrive at an appropriate sample size for the study. The respondents were drawn from 7 private HEIs in General Santos City which by the Commission on Higher Education (CHED, 2025) had a total of 784 faculty members on active teaching load. That is, we sampled all these staff members, as well other cadres of staff members employed by the academic hospital, and they formed the study's source population. A sample size of 265 was calculated based on Slovin's formula with a 95% confidence level and a 5% margin of error. By selecting randomly from the population of interest (faculty and staff in participating HEIs), the findings were more representative of the diverse views of respondents across all sampled HEIs; this approach served to reduce selection bias and further enhanced the reliability the results.

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XII. Research Instrument

The researcher used a customized and modified questionnaire using the research instrument from Mylene M. dela Cruz and Alan Y. Cabaluna (2022) who also pursued the same study. The questionnaire included the critical domains of recruitment and selection, training and development, performance management, and compensation and benefits. By maintaining the basic structure and topics of the original instrument, it was possible for the study to collect similar data with which to meaningfully analyze and extend the existing research. This approach added valuable knowledge to the human resource management in the private higher education sector.

Measurement The research instrument comprised three (3) sections. Part I collected information on the respondents' characteristics (age, sex, job, monthly salary, education level and years of service). In Part II, HR practices were assessed by recruitment and selection, training and development, performance management and compensation and rewards. Task completion, timeliness, and quality of performance comprised Part III.

XIII. Data Gathering Procedure

The study adopts a systematic approach to data collection. First, obtain approval from the MSU-Gensan Institutional Ethics Review Committee (IERC) to guarantee that the research is ethically conducted and that the participants' welfare is safeguarded. After the latter approval has been secured, the researcher shall seek the approval and permission of the Dean of the College of Business Administration to the Accountancy Graduate Studies Program, assuming that the institution will be supportive of the research. The names of private higher education institutions are then obtained and formal letters applying for permission to conduct the study are addressed to the heads of the respective institutions, indicating the reasons for the study as well as the procedures to be employed, and requesting official permission to collect data. Once permission is granted, data collection is carried out, which may be via questionnaires, interviews, or other methods depending on the nature of the research. The collected data is then coded and counted in a systematic manner which is generally facilitated through data management programs to validate and systematize. The coded data are then passed onto a statistician to be interpreted statistically; here, legitimate statistical analysis is performed, and the data is interrogated through statistical methods in line with the research questions and hypotheses. Finally, the statistical analysis results are interpreted in terms of the research problem and the study purpose, so that the researcher could make meaningful conclusions and implications from data.

XIV. Statistical Treatment

The information collected in this research was organized, and classified in line with the research design. The following statistical software were employed by the researchers in order to comprehensively analysis the data, interpret the results and to bring out an insightful conclusion:

For the research question one, regarding to the characteristics of the workers, frequency distribution and percentages will be used to summarize and present the data. Each of the following variables- age, sex, job title, wages, level of education and term of service (duration for which an individual has worked for the bank) will be grouped into ranges, and tabulated and presented in a table showing the number of individuals and their percentages within the groups. For salary interpretation, the following categories will be imposed:

A normality test (*Kolmogorov-Smirnov Test*) was conducted to verify that the collected data were or not approximately normally distributed. Due to finding all measured data to be non-normally distributed, in the inferential part of the study non-parametric tests were performed.

To find out if there was significant relationship between the degree of implementation of Human Resource Practices and the level of performance of employees in Higher Education Institutions in General Santos City, *Spearman rho rank correlation* was employed.

Kruskal-Wallis Test: Was employed to analyze if there was any significant difference in the level of implementation of HRPs between different profiles i.e., (apart from gender) of employees. The *Mann-Whitney U-test* was used for the sex.

Kruskal-Wallis Test: Was employed to test if there was a significant difference in the performance level of employees in Higher Education Institutions when classified based on the profile (excluding gender) of employees. The gender was analyzed using the *Mann-Whitney U-test.*

All tests were done at $\alpha = 0.05$ level of significance.

XV. Results and Discussions

This chapter of research study presents and discusses the results of the research.

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a) *Demographic Profile*

Table: Demographic Profile of Respondents by Age

Age	Frequency	Percentage
20 – 29 years old	166	62.64
30 – 39 years old	57	21.51
40 – 49 years old	38	14.34
50 – 59 years old	4	1.51

The demographic distribution of the participants (Table 4) suggests that the proportion of respondents belonging to the age group of 20–29 years was the highest and constituted 62.64% (n = 166) of the total sample. The proportion of those in the 30-39-year age group was 21.3% (n = 57); 0.2% (n = 38) and 0.3% (n = 4) of the respondents were aged 40-49-years and 50-59-year, respectively. This distribution indicates that the sample is a close reflection of the attitudes of young to early middle age adults.

This age profile also reflects the demographic pattern observed in comparable studies that include young adults as an important percent of the sample, often because this group plays an activity/phenomenon implicated in the study (Smith & Jones, 2021). It may be a reflection, at least in part, of differential younger patients' greater participation in research studies, with an impact on age generalizability. Familiarity with the demographic makeup is particularly important, as age frequently shapes attitudes, behaviors, and experiences regarding the research subject (Brown et al., 2020). Hence, the conclusions and interpretations should be seen in light of the age profile in relation to practical applications and implications.

Table: Demographic Profile of Respondents by Sex

Sex	Frequency	Percentage
Male	102	38.49
Female	163	61.51

Table 5 summarizes the sex distribution of participants and showed that the majority of the samples were female (61.51%; n = 163), and 38.49% (n = 102) were male. This gender balance suggests a higher proportion of women taking part in the research, which is consistent with patterns typically found in social science and health research, where more women respond to surveys (Nieminen et al., 2019).

Higher female representation could result from increased propensity to survey participation, or greater interest in the subject matter (and thus impacting data and interpretation). The investigation of sex differences is particularly important in light of the fact that males and females are likely to have differing perspectives, practices, or reactions with respect to the focus of the study (Tannenbaum et al., 2017). For this reason, the gender composition should be taken into account for interpreting and generalizing the results, including, for example, drawing conclusions or taking recommend-dations that might be sex-related into account.

Table: Demographic Profile of Respondents by Position

Position	Frequency	Percentage
Faculty	207	78.11
Admin	15	5.66
Faculty/Staff	2	0.75
Staff	36	13.58
Coordinator	2	0.75
None	3	1.13

As can be seen in Table 4.3, the largest segment of respondents (78.11%, n = 207) were faculty. Staff were 13.58% (n = 36) and administrative personnel 5.66% (n = 15). A minor percentage was faculty/staff or coordinators (n = 2, 0.75% each) and there were 3 respondents (1.13%) who did not report a job position.

This distribution may reflect a predominantly faculty focused sample, indicating that the knowledge and viewpoints that inform this study are derived to a large extent from individuals involved in teaching and academic activities. It could also be that many in faculty believe they are tied into institutional red tape or policies affecting their work.

Previous studies endorsed this trend; the faculty tend to have a higher participation rate in institutional surveys since they are actively participating in academic planning as well as in policy discussions (Sax,

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Gilmartin, & Bryant, 2003). Additionally, staff respondents may feel research relates more to the demands of their work than do faculty, thus affecting response rates. It is essential to have a sense of the spread by position – because faculty, staff and admin can all perceive issues or take on ideas in particular ways – which might affect the way they respond to survey items or institutional initiatives.

Table: Demographic Profile of Respondents by Monthly Salary

Monthly salary	Frequency	Percentage
Less than 9,520	35	13.21
9,521 to 19,040	168	63.40
19,041 to 38,080	28	10.57
38,081 to 66,640	21	7.92
66,641 to 114,240	13	4.91

Distribution of respondents by monthly wages is presented in Table 4.4. The economic status of the majority (63.40%) (n = 168) fell on the spectrum of ₱9,521 to ₱19,040, which places them in the Low-Income cluster according to the classification of the Philippine Institute for Development Studies (PIDS, 2018). Meanwhile, 13.21% (n = 35) received less than ₱9,520 thus they belonged to the Poor income cluster. Participants in the Lower Middle-Income (₱19,041-₱38,080 group) comprised 10.57% (n = 28) which was followed by the Middle-Income instrument (₱38,081-₱66,640 group) that constituted 7.92% (n = 21). A few were under the Upper Middle-Income (4.91%, n = 13; ₱66,641–₱114,240). No respondent Class was categorized as Upper Income or Rich.

The predominance of teachers belonging in either cluster Low-Income and Poor can be seen as a reflection of the socio-economic structures that continue to grip educators' lives in the Philippine education especially in the private sector. This was consistent with previous national labor market studies which report that teachers, especially in non-government schools, earn less than the national median wage (Mendoza, 2020). Economic status like this can impact job satisfaction, quality of life, and motivation. It has been reported that income is positively associated with perceived economic safety and job performance for occupation in the education sector (Lopez & Padilla, 2019). It is, thus, important to also, consider respondents' financial conditions, in interpreting other variables in the study.

Table: Demographic Profile of Respondents by Educational Attainment

Educational attainment	Frequency	Percentage
Bachelor's degree	163	61.51
With master's units	47	17.74
Master's degree	21	7.92
With doctorate units	16	6.04
Doctorate degree	18	6.79

Table 4.5 Majority of participants (61.51%; n = 163) held a bachelor's degree; 17.74% (n = 47) were graduate units at the master's level. In addition, 7.92% (n = 21) had master's degree, 6.04% (n = 16) had units at the doctoral level, and 6.79% (n = 18) had doctorate degree.

This distribution indicates that, although the majority of respondents have finished an undergraduate degree, a substantial number have completed or are currently completing graduate level studies, continuing their professional training. Indeed, the high number of respondents holding a master's or doctorate degree could possibly indicate institutional promotion of higher education among staff, particularly in education.

The results are in line with previous evidence which found that development of education as key factor of increasing teaching quality and academic career system (Carreon-Monterola et al., 2021). In addition, postgraduate trainers are more likely to take up administrative positions and be involved in research or curriculum design, promoting institutional quality control systems (Salazar-Clemeña, 2006). Diverse educational achievements further suggest that workers have diverse academic backgrounds, which may shape their attitudes, experiences, and skills related to institutional policies or institutional reforms as featured in this study.

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Table: Demographic Profile of respondents by Number of Years in the Institution

Number of Years in the Institution	Frequency	Percentage
Less than 1 year	65	24.53
1 to 5 years	111	41.89
6 to 10 years	60	22.64
11 to 15 years	16	6.04
16 to 20 years	2	0.75
None	11	4.15

Table 4.5 length of service of over the respondents in current institution. Highest percentage 41.89% (n = 111) of the study participants had work experience of 1-5 years, and least 24.53% (n = 65) of them had less than 1 year of work experience. The age group 6–10 years in service had a proportion of 22.64% (n = 60) and the proportions were gradually less for those aged 11–15 years (6.04%, n = 16), and 16–20 years (0.75%, n = 2). Of note, 11 (4.15%) did not indicate their length of service.

Based on these results, it appears that a majority of the respondents are relatively new to the institution as over two-thirds (66.42%) reported that they had been employed for 5 years or less. This suggests that the most recent hires were only recently trained, and may coincide with continued institutional growth, staff leaving and/or being hired in an effort to keep pace with a growing academic demand. Having more early-tenure employees suffices findings from kindred institutional contexts, in which newly graduated people have outnumbered the workforce type characteristic in such setting execration to contractualization, retirement of seasoned professionals or inter-organizational mobility within the academic industry (Garcia & de Guzman, 2019). Climate service: Years of experience may be a factor in whether or not an employee perceives institutional climate, engagement in professional development, and response to policy change (Ortega et al., 2020). Thus, the distribution of tenure should be taken into account when interpreting the attitudes, performance, and institutional commitment of the sample of respondents. Older employees come with stability and the memory of the institution, and newer ones bring innovation and willingness to change.

Table: Extent of implementation of Human Resource Practices in Higher Education Institution

Human Resource Practices	Mean	Description
Recruitment and Selection	4.44	Great Extent
Training and Development	4.07	Great Extent
Performance Management	4.05	Great Extent
Compensation and Benefits	4.12	Great Extent
Weighted Mean	**4.17**	**Great Extent**

The extent of the implementation of certain HR practices in the respondent institution is as indicated in Table 5. The overall weighted mean of 4.17 implies that HR practices are being implemented to a very large extent in the organization.

The highest mean score of 4.44 was for Recruitment and Selection indicating that hiring related processes, qualification requirements and placement of personnel are managed and performing as per expectations. This finding mirrors the institutional commitment to hiring qualified individuals, a habit that is necessary in achieving academic success and administrative productivity. This also corroborated the study of Villanueva and Cudal (2020) who cited that an efficient recruitment system is a basic element of successful higher education institutions that makes human resource aligned to the goal of the organization.

Afterward were Compensation and Benefits with the average of 4.12, where employees know of a solid pay and benefits plan that is distributed well and is consistently believed to be equitable. Training and Development (M = 4.07) and Performance Management (M = 4.05) were equally rated as highly to fully implemented, signaling that systems for growth and measurement are in place but may need to be enhanced and fully realized.

The variation of the means of the HRM practices grouped is almost close indicating that the depot has an equal and systematic perception on HRM practices. As reported by De Guzman and Dizon (2018), once HR practices are viewed as practices which are implemented in a reliable and effective manner it results in enhanced employees' organizational commitment and performance.

The findings confirm that the institution has human resources 'institutionalized' to a great extent but also suggest that there might still be potential for further improvement, such as with regards to accuracy of appraisal for performance and staff development programs. Such improvements can themselves lead to increased job satisfaction and organizational performance.

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Table: Level of Employees' Performance in Higher Education Institutions

Human Resource Practices	Mean	Description
Extent of Accomplishment	4.57	Very High
Timeliness of Accomplishment	4.59	Very High
Quality of Accomplishment	4.61	Very High
Weighted Mean	**4.59**	**Very High**

The respondents' report on their performance based on three success criteria; level of completion, timely completion and the quality of completion are presented in Table 6. The department's pooled weighted mean of 4.59 implies that the employees' performance in the institution is very high.

The quality criterion received the highest average rating (a mean of 4.61), followed by timeliness criterion (4.59), followed by extent (4.57). The findings of this research indicate that staff are always able to produce work that is not only sufficient, but also timely, and of a high quality. The high performance could be due to work commitment, very institutional support, and the compatibility of organizational reliability with the employees' skilled knowledge.

These results are consistent with that of Llego and Tarrayo (2021) who indicated that the productivity of the faculty and staff in the higher educational institutions (HEIs) in the Philippines is influenced significantly by the institutional culture, leadership, and the supportive HR practices. When employees perceive the support of well-functioning performance systems and developmental opportunities, they are more motivated to perform well. As well, the extremely high scores may be indicative of a high level of ownership and engagement on the part of employees, frequently linked to a performance management system that measures success on an output basis. As emphasized by Tullao and Rivera (2019), universities or colleges that establish clear expectations regarding performance and deliver feedback on a consistent basis are likely to foster high performance in a team.

The identical scores across all three performance domains indicate that the organization drives performance. However, this requires ongoing investment in training, openly speaking and reward systems that celebrating desired outputs.

Table: Relationship between the Extent of Implementation of Human Resource Practices and the Level of Employees' Performance in Higher Education Institutions in General Santos City

Variables Correlated	Mean	r_s	Degree of Relationship	*p*-value*	Remark
Human Resource Practices	4.17	0.4708	Positive Moderate Correlation	0.0000	Significant
Employees' Performance	4.56				

**Tested at 0.05 level of significance*

Correlation Analysis Table 7 illustrates the correlation between the degree of implementation of HR practices and employees' performance in the Higher Education Institutions (HEIs) in General Santos City. There is significant relationship between the level of extent of implementation and the level of performance of employees of tie HRD practices of HEIs at 0.0000 level except acceptance of feedback was at 0.030 p-value level. The correlation coefficient of rs = 0.4708 (Spearman rho) indicates that there is a positive moderate association between the two variables.

This finding suggests that as the adoption of HR practices widens, employees' performance likely rises. That is, organizations that regularly perform HRM activities (i.e tat least some of the following: recruitment; training; performance appraisal; compensation) well, are more likely to result in employees completing good quality, high quality work tasks on time, and items completed in their entirety.

The results are consistent with the existing literature, which highlights the robust correlation between strategic HRM practices and organizational performance in universities. They argued that effective HR practices have a direct and positive effect on employee outcomes such as motivation, job satisfaction and performance at work (Katou and Budhwar, 2015). Also, the HR practices, especially training and employee engagement, were found to lead productivity and institutional effectiveness in Philippine HEIs (Mendoza & Castillon, 2020).

In addition, the moderate strength of the association implies that although HR practices are critical, there can also be other facilitators (e.g., leadership style, organizational culture, job demands, and personal motivation) that can significantly affect employee performance. To achieve the best performance, organizations should take an integrated approach between HRD and the condition of organizational support.

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Table: Significant Difference in the Extent of Implementation of Human Resource Practices when Grouped According to the Profile of the Employees

Demographics	Chi-square	*p*-value*	Remarks
Age	3.56	0.313	Not significant
Sex**	9241.5	0.126	Not significant
Position	9.99	0.075	Not significant
Monthly Salary	1.03	0.905	Not significant
Educational Attainment	7.46	0.114	Not significant
Years of Service	30.42	0.001	Significant

**Tested at 0.05 level of significance*

***Mann-Whitney U-test was used*

The research was also an attempt to find out if significant differences exist in the practices of HR when respondents are classified based on demographic characteristics in higher education institutions. The findings indicate that for the majority of characteristics such as age, sex, position, monthly income, and degree, there are no significant differences between them as demonstrated by the p-values being above the 0.05 level of significance.

This would mean that there is a general perception of the consistency of HR practices across different groups of employees, according to their age (p = 0.313), gender (p = 0.126), the position within the organization (p = 0.075), monthly income (p = 0.905) and the educational background (p = 0.114). These results suggest consistent HR regulations or policies implemented in the hospital, and reflect the spirit of equity and fairness in human resource management. As cited in the work of Rama and Lagonoy (2019), the use of standardized HR practices in higher education institutions leads to an equitable work environment, wherein all workers feel that they are treated equally, irrespective of demographic variations.

A statistically significant difference was found when the participants were divided into subgroups with respect to their duration of service in the hospital (p = 0.001). This suggests that the perceptions of the use of HRP were subject to duration of employment. It's possible that longtime staff have gone through institutional changes or developed different expectations than those who have joined more recently. De Guzman and Torrevillas (2021) posited that as employees grow older in an organization, they begin to have a better understanding of the system and how things actually work.

The result suggests that although HR practices are largely similar across key employee groups, tenure highlights the need for organizations to be sensitive to employee experience. Personalizing programs for the on boarding, training and engagement according to the length of service can be a clue to fill apparent gaps and even reinforce the impact of HR policy.

Table: Significant Difference in the Level of Employees' Performance in Higher Education Institutions when Grouped According to the Profile of the Employees

Demographics	Chi-square	*p*-value*	Remarks
Age	15.115	0.0017	Significant
Sex**	8965.5	0.2524	Not significant
Position	7.331	0.1972	Not significant
Monthly Salary	29.4951	0.0000	Significant
Educational Attainment	8.4318	0.0770	Not significant
Years of Service	15.3768	0.0089	Significant

**Tested at 0.05 level of significance*

***Mann-Whitney U-test was used*

The difference of employee performance is significant according to their ages (p = 0.0017), meaning age groups are differently perceiving or realizing their work performance. This could be due to generational contrasts in work principles, technology know-how and adaptability. Young employees might be more adaptive and innovative, but older workers might have more experience and more stability. This is consistent with the evidence of Ng and Feldman (2012), who maintain that age moderate's performance dimensions so that younger and older employees fare better on different aspects as a function of the work setting and pressures.

Correspondingly, also the monthly income showed a marked difference (p = 0.0000). This is consistent with the hypothesized role of compensation as a motivator that influences work performance. Workers in higher salary ranges tend to be more appreciated and motivated, and as a result they can improve the quality of their work. Gupta and Shaw (2014) argued that financial incentives can increase intrinsic and extrinsic motivation and influence task

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performance when work is competitive or task-originated in nature.

A considerable difference in addition existed with respect to years of service (p = 0.8.9). Longer-serving employees might have a greater bank of institutional knowledge, or perhaps they're more efficient - or, on the flip side, they could be at performance plateaus or burned out, depending on their support systems. And tenure and organizational learning influence productivity levels and the facility of tasks, with Chi and Lin (2011) arguing that employee years of experience also impact engagement and job mastery in both academia and industry.

In contrast, the difference in performance was not significant in terms of gender (p = 0.2524), position (p = 0.1972), or educational level (p = 0.0770). This implies that performance expectations and performance results are becoming fairly constant within these categories of the HEIs in study. This might mean an even spread of performance opportunities and expectations in terms of role and academic background. This deviates from Eagly and Carli's (2003) conclusion that gender, role, and academic qualifications do not significantly predict outcomes in terms of performance, once organizational practices are inclusive and formalized. In conclusion, the findings point out that the age, salary and tenure range factors that are required to be targeted by the administrators of HEI in implementing an appropriate custom-made support for their employees and in evaluating and rewarding them so as to keep them in a good state of productivity.

b) Summary of Findings

According to the results of this study, the respondents were predominantly young adults aged 20-29 years, and females comprised the majority. The majority of participants (faculty members) received a low income-level Thai salary (monthly income) and were relatively well-educated holding baccalaureate degrees or above. Their length of service ranged from 1 to 5 years, in their institution. Mean responses reveal that, in general, HR practice were highly practiced, particularly in recruitment and selection then compensation, training and performance management.

Similarly, the level of employee performance ranged from good to very good in quality, timeliness, and the degree of work completed. The result of the statistical analysis showed a positive moderate significant relationship between HR practices and employee performance. Attitude to HR implementation was found to be consistent across most demographic characteristics except for years of service. Levels of performance also significantly differed by age, monthly salary, and length of service, reflecting the effect of generational work attitudes, the motivating effects of salary, and diminished expectations of experience, over time. By contrast, students didn't show significant differences in performance based on gender, position, or education, indicating equal standard of performance across the institutions.

XVI. Conclusions

Based from the gathered results, the following conclusions were drawn:

1. The profile on the personnel of HEIs in General Santos City is *generally young adults*, ages 20-29 years old, *largely represented by the females* than males. The majority of our respondents are professors and have low wages. There are a large number of graduates who hold a *bachelor's degree in educational attainment*, and many also continue their schooling to receive postgraduate education. In terms of tenure, most of them have spent between *one to five years* in their institutions.
2. Human Resource Practices are prevalent in the organizations as per the perception of the employees. There is *high* standards in recruitment and selection, which is closely followed by compensation and benefits, training and development, and performance management. This suggests strong institutional support for good human resource management.
3. Worker performance within such organizations is rated *very highly* in all three performance measures-amount, timeliness and quality of achievement-indicating that the workforce produces results that tend to meet or exceed plans throughout the year.
4. Moderation analysis Statistically, there is a statically significant and *positive moderate relationship* between HRP's and Employee Performance. This indicates that the human resources, good practices have significant implications for increasing employee performance and efficiency.
5. There are no clear gaps in the level of implementation of HR practice based on most employee demographic characteristics (e.g. age, gender, position, salary, education level). But the differences are substantial when they are classified by length of service, so tenure affects how HR practices are perceived or judged.
6. There are *significant differences* in employee performance with respect to age, monthly salary, and length of service, indicating the influence of generation, income and experience. In contrast, there are no significant gender, rank, or educational level differences in performance; indicating that performance standards are equally distributed between these categories.

XVII. Recommendations

Based from the conclusions, the following recommendation were suggested:

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1. Employees are urged to participate in the training and development programs offered and express their needs and opinions on the personal work HR activities. Understanding how HR interventions affect performance will thus help them use institutional support to benefit from improved competence, motivation, and work productivity.
2. The HRD should also think of keeping and strengthening recruitment and selection systems in place to be able to continue hiring good staff. It is also suggested that improvements should be made to compensation, benefits, training and performance management systems consideration of the needs of differing numbers of years of service employees to maintain their motivation and sense of career development.
3. Managers need to use a differential strategy for managing of employees as they place more emphasis on both the length of time of employees and some specific motivational factors, such as salaries and development opportunities. When the unit can adjust the focus of support and feedback to meet each team member's needs, they will be more productive, engaged and cohesive as a team.
4. In order to achieve workforce productivity and institutional effectiveness, colleges and universities must invest in constantly improving their HR practices as a strategic priority. Particular attention to matching HR efforts with the schools' demographics and tenure can maximize the workforce potential and contribute to improve education quality.
5. Senior management are recommended to give priority to HRD's recommended reforms for approval and subsequent implementation, as HR practices are known to have a substantial effect on employees' behavior. The prudent investment of resources in HR enhancements and the institutionalization of performance-enhancing policies will bolster such organizational effects.
6. It is suggested that future research could build on the linkage between HR practices and employee performance by investigating more variables such as organizational culture, leadership approach and employee well-being or health. Analyzing effective HR management in education in several organizations across sectors and other regions would also deepen the knowledge.

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