A COMPARATIVE ANALYSIS OF THE HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT PRACTICES OF CENTRAL BICOL STATE UNIVERSITY OF AGRICULTURE AND UNIVERSITY OF BAGUIO

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ABSTRACT

The purpose of this study is to establish a comparison between Private and Public Institutions in the Philippines, the Central Bicol State University of Agriculture (CBSUA), a public institution and University of Baguio (UB), a private institution regarding the extent of implementation of Human Resources Management and Development (HRMD) practices. The data for the study will be collected through a questionnaire comprising items mainly related to recruitment and placement, training and development, performance appraisal, compensation and benefits and employee relations. The study is a qualitative case analysis. It aims to see the similarities and or differences between a public and a private institution in the Philippines. Recommendations will be made for the improvement of HRMD practices among these identified institutions. Were very much similar in most of the aspects of the HRM practices that were compared regardless on which sector they belong, whether a public or a private higher education institution.

At the end, recommendations were made for the improvement of HRM practices among these institutions.

KEYWORDS: HRM Practices, Private HEI, Public HEI

1. INTRODUCTION

All organizational change and success rest on its people. Human resources are sources of sustained competitive advantage for every organization because they meet the criteria of being valuable, rare, inimitable and non-substitutable. Human resource as an integrating factor of production process has been much recognized for its significant role in transforming organizations these days than ever before. Human Resource Management and Development (HRMD) play a vital role as organizations come to meet varied challenges confronting them. The onset of globalization and technology has prompted HRMD to redefine its strategies to make them more responsible to the changing times.
from CHED showed that the country had 1,573 private institutions and 607 state-run colleges and universities, a total of 2,080 HEIs as of August 2010.

This study attempts to find out the perception of the Central Bicol State University of Agriculture, a public HEI and University of Baguio, a private HEI regarding the extent of implementation of the following HRM practices such as: recruitment and placement, training and development, performance appraisal, compensation and benefits and employee relations.

2. LITERATURE REVIEW

“Human Resource Management (HRM) focuses on managing people within the employer-employee relationship. Specifically, it involves the productive use of people in achieving the organization’s strategic business objectives and the satisfaction of individual employee needs” (Stone, 2002).

Human Resource Management (HRM) consists of an organization “people practices” which includes the policies, practices and systems that influence employees’ behavior, attitudes and performance. Human Resource Management and Development influence people who work for the organization and how those people work. The human resources, if well managed, have the potential to be a source of sustainable competitive advantage, contribution to the basic objectives such as quality, profits and customer satisfaction (Noe et al., 2004).

As mentioned by Mello (2006), the following are the different descriptions of the HRM functions: staffing involves job analysis, human resource planning, employees specific tasks and responsibilities and the abilities, skills and qualifications needed to perform a job are identified. Human Resource Planning ensures that the organization has the right number of qualified people in the right jobs at the right time. In employee recruitment, the organization seeks and attracts a pool of applicants from whom qualified candidates are considered for job vacancies. In employee selection, the organization chooses from among the available candidates the individual predicted to be most likely to perform successfully in the job.

HRM also involves training. It is the acquisition of attitudes, skills, and knowledge required for employees to learn and perform their jobs, improve on their performance, prepare themselves for more senior positions, and achieve career goals.

In HRM, the process of determining how well employees are doing their jobs is called performance management. In this activity, the employees are assessed and given feedback on their strengths and areas for improvement.

Compensation consists of cash rewards, such as the base salary, bonus, incentive payments, and allowances, which the employees receive and these are important in motivating employees and reinforcing their behavior as demanded by the organization’s business strategies.

Labor relations deal with the relationship between an organization and its employees. In an organization, if the relationship is healthy, there will be cooperation and high level of commitment. On the other hand, if it is poor, there will be conflict and low commitment.

In This study, five specific areas of HRMD are highlighted as deemed fundamental of a healthy HR. These include:

2.1. Recruitment and Placement

An important function of HRM is to ensure that the organization has an adequate supply of human
resources at all levels and in all positions at the right time and in the right place to man the jobs that have been properly identified and described.

Kleiman (2000) defined human resource planning as an HRM practice that helps managers anticipate and meet changing needs related to the acquisition, deployment and utilization of its employees. Noe et al. (2004) stated that the first step in human resource planning is personnel forecasting. Forecasting attempts to determine the supply of, and demand for various types of human resources to predict areas within the organization where there will be labor shortages and surpluses.

Hill (2000) mentioned that higher education institutions have began adopting corporate style human resource management practices such as careful recruitment and selection of staff, extensive use of systems and communication, team working, individual responsibility for training and learning, more participation in decision-making and use of performance appraisal and performance management techniques.

2.2. Training and Development

According to Noe et al. (2004), in the economics of work, the forward looking management is one which provides opportunities for development of human capital. Employees can be best partners in any enterprise if they are maximally developed and when they reach their optimum potential.

According to them, job applicants when hired, consciously or unconsciously, think of how they can grow in and on the job and organization. It is not enough that whatever knowledge and skills employees bring to their organization when newly hired are fully utilized. They should acquire additional capabilities for more responsibilities in their current and future positions.

It was also pointed out that because of data information and technology, the need to update the workers to adjust to a very fast changing environment is vital in order for the organization to compete, survive, and excel. Moreover, gaps in knowledge, skills and attitudes can be filled in even with the minutest reference book in an office of factory bookshelf or by a professional helping in training, patching, and counseling programs.

They also expressed the need for needs assessment prior to the conduct of a program. Needs assessment consist of an organization analysis, person analysis, and task analysis.

2.3. Performance Appraisal

Kleiman (2000) defined performance appraisal as the assessment of employees’ job performance levels. An effective performance appraisal system can create competitive advantage by improving employee job performance in two ways: by directing employee behavior toward organizational goals and by monitoring that behavior to ensure that goals are met.

A good performance appraisal system reinforces an organization’s strategic business plan by focusing attention on employee’s progress toward meeting their portion of plan. In effect, appraisal system lets employees know what is expected of them and thus channels their behaviors to proper directions.

The study of Shepherd et al.(2009) revealed that regular and frequent performance evaluations are a routine part of life for marketing faculty, whatever their institutional affiliation is.

2.4. Compensation and Benefits

Job evaluation is aimed at determining relative worth of a job. It compares jobs to another based
on their content which is usually defined in terms of compensable factors like skills, efforts, responsibilities and working conditions.

According to Noe et al. (2004), incentive pay is pay tied to individual performance, profits and other measures of success. Organizations select forms of incentive pay to energize, direct or control employees’ behavior. It is influential because the amount paid is linked to predefined behaviors or outcomes.

Dessler (2000) mentioned that incentives are usually paid to specific employees whose work is above standard. Employee benefits, on the other hand, are available to all employees based on their membership in the organization. There are four types of benefit plans: pay supplements, insurance, retirement benefits and services.

2.5. Employee Relations

The Central Bicol State University of Agriculture is situated in Barangay San Jose, Municipality of Pili, Province of Camarines Sur. It stands on a 736 hectare land reservation made available by the government through proclamations for agricultural land school purposes. It was established as the Camarines Sur Agricultural School in 1918 offering courses on modern farming, intermediate level exclusively for boys. In 1920, it became national school offering secondary curriculum and phasing out its intermediate level, then five years later, it was renamed Camarines Sur Agricultural High School, returning to its provincial status.

Through the decades, the College continued to perform its mandate to educate and train young Bicolanos to become skilled agriculturists, entrepreneurs, teachers, extension agents, agricultural engineers, and other professionals that will help improve and transform the agricultural economy of the region.

Employee relations involve the body of work concerned with maintaining employer-employee relationships that contribute to satisfactory productivity, motivation, and morale. Essentially, employee relations are concerned with preventing and resolving problems involving individuals which arise out of or affect work situations.

Conflicts in the institutions need to be addressed immediately. According to Jocano (2001), the most effective method of resolving workers’ grievances against management and management’s grievances against workers is the informal dialogue between the aggrieved worker or his representatives and management representatives.

3. PROFILE OF THE INSTITUTION

Central Bicol State University of Agriculture

In 1997, the governance of the College was transferred from the Department of Education, Culture, and Sports (DECS) to the Commission on Higher Education (CHED) through Republic Act No. 8292, otherwise known as the Higher Education Modernization Act of 1997. Within a five-year period (1997-2001), the administration relentlessly pursued its continuous quest to be the Regional Center of Excellence in Agriculture, and was successful in having various curricular programs accredited by AACUP for Levels I and II.

Its operation expanded in scope with the implementation of Republic Act No. 8760 (General Appropriations Act of 2000) where two higher education institutions in Camarines Sur were integrated to CSSAC, namely, the Bicol Institute of Science and Technology (BIST), Sipocot, Camarines Sur and the Calabanga Polytechnic College (CPC), Calabanga, Camarines Sur. In June 2002, the higher education program of CASIFMAS was transferred to CSSAC;
opening extension classes in Pasacao, Camarines Sur. The Pasacao campus was provided a regular allocation in CY 2003 General Appropriations Act as a Special Project under CSSAC, and now an extension campus of the University.

Its dream of becoming a University of Agriculture came into reality by virtue of Republic Act No. 9717, where the former Camarines Sur State Agricultural College was converted into a state university now known as the Central Bicol State University of Agriculture effective October 30, 2009. It envisions to be known as a Center of Organic Agriculture in the whole Philippines and a host of agriculture-related development programs for Bicolanos.

1. University of Baguio

The University of Baguio is a private, multidisciplinary university located in Baguio City, Philippines. The school was founded by Dr. Fernando Gonzaga Bautista and Rosa Castillo Bautista on August 8, 1948 as the Baguio Technical and Commercial Institute with 80 students. The student population as of year 2000 is about 18,000 students in its tertiary, secondary, and primary levels.

Since its foundation on August 8, 1948, the University of Baguio has steadily made a name for itself as one of the summer capital's biggest universities with an average student population of 13,000 in the college level alone.

University of Baguio was granted an Autonomous Status by the Commission on Higher Education on March 11, 2009, the first non-sectarian university in the Cordillera Administrative Region (CAR) to be granted such. This makes UB among the select 42 private higher educational institutions granted an autonomous status out of 2,000 throughout the country.

As of 2010, UB has 11 Schools and offers 55 degree and non-degree programs: 26 Bachelor's Degree programs, 4 Master's Degree programs, 3 Doctorate Degree programs, and 22 Associate, Certificate, and Diploma programs. University of Baguio also has a Laboratory Elementary School (UB LES), High School (UBHS), and Science High School (UBSHS).

Constantly abreast with the latest trends in its various fields of specialization, UB prepares its students for the ever-competitive world of work that awaits them after college. Its competent faculty, cutting-edge facilities, harmonious family culture, healthy campus politics, and wholesome intra-school competitions perfectly complement the cool climate of the country's summer capital, making learning fun and worthwhile.
4. RESULT AND DISCUSSION

Table 1: Recruitment and Placement

<table>
<thead>
<tr>
<th>Central Bicol State University of Agriculture</th>
<th>University of Baguio</th>
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<tbody>
<tr>
<td><strong>1. How do you handle recruitment?</strong></td>
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<tr>
<td>Announcement for vacant positions are posted</td>
<td>Thru job advertisement, job fair and other job opening.</td>
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<td>in bulletin boards located inside the campus</td>
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<tr>
<td>premises.</td>
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<tr>
<td><strong>2. What are your procedures in the selection of the applicants?</strong></td>
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<tr>
<td>A screening of educational qualification is</td>
<td>First is initial paper screening then an interview done by talent acquisition specialist.</td>
</tr>
<tr>
<td>conducted with a priority to those who possess</td>
<td>A pre-employment testing and reference check from previous employers will be conducted.</td>
</tr>
<tr>
<td>Master's degree or those with higher academic</td>
<td>Then it will be screened by the director/head of specific department followed by HR</td>
</tr>
<tr>
<td>degree. Followed by a work experience and</td>
<td>director's interview. There will also be an interview conducted by the Supervising VP</td>
</tr>
<tr>
<td>professional development check. A teaching</td>
<td>and the VP for Administration. Lastly, submission of the medical examination result.</td>
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<tr>
<td>demonstration shall be conducted. Finally</td>
<td></td>
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<tr>
<td>interview with the Board.</td>
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<tr>
<td><strong>3. How do you process in hiring the employees that includes requirements?</strong></td>
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<tr>
<td>Same as the above</td>
<td>Same as the above</td>
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</table>

For this aspect of HRM practices, each of the institution has its own method of handling recruitment. For CBSUA, bulletin boards serve as important tools for the announcement of job vacancies. This is due to the lack of budget to invest on newspaper advertisement. For UB, they utilize job advertisement such as print media. The two institutions, when it comes to procedure in selection, shared a common scheme in hiring employees. Both institutions give an emphasis on the paper screening specifically on the educational qualification to ensure that competent faculty members are selected and hired who are needed to provide quality education. The selection process will be followed by series of interviews, teaching demonstration for academic or skill tests for non-academic and submission of medical examination result. This is consistent with the literature of Hill (2000) that higher education institutions have began adopting corporate style human resource management practices such as careful recruitment and selection of staff.
**Table 2: Training and Development**

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<tr>
<th>Central Bicol State University of Agriculture</th>
<th>University of Baguio</th>
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<tbody>
<tr>
<td><strong>4. Do you have any faculty development programs? What are these?</strong></td>
<td><strong>Yes, there are seminars and trainings conducted for them.</strong></td>
</tr>
<tr>
<td>The college has continually supported its faculty and non-teaching personnel to a variety of developmental programs which include: faculty and staff scholarship; speaking engagements; attendance to outside trainings, conferences and seminars; in-house trainings and workshops; examination reviews; thesis support and assistance and the like.</td>
<td></td>
</tr>
<tr>
<td><strong>5. Do you have any staff development programs? What are these?</strong></td>
<td><strong>Yes, they are spiritual and wellness programs like yoga, personality development and the like.</strong></td>
</tr>
<tr>
<td>Same as the above.</td>
<td></td>
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<tr>
<td><strong>6. Do you have any management programs? What are these?</strong></td>
<td><strong>Yes, like Deanship and Directorship 101.</strong></td>
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<tr>
<td>Same as the above.</td>
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<tr>
<td><strong>7. How do you conduct training needs analysis? How often?</strong></td>
<td><strong>This is thru floating of questionnaires once per semester.</strong></td>
</tr>
<tr>
<td>Same as the above.</td>
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</table>

Both institutions provide developmental programs for faculty, staff and for those in managerial positions such as scholarship grants, attendance to outside seminars, conferences and trainings, workshops and the like. These show that the institutions have invested in conducting training programs not only for the basis of professional advancement and personal growth, which are factors in the promotion of the employees. The importance of engaging the employees in different developmental programs confirms the literature of Noe et al. (2004) which stated that there is a need to update the workers to adjust to a very fast changing environment in order for the organization to compete, survive, and excel.

**Table 3: Performance Appraisal**

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<tr>
<th>Central Bicol State University of Agriculture</th>
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<tbody>
<tr>
<td><strong>8. How do you evaluate your employee performance? Do you have ranking and promotion system?</strong></td>
<td><strong>This is done through the Human Resource Management – Faculty Evaluation System.</strong></td>
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<tr>
<td>The administrative staffs are evaluated by their supervisors. There are forms that show their</td>
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[43]
functions, responsibilities and targets. Staff members are evaluated on the basis of what was planned out against the accomplished ones. Yes, there is a system for ranking/promotion. Like for faculty, we have Instructor (I to III), Assistant Professor (I to IV), Associate Professor (I to V) and College Professor (I to IV).

Yes, we have system for ranking or promotion.

As regarding performance appraisal, both institutions have their own system of evaluation of their employees and also have its own system for ranking and promotion. It is important to note that these institutions have created a performance appraisal system which is in congruence with the study of Shepherd et.al. (2009) revealing that regular and frequent performance evaluations are routine parts of the life for marketing faculty. Similarly, it confirms that findings of Kleiman (2000) which indicate that evaluation or appraisal system creates competitive advantage by improving employee job performance.

**Table 4: Compensation and Benefits**

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<tr>
<th>Central Bicol State University of Agriculture</th>
<th>University of Baguio</th>
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<tbody>
<tr>
<td>9. What are the benefits that your employee receives? What is the minimum and maximum monthly salary?</td>
<td>Employees receive benefits such as 11th, 12th, and 13th month pay, Emergency Cost of Living Allowance (ECOLA), longevity pay, tuition waiver benefits, personal development benefits, annual medical and physical examinations and leave incentives. The minimum salary Php 9433.14/month and the maximum salary is Php 327.72/hour</td>
</tr>
<tr>
<td>The benefits received by the employees includes: GSIS Life Retirement; PAG-IBIG; PhilHealth; clothing allowance, year-end bonus and cash gift; productive enhancement incentive and Collective Negotiation Agreement (CNA) incentive. For non-teaching staff, the minimum is Php 8,287.00 and maximum is Php 18,703.00. For teaching/faculty, the minimum is Php 18,333.00 and maximum is Php 74,305.00.</td>
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</table>

On this aspect of HRM practices, both institutions have been giving general relative benefits to their employees like bonus, incentive payments, and allowances. This is very important provision made available by the universities to their employees for according to Mello (2006), these motivate employees and reinforce their behavior.
Table 5: Employee Relations

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<tr>
<th>Central Bicol State University of Agriculture</th>
<th>University of Baguio</th>
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<tbody>
<tr>
<td><strong>10. How do you handle grievances of your employees?</strong></td>
<td><strong>There is a grievance committee which listens to grievances of employees and settles them at the best interest of employee and the institution.</strong></td>
</tr>
<tr>
<td>There is a creation of grievance committee who will conduct the investigation of the complaint. A thorough analysis of the case by the committee members yields recommendations which are submitted to the University President. The President then either settles the case or submits this to the Board of Regents for further discussion and finally decides on it.</td>
<td></td>
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</table>

As far as grievance is concerned, both institutions create grievance committee whenever a complaint exists, and conduct a thorough investigation regarding the complaints. This is consistent with the ideas of Jocano (2001) who espouses that conflicts in the institutions need to be addressed immediately and can be best resolve by informal dialogue.

5. CONCLUSION AND RECOMMENDATION

The two institutions are very much similar in most of the aspects of the HRM practices that were compared regardless on which sector they belong, whether a public or a private HEI. Out of the 10 questions that were asked, both institutions showed no evidentiary difference with respect to their HRM practices. On the aspect of recruitment and placement, both institutions should device a better way of advertising job vacancies. E-application and recruitment would be a useful tool to attract competent applicants. On the aspect of training and development, a report on of the things learned during the training programs should be incorporated and be presented at the end of the conduct of the training programs. On the aspect of performance appraisal, HR should conduct periodic evaluation of employee job and performance, and review their ranking/promotion system. Giving of evaluation feedback should always be practiced in all departments. On compensation and benefits, this should always meet the present economic situations. Lastly, on employee relations, system on handling grievances should always be reviewed. Those who will handle this should be identified and be well-trained.

6. REFERENCE


Jocano, F. L. (2001). Towards developing a
Filipino corporate culture. Philippines: Punlad Research House, Inc.


WEBSITE


http://www.cbsua.edu.ph/index.php