

HUMAN RESOURCE MANAGEMENT PRACTICES, CULTURE, TRAITS, LEADERSHIP STYLES AND ORGANIZATIONAL EFFICIENCY

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Abstract: The purpose of the study was to determine the level of organizational performance among employees of a public university for the year 2016. The findings served as basis for proposed measures for enhancement. The areas of concern include the profile of the research respondents in terms of personal characteristics and professional characteristics, it also involved the level of organizational performance in terms of human resource practices; culture traits; leadership style and organizational efficiency. Furthermore, it determined relationship between profile and human resource practices; profile and culture traits; the profile and leadership styles; human resource management practice and culture traits; human resource management practice and leadership style; leadership style and organizational efficiency; and culture traits and leadership style. It also improved the factors affecting the organizational performance of the employees from these findings, enhancement proposed. This study revealed the following findings: most of the respondents belong to the stage of Adulthood. It is in this stage that they have achieved satisfaction and fulfillment. For the professional characteristics, the findings disclosed that most of the faculty and employees are concerned of their professional growth and development. For the level of organization performance, it was found out that organizational efficiency is always practiced and so there is a need to maintain the said practice for the benefit of the organization. The conclusion of this study has drawn that contingency theory of organization has its essence in the paradigm that effective results fit the organizational characteristics to its different contingencies such as environment, organization size and strategy. Therefore the conclusion has proven the contingency theory of organization.

Keywords: Human Resource Management, organizational efficiency, leadership styles and cultural traits.

1. INTRODUCTION

The human resource department is faced with a lot of challenges and responsibilities especially in dealing issues with regards to the employees. They are presented with the real challenge to promote the growth of the school taking into consideration that the employees are the backbone of the educational industry. The great challenge of Human Resource Management is to attract, retain and nurture talented employees through strategic planning, motivation, and training and ensure commitment contributing to the welfare of the employees.

The proponent tried to deal with the human resource management practices as to planning, motivation, training and maintenance and how it affects the performance of the employees. This is the core of the research undertaking. The accomplishment of any organization and management rely upon the capacity on how to handle distinct body of expertise that can deliver new concept, angle and outlook on their task. The issues being experienced in the organization difference can be resolved into a strategic organizational advantage. That's if a management is adept to take advantage of this fusion of talent. With this combination of expertise of different cultural environment, gender, maturity and behavior. An organization can answer to circumstances more immediately and creatively.

Considering organizational performance starts with accepting oneself and the kind of manager that is necessary to maintain the organizational strength and competence. Management must view employees as partners not subordinates and put the employees ahead of any factors that impacts organization taking into consideration, the beliefs and cultures and traits which have an impact to organizational efficiency as claimed by Navqi (2013).

The challenges faced by the human resources management in Iloilo Science and Technology University are those employees who have low morale, less productive, incompetence and their skills and competencies and an increase of turnover and if not addressed would affect the organization in its aim to promote the welfare of the employees through supporting their skills and competencies, motivating them to become productive which results to productivity and efficiency and uplifting their morale through monetary and non-monetary reward system.

Cultural differences and uniqueness of traits are the usual source of conflict. Thus, it affects the organizational efficiency and leadership style. Another is the failure to assess the strengths and weaknesses of the people. This serves as a deterrent or aftermath of the growth of the institution. To address the gap, the researcher conducted a study which uses survey. This is human management practices, culture, traits, leadership styles and organizational efficiency.

It has been a common observation and situations that there were conflicts, misunderstanding, and differences occur as a result in difference in cultural traits, uniqueness of traits, varied leadership styles and organizational efficiency which could have an impact to the organization resulting to lack of harmony and in the process results to inefficiency and ineffectiveness of the employees. With the present situation, it is important to promote harmony and teamwork in line to realize the goal of the organization. Hence, the study is undertaken to overcome the weaknesses.

The practical value of the research undertaking ensures efficiency and thus reducing the costs promoting organizational performance which is yield toward positive outcome and result in the process. Through distinctive culture, good traits, effective leadership styles and organizational efficiency contribute to growth and ensures the practice of cost cutting measures and ensure discipline which is to strengthen the progress of the organization.

The researcher is a program coordinator at Iloilo Science and Technology University—Dumangas Campus, the researcher is eager to enhance the Human Resource Practices of the said university by conducting this research.

2. THEORETICAL BACKGROUND

Organizational theory studies organizations as a whole, the way they adapt, the strategies and structures that guide them. Eisenhardt (2010) considers organizational theory to be rational, information based, efficiency oriented, concerned with determinants of control strategy and distinguish between two types of performance evaluation control: behavior based and outcome based. The organizational theory compares ability to measure behaviors and outcomes; uses control as a measurement and evaluation process. Reward is implicit; can reduce divergent preferences through social control; and uses information as a purchasable commodity.

The contingency theory of organizations has its essence in the paradigm that organizational effective results from fitting characteristics of the organization to different contingencies such as environment, organizational size and strategy. Overall, various versions of organizational theory emphasize the importance of task characteristics, especially task programmability, to the choice of control strategy. The existence of people or social control is as an alternative to control through performance evaluation. In contrast to the classical scholars, most theorists today believe that there is no one best way to organize. What is important is that there be a fit between the organization's structure, its size, its technology, and the requirements of its environment. This perspective is known as contingency theory that contends that the optimal organization/ leadership style is contingent upon various internal and external constraints (Stoner, 2012).

Bertalanffy general system theory is a general science of completeness. The significance of somewhat mystical statement, the completeness is more than the sum of its elements which essential quality are not accountable for the secluded parts. System is a complex of interacting elements and that they are open to and interact with their environment. In addition, they can acquire qualitatively new properties through emergence, thus, they are in a continual evolution. When referring to systems, it generally means that they are self-regulating.

There is a general science of wholeness in the general system theory. There is a tendency towards unification in the different sciences, social and natural. This unification is vital in general system theory. In the non-physical field of science, this theory is vital in aiming the correct theory. Improving the standards running this theory, it brings us closer to the goal of the unity of science.

One of the most effective motivational theories is the Locke Latham's (2002) goal-setting theory. It was developed first based on the empirical research done over 40 decades. Its background are based on conscious goal affection. The standards of goal settings theory are considered applicable to organizational level too. According to Locke (2004) the goal setting theory is useful for any work where individuals have control over their work. Both in individual and organizational level,

research in this field currently explores goal setting theory. Conflicts in goal can motivate conflicting actions and can have a big impact on performance.

The thrust of the study is centered on the organizational performance of the employees of Iloilo Science and Technology University. This is the focal point of the study. In order to ascertain the problem, the discussion is centered on the profile of the research as to personal and professional characteristics; and level of organizational performance in terms of human resource practices, culture traits, leadership style and organizational efficiency.

The throughput of the study is the descriptive-correlational method of research.

The output of the study is the proposed measures in the enhancement of the organizational performance.

Statement of Purpose

The purpose of the study is to determine the level of human resource practice and organizational performance of a state university for the academic year 2016. The findings will serve as basis for proposed measures for enhancement.

1. What is the profile of the research respondents in terms of: personal characteristics?
2. What is the level of organizational performance in terms of
 - 2.1. human resource practices;
 - 2.2. culture traits;
 - 2.3. leadership style; and
 - 2.4. organizational efficiency?
3. Is there any relationship between :
 - 3.1. profile and human resource practices
 - 3.2. profile and culture traits
 - 3.3. profile and leadership style
 - 3.4. profile on organizational efficiency
 - 3.5. human resource management practice and leadership style
 - 3.6. profile on practice and leadership style
 - 3.7. culture traits and leadership style
4. What are the factors affecting the organizational performance of the employees?
5. Based on the findings, what proposed measures for enhancement will be formulated?

Statement of Null Hypotheses

There is no significant relationship between:

- 1.1 profile and human resource practices;
- 1.2 profile and culture traits;
- 1.3 profile and leadership style;
- 1.4 human resource management practice and culture traits;
- 1.5 human resource management practice and leadership style;
- 1.6 leadership style and organizational efficiency; and
- 1.7 culture traits and leadership style.

Significance of the Study

Assessing the organizational performance of the employees of Iloilo Science and Technology University has a profound impact to the following:

Human Resource Management. They are presented with the real challenge in addressing issues and problems encountered by the management and staff of Iloilo Science and Technology University. They will be benefited through the said undertaking through the enhancement of organizational performance that promote the welfare of the employees since the employees are the backbone of the organization.

Employees. They are the direct recipients of whatever programs of the human resource management in uplifting their morale and contributing to their productivity and efficiency.

Commission on Higher Education. The agency of the government needs to support the undertaking of the human resource management in promoting the welfare of the employees contributing to the growth of the school.

Educational Institutions. These institutions need to promote the welfare of the human employees through sound human resource management towards productivity and efficiency.

Researcher. This study will serve as an enlightenment and enrichment in understanding more about the human resource management practices of the Iloilo Science and Technology University.

Future Researchers. This study would serve as an added reference if they make researches similar in nature.

3. DEFINITION OF TERMS

Terms are operationally defined as how it used in the study:

Culture Traits. It refers to the patterns of traditions, beliefs, customs, norms, meaning and symbols of the management and employees of a public university.

Factors. This refers to the underlying variables that affect the organizational performance of the management and employees of a public university.

Human Resource Practices. This refers to the carrying of human resource management as to planning, organizing, controlling, directing and implementation of the goals of the management and employees of a public university.

Leadership styles. This refers to the manner of direction, implementation and motivating teachers to achieve goals and objectives of a public university.

Organizational efficiency. This refers to the ability of a public university on management and employees to implement its possible plan using the smallest expenditures of resources in the realization of its aims and goals.

Organizational Performance. The phrase as used in the study refers to the actual output or results of the teachers of a public university as to human resource practices, culture traits, leadership style and organizational efficiency.

Personal Characteristics. It refers to the demographic characteristics as to age, gender, civil status and if married, name of spouse and number of children, citizenship, religion, parents and their occupation of the teachers of a public university.

Professional Characteristics. It refers to the demographic characteristics as to position, number of years in the service, relevant trainings and seminars attended, and participation in activities of teachers of a public university.

Proposed Measures for Enhancement. This refers to the steps or ways undertaken to enhance the performance of the teachers of a public university.

4. RESEARCH METHODOLOGY

This chapter reflected the research methodology which includes the research design, research environment, research respondents, research instrument, data gathering procedures and statistical treatment of data.

Design

The researcher made use of the descriptive-correlational method of research on organizational performance of employees in a public university. Descriptive correlational method of research trying to establish whether there is relationship between profile and organizational performance of employees in a public university. It made use of the questionnaire as the main tool in the gathering of important data. It was also supported by qualitative approach through the use of interview in the gathering important data on the factors affecting organizational performance with the responses of the informants.

Environment

The research environment of the study is the Iloilo Science and Technology University-Dumangas Campus. It is a public university located in PD Monfort South, Dumangas, Iloilo, a satellite campus of Iloilo Science and Technology University located in Lapaz, Iloilo City. The institution is consisting of the Administration Building, Hotel and Restaurant Technology Laboratory, Communication Center, Academic Building, Science Building, Congressional Library, and Technology Building. It has 35 rooms all in all.

The institution offers 4 year courses which are: Bachelor of Science in Hotel and Restaurant Technology, Bachelor of Science in Information Technology, and Bachelor in Industrial Technology major in: Electronics Technology, Electrical Technology, Automotive Technology, and Architectural Drafting Technology.

For the school year 2015-2016 the number of students enrolled in Bachelor of Science in Hotel and Restaurant Technology were 227, 80 students for males and 147 students for females. The number of students enrolled in the Bachelor of Science in Information Technology were 275, 100 students for males and 175 students for females. The number of students enrolled in the Bachelor in Industrial Technology major in Automotive Technology were 145, 141 students for males and 4 students for females. The numbers of students enrolled in the Bachelor in Industrial Technology major in Architectural Drafting were 55, 36 students for males and 19 students for females. The numbers of students enrolled in the Bachelor in Industrial Technology major in Electronics Technology were 42; all of them are male students. And the last, the numbers of students enrolled in the Bachelor in Industrial Technology major in Electrical Technology were 30, 29 students for males and 1 student for female.

The total populations of students enrolled were 774. The total number of staff were 22, 17 of this are permanent employee and 5 are contractual. The total number of faculty were 32, 27 of this are permanent employee and 5 are contractual.

The vision of the institution is to lead of advanced livelihood education and scholarship for poor and deserving students. It is driven to provide the advance livelihood education and scholarships for poor and deserving students, develop researches and professional competence along health and science and instill love of country for national development.

Respondents

The respondents of the study were the management and employees of the Iloilo Science and Technology University for the academic year 2016. There were 30 respondents taken in the study of the total population. The respondents were taken through the use of non-random purposive sampling. Non-random sampling is the sampling method chosen since it will not give equal chance for every employee to be taken as respondents but only those who belong to the criteria. The inclusion criteria were as follows: a) that they are management and employees of the Iloilo Science and Technology University; b) that they have been working for more than six (6) months and that c) they are willing to participate and cooperate in the said undertaking. The exclusion criteria are as follows: a) that they are not management and employees of Iloilo Science Technology University; b) that they are working for less than six (6) months; and c) that they are not willing to participate and cooperate in the research undertaking.

N=50

n=30

Instrument

The instrument that used in the study was the modified standardized questionnaire taken from the book of Stoner, C (2012) and Sison, P (2013) on Management. Modified standardized questionnaire made use of the validated questionnaire excerpt from the reliable source. The questionnaire consisted of two parts. The first part contained the personal and professional characteristics. The second part was the level of organizational performance as to human resource practices, culture traits, leadership styles and organizational efficiency. Another instrument was the semi-structured interview guide on the factors affecting the organizational performance of the employees was researcher made.

Research Procedures

In the gathering of data, the researcher followed a systematic process. First, the researcher made a letter addressed to the Dean of the Graduate School asking permission that allowed the researcher to conduct the study and then to the Human Resource Director of Iloilo Science and Technology. After the permission was granted, the questionnaires were personally distributed by the respondents. They were given preferably 10 – 15 minutes to answer the questionnaire. After such time, the questionnaires were collected and subjected to presentation, analysis and interpretation of data. Then,

the questionnaires were supplemented with the use of interview. The researchers identified the informants and signed the informed consent that allowed the researcher to conduct the interview. Then, the interview happened in the school. The interview took around 15-30 minutes. The participants were asked questions on the factors affecting the organizational performance. After which, the responses of the informants were transcribed and coded, significant statements were extracted and clustered into themes. After which they were given analysis and interpretation.

Data Analysis

In the gathering of data, the researcher made use of the following statistical treatments:

Frequency Distribution. This was the statistical treatment used to determine the profile of the research respondents as to personal and professional characteristics.

Weighted Mean. The weighted mean was used to determine the level of organizational performance as to human resource practice, culture traits, leadership style and organizational efficiency.

Chi-square. This was the statistical treatment was used to determine whether there was relationship between profile and human resource practices, profile and culture traits and profile and leadership style.

Pearson Product Moment of Correlation. This was the statistical measure used to determine whether there was relationship between human resource management practice and culture traits, human resource management practice and leadership style, leadership style and organizational efficiency and culture traits and leadership style.

Thematic Analysis. In the interview, significant themes were extracted on the factors affecting the organizational performance of the employees.

5. SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

This chapter gives the summary of findings, draws the conclusion and offers the recommendations.

Summary of Findings

The purpose of the study was to determine the level of human resource practice and organizational performance of a state university for the year 2016. The findings served as basis for proposed measures for enhancement.

The following are the important findings of the study:

1. Majority of the respondents belonged to the age period within 50 – 59 years of age, male, married, with number of children within the range of 1-3 as to personal characteristics. On the other hand, on the professional characteristics, position as faculty, 21 – 20 years in service and Masteral graduate.
2. The level of organizational performance is:
 - 2.1 Human Resource Practice is Highly Practiced;
 - 2.2 Leadership Styles is Highly Practiced;
 - 2.3 Culture Traits is Highly Practiced; and
 - 2.4 Organizational Efficiency is Highly Practiced.
3. There is significant relationship between:
 - 3.1 Profile of age, number of years in service and highest educational attainment and human resource practice;
 - 3.2 Profile of age, number of years in service and highest educational attainment and leadership styles;
 - 3.3 Profile of age, number of years in service and highest educational attainment and cultural traits;
 - 3.4 Profile of age, number of years in service and highest educational attainment and organizational efficiency.
 - 3.5 There is relationship between human resource practice and leadership styles; human resource and organizational efficiency; leadership styles and cultural traits; leadership styles and organizational efficiency.
4. The following are the factors affecting human resource, cultural traits, leadership styles and organizational efficiency include challenges, rewarding and fulfilling, passion, and recognition of performance, promotion and training.

5. Proposed measures are envisioned for the enhancement of the human resource, cultural traits, leadership styles and organizational efficiency..

6. CONCLUSION

From the facts presented in the study, a conclusion is drawn that the organizational performance as to human resource practice, leadership styles, culture traits and organizational efficiency is Very Satisfactory. There is significant relationship between profile of age, number of years in service and highest educational attainment and human resource practice; profile of age, number of years in service and highest educational attainment and leadership styles; profile of age, number of years in service and highest educational attainment and cultural traits; profile of age, number of years in service and highest educational attainment and organizational efficiency. There is relationship between human resource practice and leadership styles; human resource and organizational efficiency; leadership styles and cultural traits; leadership styles and organizational efficiency. The factors affecting human resource, cultural traits, leadership styles and organizational efficiency include challenges, rewarding and fulfilling, passion, and recognition of performance, promotion and training. Thus, the theory of Eisenhardt (2010) has been proven.

7. RECOMMENDATIONS

On the basis of the findings, the following recommendations are offered: More trainings, seminars and workshops on human resource, leadership styles, cultural traits and organizational efficiency; Provide for recognition in terms of promotion, increase of salary and other non-monetary rewards to uplift the morale of the employees contributing to productivity and efficiency; Resource person should be invited to speak more about the subject matter; Reference materials should be available within the reach of the student and this should be a topic for discussion in the classroom.

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