

## PalArch's Journal of Archaeology of Egypt / Egyptology

### EXPLORING PRIME-HUMAN RESOURCE MANAGEMENT AND ORGANIZATIONAL COMMITMENT: A PERSPECTIVE

*Analyn Valencia-Inarda*

Faculty-College of Business and Graduate School-Public Administration, University of Rizal System Rodriguez

analyn.inarda@urs.edu.ph

Analyn Valencia-Inarda. Exploring Prime-Human Resource Management and Organizational Commitment: A Perspective. – PalArch's Journal of Archaeology of Egypt/Egyptology 17(2), 501-517. ISSN 1567-214X

Keywords: Human resource systems, Organizational commitment, Human resources in a public organization, Local government employees, Prime-HRM.

#### **ABSTRACT**

There is little literature in the Philippine public organization setting relative to human resource systems since they are often aligned with private corporations' background. While there are many articles on human resource systems, this article concentrated on ideas and processes in public service and organizational participation for human resource management. The study made use of quantitative research with a design of descriptive correlation. It used the instruments of the Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM) of the Civil Service Commission (CSC) and the Organizational Commitment Questionnaire (OCQ). It was performed in the province of Rizal, Philippines, in one of the first tier municipalities. There are n = 142 participants in 27 offices from the 219 local government practitioners' stratified sample system. The PRIME-HRM was realized in various ways. The respondents demonstrate a profound degree of engagement that they are glad to be part of the company and comfortable with it but thought it is not the best place to work. Implementation of human resource systems has been found to have a strong correlation with the engagement of employees. The company will then delve into and understand the beneficial benefits of providing a well-implemented human resource management program that will influence participation in the context of policy enhancement or the initiation of worthwhile initiatives about it. Consequently, to reach the highest degree of PRIME-HRM expertise directed towards Strategic Human Resource Management.

## INTRODUCTION

In every organization, human resources have essential positions and importance (Agarwala, 2003; Fulmer & Ployhart, 2014; Opengart et al., 2018), so they have to be well handled, resulting in quality customer service. It is equally important to emphasize their organizational commitment to high performance (Chen et al., 2006; Bhatnagar, 2007; Oyewobi et al., 2019; Razzaq et al., 2019), making them believe they are part of the achievement of the goal of organizations. Thus, if companies' offerings are enhanced, customer satisfaction would result (Chotivanich, 2012; Guglielmetti & Musella, 2013). Working in public agencies means providing people with quality services and the pressure to become more efficient (Jordan et al., 2012). Public service has often been challenged, and there are many complaints (Gulland, 2011; Minelli & Ruffini, 2018) as various government departments are dealt with by clients. This topic has often been the product of people's mistrust (Prasojo & Holidin, 2018; Grogan, 2019), a government problem to address. Currently, the Philippine government is usually focused on better services provided to individuals. Each service has been urged to infuse better improvements directly. Without human capital, such improvements could never have been maintained (Jacobson & Sowa, 2015; Lim et al., 2017) who will spearhead the effort to do the same. The 2018 Touch ng Bayan Year-End Study of the Philippines reported the following offenses by government employees as classified based on the Anti-Red Tape Act of 2007: the top five were: (1) slow transaction process; (2) front liner discourtesy; (3) failure to act on the request; (4) failure of front liners to attend customers during office hours; and (5) non-compliance with the No Noon Break For these reasons, government workers should be handled in such a way that they are enthusiastic and willing to provide their customers with better services (Butitova, 2019). One of the Philippines Civil Service Commission (CSC) key initiatives is introducing a process called Agency Accreditation through the Institutionalization of Meritocracy and Excellence in Human Resource Management Program (PRIME-HRM), which aims to enhance the efficiency of government-focused human resource systems. Strategic HRM has now been generally promoted to concentrate on human resources processes rather than procedures (Peccei & Van De Voorde, 2019; Boon et al., 2019). They emphasize the argument that there is minimal literature relative to human resource structures in the Philippines public organization setting. Hence they are often identified with the context of private organizations. This article focused on ideas and processes for human resource management in public service (Llorens & Battaglio, 2010; Jordan & Battaglio, 2014) correlated with organizational commitment (Ma et al., 2015; Blom, 2020). The study assesses the government's implementation of human resource systems; however, it does not examine the case's competence and sophistication level. It is strictly technical and is to be carried out exclusively by the CSC.

On the other hand, to determine its relation, it was linked to organizational engagement. To achieve the organizations' purpose, the government needs skilled and knowledgeable human resources to handle the daily operations of the services provided (Bonder et al., 2011). Articles on government reinvention have been widely published (Elam, 1997; Kellough, 1999; Haque & Mudacumura, 2006), but none have guaranteed a single approach that would appeal to all. Sometimes, one thing is evident; public agencies' human resource structures contain several facets that need to be handled appropriately (Bilgin, 2007; Herrera & Miller, 2018).

### *Literature review*

#### *Human resource management of the Philippine government*

Human Resource Management (HRM) is an organization that focuses on different processes and activities that guide individuals employed in an organization (Chadwick, 2010; Jiang et al., 2012; Boon et al., 2019). In both the public and private sectors, the HRM model has been changed from conventional HRM to Strategic HRM (SHRM) in the history of HRM or personnel administration. In contemporary organizations, SHRM

is considered a new approach to managing the human element (Becker & Huselid; 2006; Huselid & Becker, 2011; Peccei & Van De Voorde, 2019). The Program to Institutionalize Meritocracy and Excellence in Human Resource Management or the PRIME-HRM established by the Philippines Australia Human Resource and Organizational Development Facility has been introduced because of the Philippine Government's commitment to improving the skills and structures of employees for excellence (PAHRODF). Recruitment, selection and placement (RSP), learning and growth (L & D), performance improvement (PM), and incentives and appreciation (RSP) are the four main fields (R & R). Maturity levels are therefore tiered to supervised, certified, deregulated and center of excellence in HRM with the ultimate objective of growing the Philippine public sector HR to a level of excellence for good governance and successful public service or strategic HRM (Philippines CSC Memorandum Circular No. 3, s. 2012). Public sector organizations have attempted to adapt to the information age demands by drawing together experience and skills from trained staff (Engle & Engle, 2010; Jacobson, 2010; Ncoyini & Cilliers, 2020). However, the nation can be described as experiencing complications in human resources management (Kim & Hong, 2006; Cascio, 2015) to effectively deliver public service.

### ***Organizational commitment***

Organizational involvement refers to the degree to which workers see themselves as belonging to, attached to, and inspired by the organization (Allen & Meyer, 1996; Gautam et al., 2004; Dey, 2012; Ezirim et al., 2012; Coetzee et al., 2014; Potipiroon & Ford, 2017; Widodo et al., 2019). Compared to organizational behavior and motivation themes, this topic was widely used (Mowday et al., 1979; Tsai & Cheng, 2011; Yahaya & Ebrahim, 2016). It is a valued way of bringing the workers to work at their full capacity (Kou, 2013) due to the sense of persuasion (Bang et al., 2013). Many studies have stressed the importance of organizational engagement (Pool & Pool, 2007; Fu et al., 2014; Poliquit et al., 2018). The number of researchers studying the aspects that promote organizational involvement among public sector workers in recent decades has intensified and how these differ from those of the private sector (Gould-Williams, 2004; Steijn & Leisink, 2006; Dick, 2011; Hansen & Kjeldsen, 2018; Grego-Planer, 2019). Human Resource Management systems and organizational engagement are two broad viewpoints that can inspire workers to make their best effort in the company if applied well and developed in the organization (Guchait & Cho, 2010; Kim & Shin, 2019; Widodo et al., 2019), their relationships have mostly been studied.

### ***Recruitment, selection and, placement***

Recruitment and recruitment are also part of government human resources (Lavigna & Hays, 2004; Zhang et al., 2015). The business relies on its human capital to be chosen effectively (Solomon, 2013). In so many cases, it can be discussed and observed. Various recruitment and selection processes have been adopted, but their characteristics depend on particular public bodies (Kim & O'Connor, 2009; Moon & Hwang, 2013; Taylor, 2014). The selection of the most eligible individuals at work (Caldwell et al., 2003) has a significant influence on how the employee will continue in the future (Zimmerman et al., 2012). The efficient process of selection is positively linked to organizational success (Otoo, 2019). Recruitment requirements in Asia are highly dependent on central examinations, and training qualifications are becoming more relevant in many countries. Still, many Asian countries continue to face corruption and patron-client recruitment and promotion issues despite having central examinations (Poocharoen & Brillantes, 2013). Several studies have shown that recruiting and selection are related to organizational engagement (Obeidat et al., 2014; Agrawal & Rana, 2015; Bisharat et al., 2016). This paper would, therefore, like to test the following hypothesis.

*H1: Recruitment, selection, and placement are associated with organizational dedication.*

### ***Learning and development***

It is possible to train and develop employees' potential and abilities using various techniques (Dekker et al., 2004; Fenwick & McMillan, 2005; Clardy, 2008; Getha-Taylor et al., 2015). When prepared with a needs analysis (Mirza & Riaz, 2012), this can be viewed as a successful intervention to boost employee performance, exposing the need for well-targeted training areas. While preparation is not always the best way to solve the problem of employees' actual output, there is no question that it forms its contribution (Getha-Taylor et al., 2015; Fletcher et al., 2017; Inarda, 2018). The training programs seek to enrich the capacity, level of expertise, and attitude of participants, regardless of their scope and time frames, so that they ultimately boost organizational efficiency (Khan et al., 2011; Bimpitsos & Petridou, 2012; Kapenda & Pieters, 2017). Evidence shows that learning and growth are related to employees' organizational engagement (Maheshwari & Vohra, 2015; Paşaoğlu, 2015), so this paper would like to test H2.

*H2: Learning and Development correlate with organizational commitment.*

### ***Performance management***

Public sector performance management is relevant because it has a function in the quality of service (Bilgin, 2007; Hoque, 2008; Roh, 2018; Janjua et al., 2019) that it provides to individuals through its local professionals. It has been the center of all organizations as it offers strategic guidance on how to allocate resources to achieve defined objectives and goals (Mulvaney et al., 2012; Aguinis, 2013; Dimitropoulos et al., 2017; Fu et al., 2019). It can also be a decisive factor in the workers' movement (Bisharat et al., 2016). In general, performance improvement has a role in enhancing services (Buick et al., 2015; Na-Nan et al., 2017; Fu et al., 2019). Eventually, however, it is a method designed to enhance efficiency and competitiveness in the public sector (Govender & Bussin, 2020), much different from private companies (Abu-Doleh & Weir, 2007; van Helden, & Reichard, 2016). Once workers have been in the company, assessing success is essential, but equal and egalitarian (Bennett, 2009; Harrington & Lee, 2015). The positive relationship between performance management and organizational engagement is (Chang, 2005; Ding et al., 2016). The H3 hypothesis continues to be tested provided in this literature.

*H3: Performance Management correlates with organizational commitment.*

### ***Rewards and recognition***

Rewarding and recognizing workers are vital to people's motivation (Brun & Dugas, 2008; Kopelman et al., 2011; Bisharat et al., 2016; Kuczarski and Kuczarski, 2019). The effects of companies' compensation and acknowledgment programs also contribute to workers' dedication and their attitude to their jobs (Houston, 2000; Nazir et al., 2016). Organizations need to consider how workers can be compensated and push them to work successfully (Newman & Sheikh, 2012). This can be a source of motivation for a person (Bisharat et al., 2016). In the field of public agencies, incentives are assumed to have a direct influence on the success, encouragement, dedication, and satisfaction of public officials and civil servants in achieving strategic objectives (Park, 2014; Belle, 2015; Kim, 2016; Mabaso & Dlamini, 2018; Campbell & Im, 2019). H4 will be investigated based on the above discussions.

*H4: Rewards and Recognition correlates with organizational commitment*

## METHODOLOGY

In the analysis, quantitative research, mainly Descriptive Correlational Design, was used. A case in point came from one of the first-class municipalities in the province of Rizal, Philippines. The stratified sampling approach used produces  $n=142$  samples. The methods used to collect data in human resource systems were excluded from the Civil Service Commission's PRIME-HRM (Philippines CSC MC No. 3, s. 2012). PRIME-four HRM's main cornerstones are recruitment, selection and placement, performance management, learning and growth, and incentives and recognition. As follows, the five-point Likert scale was used: 5-Very Much Implemented, 4-Much Implemented, 3-Implemented, 2-Less Implemented, 1-Least Implemented. On the other hand, organizational involvement was measured using Mowday, Steers, and Porters (1979) Organizational Commitment Questionnaire (OCQ). It is a 15-item instrument of nine (9) positive and six (6) negative statements known as reverse verbal representation. Items 1-9, in particular, are positive, and 10-15 are negative. The five points Likert scale was 5-Strongly Agree, 4-Agree, 3-Fairly Agree, 2-Less Agreement, and 1-Least Agreement. Proper statistical methods were used to interpret and evaluate the results accurately. Also, the Rule of Thumb for the understanding of a correlation coefficient's size was used. Since the paper underwent review before it was conducted, and approval was requested about different practices implemented, ethical issues were realized, and procedures followed.

## RESULTS

**Table 1:** PRIME-HRM Implementation

Variables	Mean	SD	Verbal Interpretation
Recruitment, Selection, and Placement (RSP)	3.72	.72	MI
Learning and Development (L&D)	3.55	.99	MI
Performance Management (PM)	3.87	1.13	MI
Rewards and Recognition (R&R)	4.37	1.35	VMI

$n=142$  SD-Standard Deviation 4.20 – 5.00 Very Much Implemented, 3.40 – 4.19 Much Implemented

Based on the results of the implementation of PRIME-HRM, RSP ( $M=3.72$ ,  $SD=.72$ ) L & D ( $M=3.55$ ,  $SD=.99$ ), PM ( $M=3.87$ ,  $SD=1.13$ ) and R&R ( $M=4.37$ ,  $SD=1.35$ ), however, data is not scattered as revealed by the SD.

**Table 2:** Employees' Organizational Commitment

Variables	Mean	SD	Verbal Interpretation
A.	3.59	1.06	A
B.	3.52	1.21	A
C.	3.76	.97	A
D.	3.64	.85	A
E.	4.3	1.14	SA
F.	3.69	1.20	A
G.	4.05	.89	A
H.	3.55	.91	A
I.	2.90	1.22	FA
J.	3.39	.90	L A
K.	3.57	.87	L A
L.	3.09	.94	F A
M.	3.13	1.02	F A
N.	3.69	.88	L A
O.	3.88	1.12	LA

J-O negative statements-reverse verbal interpretation

Positive (A-I) commitments were given, and negative statements (J-O) showed their sense of belonging to the organization. The highest mean score ( $M=4.05$ ,  $SD=.89$ ) shows that respondents are satisfied that they prefer to work in the company, but the lowest mean score ( $M=2.90$ ,  $SD=1.22$ ) was "for me, this is the best of all possible organizations to work for."

**Table 3:** Correlation of PRIME-HRM Implementation and Organizational Commitment

Prime-HRM		Organizational Commitment (OC)	r-value	p-value	Decision	Remarks
RSP	Versus	OC 1	.96	.000	Reject Ho	Significant
		OC 2	.867	.000	Reject Ho	Significant
L & D		OC 1	.956	.000	Reject Ho	Significant
		OC 2	.643	.000	Reject Ho	Significant
PM		OC 1	.958	.000	Reject Ho	Significant
		OC 2	.945	.000	Reject Ho	Significant
R & R		OC 1	.941	.000	Reject Ho	Significant
		OC 2	.735	.000	Reject Ho	Significant

\*OC 1 (Positive statements, A-I) OC 2 (Negative statements, J-O)

Ho-hypothesis, p-value at 0.05 level of significance

With a very high positive correlation with a high positive correlation for OC 2 ( $r=.867$ ), RSP has a correlation coefficient ( $r=.96$ ) for OC 1. L & D, OC 1 ( $r=.956$ ) is a very high positive correlation, while OC 2 ( $r=.643$ ) is perceived as a moderate positive correlation, PM has a very high positive correlation with OC 1 ( $r=.958$ ) and OC 2 ( $r=.945$ ). For OC 1 ( $r=.941$ ) and OC 2 ( $r=.735$ ), R & R is interpreted as a very high positive and high positive correlation, respectively.

## DISCUSSION

From the results, it can be implied that the working samples had the same opportunity as applicants regardless of their gender and rank about their recruitment, and these requirements are followed as specified in different laws (Republic Act 10524; Republic Act 9710; Philippines CSC Memorandum Circular No. 03, s. 2001) carried out in the civil service of the country. Once hired, an orientation is carried out to educate individuals about their role in the organization and how they can contribute to its performance (Acevedo & Yancey, 2011; Bowles, 2012; Lamba & Choudhary, 2013; Kim et al., 2015). There is a Personnel Selection Board (PSB), and it is necessary to have a methodical selection system in place (Robertson & Callinan, 2002; Kalugina & Shvydun, 2014; Ishii et al., 2014). Driven by the CSC's 2030 vision of incorporating skills into HR programs, it acknowledges that recruitment is the first step in acquiring more robust and more efficient civil servants. Participants, however, reflected on the issuance of RSP policies and instructions and the conduct of job research. Many studies have emphasized the importance and significance of job analysis (Brannick & Levine, 2002; Prien et al., 2003; Wooten & Prien, 2007; Brannick et al., 2007). Recruitment and selection are considered necessary among several HRM activities since, in these areas where local bosses' authority often interferes, the local civil service is often chosen through local power holders (Ishii et al., 2014).

As it is all about classroom-based lectures and presentations, there is a limitation on L & D provided. The ideas and principles of the 70:20:10 learning and development model can be used to overcome this constraint (Shanmugasundaram et al., 2016; Blackman et al., 2016; Johnson et al., 2018). Ten percent is learned from structured training and education in the classroom, 20 percent is learned from peer input, and 70% is learned from experience (Shanmugasundaram, 2015). With this definition, a broad range of learning experiences can be offered. However, to accomplish its very aim, the acquisition of 70 percent of learning experiences must be transparent to employees (Clardy, 2018). Also, consideration of preparation requirements should be considered to meet the staff's

real needs. An evaluation of training needs is a valuable tool to determine what training needs exist in an organization (Rahmana & Sukaya, 2020) and the type and scope of resources required to support a training program. In line with CSC policies, the performance improvement team observed execution, so orientation is often carried out for its methodological implementation. However, PM Records must be adequately preserved and filed because it can be used differently, offering incentives and appreciation to workers (Shafiq, 2009; Sripirabaa & Krishnaveni, 2009). Employees are granted recognition and benefits that are rightly solely contingent on their good work and remarkable achievements (Hansen et al., 2002; Phillips et al., 2017). An annual award ceremony is held to celebrate the success and dedication of employees. Several awards can be presented to staff, and only staff with appropriate guidance from the CSC can enjoy this. Being part of their business made them feel relaxed working to the best of their ability. However, they still considered the organization not the best place and atmosphere for them to function if alternatives were offered. The key informants assume their beliefs are the same as the values portrayed by the company. It is noteworthy that dedication must be in place because it is often related to success (Suliman, 2002; Saleem et al., 2019) and employee loyalty (Suliman, 2002; Saleem et al., 2019) (Brown et al., 2011). It is necessary to promote satisfaction in the workstation, which encourages employees to work effectively (Fisher, 2010; Wesarat et al., 2014). Statistical data indicates that there is a significant association between the adoption of PRIME-HRM and employee organizational engagement. This means that the use of HR programs confidently affects the dedication of workers. Employees prefer to demonstrate a high degree of commitment if they have to undergo adequate training. Increased employee engagement is also positively linked to better employee performance (Cho and Mor Barak, 2008). Studies have shown that lower organizational engagement is theoretically linked to lower efficiency and the intention to sell or sell (DeConinck and Bachman, 2011). R&R must be applied in such a way that employees can identify its worth and value.

### **CONCLUSION**

This analysis empirically infers that the systems of Organizational Commitment and Human Resources are substantially related. This is just the study conducted in the Philippines, based on the researcher's literature review, addressing four core areas of Human Resource Systems and its relationship with organizational commitment in the context of public organizations. A few writings have only discussed these topics; thus, this can be an added literature exploring HR systems. Four theories have been formulated and tested, but they have not yet been dismissed. Clearly, in terms of RSP, L & D, PM, and R & R, human resource programs have been introduced at various levels. People assume they have provided all applicants equal opportunities concerning different government rules. Although L & D operations are carried out, this study has not explicitly focused on its adequacy. On PM, primary informants revealed that it could be possible to enhance recording and or storing data. Personnel has been supported with R & R understandably solely based on their good works and impressive achievements.

### **MANAGERIAL IMPLICATIONS/RECOMMENDATIONS**

It is often required that government agencies will provide their individuals with effective service. Complaints have been continually documented and addressed as to the basic services rendered. To solve this problem, modifications have to be advocated. However, without a driven and well-managed employee who will direct the company's day-to-day operation, this will not be done. Studies have shown that by improvising effective HRM methods, improved service efficiency can be achieved through consumer satisfaction, customer loyalty, employee satisfaction, employee loyalty (Lytras & Pablos, 2008; Pablos & Lytras, 2008). Administrators may consider instituting activities of high engagement management. They should consistently enhance the execution of HRS, as it is also a fact that workers fulfill their duties and obligations to produce the most desirable results. Organizations should then analyze and enjoy the positive benefits of providing a

well-implemented HRS that certainly inspired the engagement, perhaps in the form of policy enhancement or program launch relative to it. Establish activities in which staff can exercise their capacity, connectedness, and individuality. Because of the ever-changing job climate, strategies for handling people should be revisited, such as Public Performance Management (Murphy, 2019).

### LIMITATION

To determine the implementation of human resource systems and with one local government unit involved, the study only considers minimal variables. In making constructs, other studies can consider Exploratory Factor Analysis (EFA).

### ACKNOWLEDGMENT

The author would like to express her heartfelt gratitude to the officials and personnel of the Province of Rizal, Philippines Municipality of Rodriguez, and the renowned writers. They have been accommodating in making this work achieve its goals.

### References

- Abu-Doleh, J. & Weir, D. (2007). Dimensions of performance appraisal systems in Jordanian private and public organizations. *The International Journal of Human Resource Management*, 18(1), 75-84. <https://doi.org/10.1080/09585190601068334>
- Acevedo, J. & Yancey, G. (2011). Assessing new employee orientation programs. *Journal of Workplace Learning*, 23 (5), 349-354. <http://dx.doi.org/10.1108/13665621111141939>
- Agarwala, T. (2003). Innovative human resource practices and organizational commitment: an empirical investigation. *The International Journal of Human Resource Management*, 14(2), 175-197. <https://doi.org/10.1080/0958519021000029072>
- Agrawal, P. & Rana, S. (2015). *Reward and recognition as Predictors for organizational commitment- An Empirical Dissection of IT Industry*.
- Aguinis, H. (2013). *Performance management* (3rd ed.). Upper Saddle River, NJ: Pearson/Prentice-Hall.
- Allen, N. J., & Meyer, J. P. (1996). Affective, Continuance, and Normative Commitment to the Organization: An Examination of Construct Validity. *Journal of vocational behavior*, 49(3), 252–276. <https://doi.org/10.1006/jvbe.1996.0043>
- Bang, H., Ross, S. & Reio, T.G. (2013). From motivation to organizational commitment of volunteers in non-profit sports organizations: The role of job satisfaction. *Journal of Management Development*, 32 (1), 96-112. <https://doi.org/10.1108/02621711311287044>
- Barrett, A., & O'Connell, P. J. (2001). Does training generally work? The returns to in-company training. *Industrial and Labor Relations Review*, 54(3), 647-662. <https://doi.org/10.1177/001979390105400307>
- Becker, B. E., & Huselid, M. A. (2006). Strategic Human Resources Management: Where Do We Go from Here? *Journal of Management*, 32(6), 898–925. <https://doi.org/10.1177/0149206306293668>
- Bellè, N. (2015). Performance-related pay and the crowding-out of motivation in the public sector: A randomized field experiment. *Public Administration Review*, 75(2), 230-241. <https://doi.org/10.1111/puar.12313>
- Bennett, R. (2009). Perceived importance of performance management metrics among UK theatre companies: An empirical investigation. *International Journal of Productivity and Performance Management*, 58 (7), 670-693. <https://doi.org/10.1108/17410400910989476>
- Bhatnagar, J. (2007). Predictors of organizational commitment in India: strategic HR roles, organizational learning capability, and psychological empowerment. *The International Journal of Human Resource Management*, 18(10), 1782-1811. <https://doi.org/10.1080/09585190701570965>



- Bilgin, K. U. (2007). Performance Management for Public Personnel: Multi-Analysis Approach toward Personnel. *Public Personnel Management*, 36(2), 93–113. <https://doi.org/10.1177/009102600703600201>
- Bimpitsos, C., & Petridou, E. (2012). A transdisciplinary approach to training: preliminary research findings based on a case analysis. *European Journal of Training and Development*, 36(9), 911-929. <https://doi.org/10.1108/03090591211280964>
- Bisharat, H., Obeidat, B., Alrowwad, A., Tarhini, A. & Mukattash, I. (2016). The Effect of Human Resource Management Practices on Organizational Commitment in Chain Pharmacies in Jordan. *International Journal of Business and Management*. 12 (1). 50. <https://doi.org/10.5539/ijbm.v12n1p50>
- Blackman D., Johnson S., Buick F., Faifua D., O'Donnell M., & Forsythe M. (August 2016). The 70:20:10 model for learning and development: an effective model for capability development?', in Academy of Management Annual Meeting 2016, Academy of Management Annual Conference, USA, presented at Academy of Management Annual Conference, USA. Retrieved from <https://research.unsw.edu.au/people/professor-deborah-blackman/publications?type=conferencepapers>
- Blom, R. (2020). Mixed Feelings? Comparing the Effects of Perceived Red Tape and Job Goal Clarity on HRM Satisfaction and Organizational Commitment Across Central Government, Government Agencies, and Businesses. *Public Personnel Management*, 49(3), 421–443. <https://doi.org/10.1177/0091026019878204>
- Bonder, A., Bouchard, C.-D., & Bellemare, G. (2011). Competency-Based Management—An Integrated Approach to Human Resource Management in the Canadian Public Sector. *Public Personnel Management*, 40(1), 1–10. <https://doi.org/10.1177/009102601104000101>
- Boon, C., Den Hartog, D. N., & Lepak, D. P. (2019). A Systematic Review of Human Resource Management Systems and Their Measurement. *Journal of Management*, 45(6), 2498–2537. <https://doi.org/10.1177/0149206318818718>
- Bowles, J. (2012). *New Employee Orientation*. Chapter 63, 327-330. <https://doi.org/10.1002/9781118364741.ch63>
- Brannick, M. T., & Levine, E. L. (2002). *Job analysis*. Thousand Oaks, CA: Sage.
- Brannick, Michael & Levine, E.L. & Morgeson, F.P. (2007). *Job and work analysis: Methods, research, and applications for human resource management*. SAGE Publications, Inc.
- Brown, S., McHardy, J., McNabb, R., & Taylor, K.B. (2011). Workplace Performance, Worker Commitment, and Loyalty. *Journal of Economics & Management Strategy*, 20(3), 925-955. <http://dx.doi.org/10.1111/j.1530-9134.2011.00306.x>
- Brun, JP. & Dugas, N. (2008). An analysis of employee recognition: Perspectives on human resources practices. *The International Journal of Human Resource Management*, 19(4), 716-730, <https://doi.org/10.1080/09585190801953723>
- Buick, F., Blackman, D.A., O'Donnell, M.E., O'Flynn, J.L. and West, D. (2015). Can enhanced performance management support public sector change?. *Journal of Organizational Change Management*, 28 (2), 271-289. <https://doi.org/10.1108/JOCM-12-2013-0249>
- Butitova, D. (2019). Perceptions of Organizational Justice Among State Government Employees: The Effect of Years of Public Service. *Public Personnel Management*, 48(3), 345–368. <https://doi.org/10.1177/0091026018816348>
- Caldwell, C., Thornton, G. C., & Gruys, M. L. (2003). Ten Classic Assessment Center Errors: Challenges to Selection Validity. *Public Personnel Management*, 32(1), 73–88. <https://doi.org/10.1177/009102600303200104>
- Campbell, J. W., & Im, T. (2019). Exchange Ideology, Performance Pay, and Pay Satisfaction: Evidence From South Korean Central Government. *Public Personnel Management*, 48(4), 584–607. <https://doi.org/10.1177/0091026019832632>
- Cascio, W. (2015). *Managing human resources: Productivity, quality of work life, profits*. New York, NY: McGraw-Hill. Google Scholar

- Chadwick, Clint. (2010). Theoretic Insights on the Nature of Performance Synergies in Human Resource Systems: Toward Greater Precision. *Human Resource Management Review*, 20 (2), 85-101. <https://doi.org/10.1016/j.hrnr.2009.06.001>
- Chang, E. (2005). Employee's overall perception of HRM effectiveness. *Human Relations*, 58(4), 523-544. <https://doi.org/10.1177/0018726705055037>
- Chen, J., Silverthorne, C. & Hung, J. (2006). Organization communication, job stress, organizational commitment, and job performance of accounting professionals in Taiwan and America. *Leadership & Organization Development Journal*, 27(4), 242-249. <https://doi.org/10.1108/01437730610666000>
- Cheung, A.B.L. (2013). Public governance reform in Hong Kong: rebuilding trust and governability. *International Journal of Public Sector Management*, 26 (5), 421-436. <https://doi.org/10.1108/IJPSM-05-2013-0070>
- Cho, S. and Mor Barak, M.E. (2008). Understanding of diversity and inclusion in a perceived homogeneous culture: a study of organizational commitment and job performance among Korean employees. *Administration in Social Work*, 32(4), 100 - 126.
- Chotivanich, P. (2012). The conceptual Frame Work: Loyalty Model of Domestic Flight Service of Thai Airways International (Public company Limited). *European Journal of Social Sciences*, 33(2), 239-248.
- Clardy, A. (2008). Policies for Managing the Training and Development Function: Lessons from the Federal Government. *Public Personnel Management*, 37(1), 27-54. <https://doi.org/10.1177/009102600803700103>
- Clardy, A. (2018). 70-20-10 and the Dominance of Informal Learning: A Fact in Search of Evidence. *Human Resource Development Review*, 17(2), 153-178. <https://doi.org/10.1177/1534484318759399>
- Coetzee, M., Jeremy, M. & Swart, B. (2014). Human Resource Practices as Predictors of Engineering Staff's Organizational Commitment. *SA Journal of Human Resource Management*. 12(1), 1-9. <https://doi.org/10.4102/sajhrm.v12i1.604>
- Contact Center Ng Bayan 2018 Year-end Report Public Assistance and Information Office, Civil Service Commission, Philippines.
- DeConinck, J.B. & Bachmann, D.P. (2011). Organizational commitment and turnover intentions of marketing managers. *Journal of Applied Business Research*, 10(3), 87 - 95.
- Dekker, S. & Hansén, D. (2004). Learning under Pressure: The Effects of Politicization on Organizational Learning in Public Bureaucracies, *Journal of Public Administration Research and Theory*, 14(2), 211-230. <https://doi.org/10.1093/jopart/muh014>
- Dey, T. (2012). Predictors of Organizational Commitment and Union Commitment a Conceptual Study. *Journal of Organizational Behavior*, 11(4) 62-75.
- Dick, G. (2011). The Influence of Managerial and Job Variables on Organizational Commitment in the Police. *Public Administration*. 89(2). 557 - 576. <https://doi.org/10.1111/j.1467-9299.2010.01874.x>
- Dimitropoulos, P., Kosmas, I. & Douvis, I. (2017). Implementing the balanced scorecard in a local government sport organization: Evidence from Greece. *International Journal of Productivity and Performance Management*, 66(3), 362-379. <https://doi.org/10.1108/IJPPM-11-2015-0167>
- Ding, J., Zheng, Q., Wang, X., Zhu, H., & Zhang, J. (2016). Assessment of Innovative Performance Management in Chinese Police System: A Case Study of Zhejiang Province. *Public Personnel Management*, 45(1), 6-25. <https://doi.org/10.1177/0091026016630368>
- Elam, L. B. (1997). Reinventing Government Privatization-Style — Avoiding the Legal Pitfalls of Replacing Civil Servants with Contract Providers. *Public Personnel Management*, 26(1), 15-33. <https://doi.org/10.1177/009102609702600103>
- Engle, C. and Engle, N. (2010). The 2020 federal knowledge worker. *VINE*, 40 (3/4), 277-286. <https://doi.org/10.1108/03055721011071403>

- Ezirim, C.B., Nwibere, B.M., & Emecheta, B.C. (2012). The Influence of Corporate Culture on Organizational Commitment: The Nigerian experience. *International Journal Business & Public Administration*, 9, 155–180.
- Fenwick, J., & McMillan, J. (2005). Organizational Learning and Public Sector Management: An Alternative View. *Public Policy and Administration*, 20(3), 42–55. <https://doi.org/10.1177/095207670502000305>
- Fisher, C. (2010). Happiness at Work. *International Journal of Management Reviews*. 12(4), 384 – 412. <https://doi.org/10.1111/j.1468-2370.2009.00270.x>
- Fletcher, L., Alfes, K. & Robinson, D. (2018). The relationship between perceived training and development and employee retention: the mediating role of work attitudes. *The International Journal of Human Resource Management*, 29(18), 2701-2728, <https://doi.org/10.1080/09585192.2016.1262888>
- Fu, H., Li, Y. & Duan, Y. (2014). Does employee-perceived reputation contribute to citizenship behavior? The mediating role of organizational commitment. *International Journal of Contemporary Hospitality Management*, 26 (4), 593-609. <https://doi.org/10.1108/IJCHM-02-2013-0082>
- Fu, K.-J., Hsieh, J.-Y., & Wang, T. K. (2019). Fostering Employee Cooperation Behavior in the Federal Workplace: Exploring the Effects of Performance Management Strategies. *Public Personnel Management*, 48(2), 147–178. <https://doi.org/10.1177/0091026018801038>
- Fulmer, I. S., & Ployhart, R. E. (2014). Our Most Important Asset: A Multidisciplinary/Multilevel Review of Human Capital Valuation for Research and Practice. *Journal of Management*, 40(1), 161–192. <https://doi.org/10.1177/0149206313511271>
- Gautam, T., Van Dick, R., Wagner, U. (2004). Organizational identification and organizational commitment: Distinct aspects of two related concepts. *Asian Journal of Social Psychology*, 7(3), 301-315, <https://doi.org/10.1111/j.1467-839X.2004.00150>
- Getha-Taylor, H., Fowles, J., Silvia, C., & Merritt, C. C. (2015). Considering the Effects of Time on Leadership Development: A Local Government Training Evaluation. *Public Personnel Management*, 44(3), 295–316. <https://doi.org/10.1177/0091026015586265>
- Gould-Williams, J. (2004). The Effects of ‘High Commitment’ HRM Practices on Employee Attitude: The Views of Public Sector Workers. *Public Administration*. 82(1), 63-81. <https://doi.org/10.1111/j.0033-3298.2004.00383.x>
- Govender, M., & Bussin, M. (2020). Performance management and employee engagement: A South African perspective. *SA Journal of Human Resource Management*, 18, 19. <https://doi.org/10.4102/sajhrm.v18i0.1215>
- Grego-Planer, D. (2019). The Relationship between Organizational Commitment and Organizational Citizenship Behaviors in the Public and Private Sectors. *Sustainability*, 11(22), 1-20. <https://doi.org/10.3390/su11226395>
- Grogan, C. (2019). The Sources and Consequences of Distrust of Government. *Social Service Review*. 93 (3). <https://doi.org/10.1086/705455>
- Guchait, P & Cho, S. (2010). The Impact of Human Resource Management Practices on Intention to Leave of Employees in the Service Industry in India: The Mediating Role of Organizational Commitment. *The International Journal of Human Resource Management*, 21(8), 1228-1247. <https://doi.org/10.1080/09585192.2010.483845>
- Guglielmetti, R. & Musella, F. (2013). Customer satisfaction and statistical techniques for the implementation of benchmarking in the public sector. *Total Quality Management & Business Excellence*, 24 (5-6), 619-640. <https://doi.org/10.1080/14783363.2012.733260>
- Gulland, J. (2011). Taking Complaints Seriously: The Role of Informality in Complaints About Public Services. *Social Policy and Society*, 10 (4), 483 - 493. <https://doi.org/10.1017/S1474746411000236>

- Haque, M.S. & Mudacumura, G.M. (2006). Introduction: Reinventing public governance in developing countries. *International Journal of Organization Theory & Behavior*, 9 (2), 175-190. <https://doi.org/10.1108/IJOTB-09-02-2006-B002>
- Hansen, F., Smith, M., & Hansen, R. B. (2002). Rewards and Recognition in Employee Motivation. *Compensation & Benefits Review*, 34(5), 64–72. <https://doi.org/10.1177/0886368702034005010>
- Hansen, J.R. & Kjeldsen, A.M. (2018). Comparing Affective Commitment in the Public and Private Sectors: A Comprehensive Test of Multiple Mediation Effects. *International Public Management Journal*, 21(4), 558-588. <https://doi.org/10967494.2016.1276033>
- Harrington, J. R., & Lee, J. H. (2015). What Drives Perceived Fairness of Performance Appraisal? Exploring the Effects of Psychological Contract Fulfillment on Employees' Perceived Fairness of Performance Appraisal in U.S. Federal Agencies. *Public Personnel Management*, 44(2), 214–238. <https://doi.org/10.1177/0091026014564071>
- Herrera, J., & Miller, D. M. (2018). An Emergent Taxonomy of Public Personnel Management: Exploring the Task Environment of Human Resource Managers in Spanish Local Government. *Public Personnel Management*, 47(4), 445–471. <https://doi.org/10.1177/0091026018791965>
- Hoque, Z. (2008). Measuring and reporting public sector outputs/outcomes: Exploratory evidence from Australia. *International Journal of Public Sector Management*, 21 (5), 468-493. <https://doi.org/10.1108/09513550810885787>
- Houston, D.J. (2000). Public-Service Motivation: A Multivariate Test, *Journal of Public Administration Research and Theory*, 10(4), 713–728, <https://doi.org/10.1093/oxfordjournals.jpart.a024288>
- Huselid, M. A., & Becker, B. E. (2011). Bridging Micro and Macro Domains: Workforce Differentiation and Strategic Human Resource Management. *Journal of Management*, 37(2), 421–428. <https://doi.org/10.1177/0149206310373400>
- Inarda, A.V. (2018). Training Experiences of College of Business Faculty: Concerns and Consequences. *Asia Pacific Journal of Multidisciplinary Research*, 6(1), 23-36.
- Ishii, R., Rohitarachoo, P. & Hossain, F. (2014). HRM Reform in decentralized local government: Empirical perspectives on recruitment and selection in the Philippines and Thailand. *Asian Journal of Political Science*, 21(3), pp. 249-267. <https://doi.org/10.1080/02185377.2013.864514>
- Jacobson, W. S. (2010). Preparing for Tomorrow: A Case Study of Workforce Planning in North Carolina Municipal Governments. *Public Personnel Management*, 39(4), 353–377. <https://doi.org/10.1177/009102601003900404>
- Jacobson, W. S., & Sowa, J. E. (2015). Strategic Human Capital Management in Municipal Government: An Assessment of Implementation Practices. *Public Personnel Management*, 44(3), 317–339. <https://doi.org/10.1177/0091026015591283>
- Janjua, A., Attique, F., Raza, A. and Akbar, W. (2019). Effective performance management of local governments in Khyber Pakhtunkhwa, Pakistan. *International Journal of Productivity and Performance Management*, 68 (1), 26-45. <https://doi.org/10.1108/IJPPM-11-2017-0300>
- Jiang, K., Lepak, D. P., Han, K., Hong, Y., Kim, A., & Winkler, A.-L. (2012). Clarifying the construct of human resource systems: Relating human resource management to employee performance. *Human Resource Management Review*, 22(2), 73–85. <https://doi.org/10.1016/j.hrmr.2011.11.005>
- Johnson, S., Blackman, D. & Buick, F. (2018). The 70:20:10 framework and the transfer of learning. *Human Resource Development Quarterly*, 29(4), 383-402. <https://doi.org/10.1002/hrdq.21330>
- Jordan, M. H., Lindsay, D. R., & Schraeder, M. (2012). An Examination of Salient, Non-Monetary, Factors Influencing Performance in Public Sector Organizations: A Conceptual Model. *Public Personnel Management*, 41(4), 661–684. <https://doi.org/10.1177/009102601204100405>

- Jordan, T., & Battaglio, R. P. (2014). Are We There Yet? The State of Public Human Resource Management Research. *Public Personnel Management*, 43(1), 25–57. <https://doi.org/10.1177/0091026013511064>
- Kapenda, H. & Pieters, L. (2017). Lecturers' Perceptions on the Effectiveness of In-Service Training Programs at Selected Public Sector Organizations in Namibia. *Multidisciplinary Journal of Educational Research*. 7(2), 156. <http://dx.doi.org/10.17583/remie.2017.2526>
- Kim, M. & Chai, D. & Kim, S. & Park, S. (2015). New employee orientation: Cases of Korean corporations. *Human Resource Development International*. 18(5), 481-498 <https://doi.org/10.1080/13678868.2015.1079294>
- Kellough, J. E. (1999). Reinventing Public Personnel Management: Ethical Implications for Managers and Public Personnel Systems. *Public Personnel Management*, 28(4), 655–671. <https://doi.org/10.1177/009102609902800411>
- Khan, R. A. G., Khan, A. F., & Khan, M. A. (2011). Impact of training and development on organizational performance. *Global Journal of Management and Business Research*, 11 (7), 62-68.
- Kim, P. S., & Hong, K. P. (2006). Searching for Effective HRM Reform Strategy in the Public Sector: Critical Review of WPSR 2005 and Suggestions. *Public Personnel Management*, 35(3), 199–215. <https://doi.org/10.1177/009102600603500304>
- Kim, M. & Chai, D. & Kim, S. & Park, S. (2015). New employee orientation: Cases of Korean corporations. *Human Resource Development International*. 18(5), 481-498 <https://doi.org/10.1080/13678868.2015.1079294>
- Kim, J. (2016). Impact of Performance Appraisal Justice on the Effectiveness of Pay-for-Performance Systems After Civil Service Reform. *Public Personnel Management*, 45(2), 148–170. <https://doi.org/10.1177/0091026016644625>
- Kim, K. & Shin, T.-H. (2019). Additive Effects of Performance- and Commitment-Oriented Human Resource Management Systems on Organizational Outcomes. *Sustainability*. 11(6), 1679. <https://doi.org/10.3390/su11061679>
- Klingner, D. (1993). Reinventing Public Personnel Administration as Strategic Human Resource Management. *Public Personnel Management*, 22(4), 565–578. <https://doi.org/10.1177/009102609302200406>
- Kopelman, R. E., Gardberg, N. A., & Brandwein, A. C. (2011). Using a Recognition and Reward Initiative to Improve Service Quality: A Quasi-Experimental Field Study in a Public Higher Education Institution. *Public Personnel Management*, 40(2), 133–149. <https://doi.org/10.1177/009102601104000204>
- Kuo, Y. (2013). Organizational commitment in an intense competition environment. *Industrial Management & Data Systems*, 113 (1), 39-56. <https://doi.org/10.1108/02635571311289656>
- Kuczumarski, S. and Kuczumarski, T. (2019). How rewards fuel or fail innovation. *Strategic HR Review*, 18 (1), 8-12. <https://doi.org/10.1108/SHR-11-2018-0091>
- Lamba, S., & Choudhary, N. (2013). Impact of organizational commitment on employees. *International Journal of Advancements in Research & Technology*, 2(4), 407–423.
- Lavigna, R. J., & Hays, S. W. (2004). Recruitment and Selection of Public Workers: An International Compendium of Modern Trends and Practices. *Public Personnel Management*, 33(3), 237–253. <https://doi.org/10.1177/009102600403300301>
- Lim, S., Wang, T. K., & Lee, S.-Y. (2017). Shedding New Light on Strategic Human Resource Management: The Impact of Human Resource Management Practices and Human Resources on the Perception of Federal Agency Mission Accomplishment. *Public Personnel Management*, 46(2), 91–117. <https://doi.org/10.1177/0091026017704440>
- Llorens, J. J., & Battaglio, R. P. (2010). Human Resources Management in a Changing World: Reassessing Public Human Resources Management Education. *Review of Public Personnel Administration*, 30(1), 112–132. <https://doi.org/10.1177/0734371X09351828>

- Lytras, M. D., & Pablos, P. O. (2008). The role of a “make” or internal human resource management system in Spanish manufacturing companies: Empirical evidence. *Human Factors and Ergonomics in Manufacturing & Service Industries*, 18(4), 464–479. <https://doi.org/10.1002/hfm.20117>
- Ma, Shaozhuang, Silva, M. G., Callan, Victor J., and Trigo, V. (2015). Control and commitment HR practices, job satisfaction and turnover intentions: a comparison between local and multinational firms in China. *The International Journal of Human Resource Management*, 27 (9) 974-990. <https://doi.org/10.1080/09585192.2015.1052535>
- Mabaso, C., & Dlamini, B. (2018). Total rewards and its effects on organizational commitment in higher education institutions. *SA Journal of Human Resource Management*, 16, 8. <https://doi.org/10.4102/sajhrm.v16i0.913>
- Maheshwari, S. & Vohra, V. (2015). Identifying critical HR practices impacting employee perception and commitment during organizational change. *Journal of Organizational Change Management*, 28(5), 872-894, <https://doi.org/10.1108/JOCM-03-2014-0066>
- Minelli, A. & Ruffini, R. (2018). Citizen feedback as a tool for continuous improvement in local bodies. *International Journal of Public Sector Management*, 31 (1), 46-64. <https://doi.org/10.1108/IJPSM-01-2017-0010>
- Mirza, A. & Riaz, S. (2012). Training needs assessment in Islamic banking sector. *Qualitative Research in Financial Markets*, 4 (2/3), 142-155. <https://doi.org/10.1108/17554171211252484>
- Moon, M. J., & Hwang, C. (2013). The State of Civil Service Systems in the Asia-Pacific Region: A Comparative Perspective. *Review of Public Personnel Administration*, 33(2), 121–139. <https://doi.org/10.1177/0734371X13484831>
- Mowday, R. T., Steers, R. M. , & Porter, L. W. (1979). The measurement of organizational commitment. *Journal of Vocational Behavior*, 14(2), 224–247. [https://doi.org/10.1016/0001-8791\(79\)90072-1](https://doi.org/10.1016/0001-8791(79)90072-1)
- Mulvaney, M. A., McKinney, W. R., & Grodsky, R. (2012). The Development of a Pay-for-Performance Appraisal System for Municipal Agencies: A Case Study. *Public Personnel Management*, 41(3), 505–533. <https://doi.org/10.1177/009102601204100307>
- Murphy, K. (2019). Performance evaluation will not die, but it should. *Human Resource Management Journal*, 30(1), 13-31. <https://doi.org/10.1111/1748-8583.12259>
- Na-Nan, K., Chaiprasit, K., & Pukkeeree, P. (2017). Performance management in SME high-growth sectors and high-impact sectors in Thailand: Mixed method research. *International Journal of Engineering Business Management*. <https://doi.org/10.1177/1847979017718451>
- Nazir, S., Shafi, A., Qun, W., Nazir, N. & Tran, Q.D. (2016). Influence of organizational rewards on organizational commitment and turnover intentions. *Employee Relations*. 38(4), 596-619. <https://doi.org/10.1108/ER-12-2014-0150>
- Ncoyini, S., & Cilliers, L. (2020). Factors that influence knowledge management systems to improve knowledge transfer in local government: A case study of Buffalo City Metropolitan Municipality, Eastern Cape, South Africa. *SA Journal of Human Resource Management*, 18, 11. <https://doi.org/10.4102/sajhrm.v18i0.1147>
- Newman, A., & Sheikh, A. Z. (2012). Organizational rewards and employee commitment: A Chinese study. *Journal of Managerial Psychology*, 27(1), 71-89. <https://doi.org/10.1108/02683941211193866>
- Obeidat, B. Masa'deh, R. & Abdallah, A. (2014). The Relationships among Human Resource Management Practices, Organizational Commitment, and Knowledge Management Processes: A Structural Equation Modeling Approach. *International Journal of Business and Management*. 9(3), 9-26, <http://dx.doi.org/10.5539/ijbm.v9n3p9>
- Opengart, R., M., Ralston, P. & LeMay, S. (2018). Labor markets: preventing rivalry and myopia through HRM. *Journal of Organizational Effectiveness: People and Performance*, 5(4), 346-360. <https://doi.org/10.1108/JOEPP-09-2018-0071>

- Otoo, F.N.K. (2019). Human resource management (HRM) practices and organizational performance: The mediating role of employee competencies. *Employee Relations*, 41 (5), pp. 949-970. <https://doi.org/10.1108/ER-02-2018-0053>
- Oyewobi, L.O., Oke, A.E., Adeneye, T.D. & Jimoh, R.A. (2019). Influence of organizational commitment on work–life balance and organizational performance of female construction professionals. *Engineering, Construction and Architectural Management*, 26(10), 2243-2263.
- Pablos, P. O., & Lytras, M. D. (2008). Competencies and human resource management: Implications for organizational competitive advantage. *Journal of Knowledge Management*, 12(6), 48–55. <https://doi.org/10.1108/13673270810913612>
- Park, S. (2014). Motivation of Public Managers as Raters in Performance Appraisal: Developing a Model of Rater Motivation. *Public Personnel Management*, 43(4), 387–414. <https://doi.org/10.1177/0091026014530675>
- Paşaoğlu, D. (2015). Analysis of the relationship between human resources management practices and organizational commitment from a strategic perspective: Findings from the banking industry. *Procedia - Social and Behavioral Sciences*, 207, 315–324. <https://doi.org/10.1016/j.sbspro.2015.10.101>
- Peccei, R., & Van De Voorde, K. (2019). The Application of the Multilevel Paradigm in Human Resource Management–Outcomes Research: Taking Stock and Going Forward. *Journal of Management*, 45(2), 786–818. <https://doi.org/10.1177/0149206316673720>
- Philippines CSC Memorandum Circular No. 03, s. 2001
- Philippines CSC Memorandum Circular No. 3, s. 2012.
- Philippines Executive Order 292.
- Phillips, H., Bogdanich, I., Carter, K., Holler, J., Smith, T., Ticehurst, E. H., & Wascher, M. (2017). Commentary: Exploring Novel Approaches to Staff Rewards and Recognition. *Hospital Pharmacy*, 52(11), 729–731. <https://doi.org/10.1177/0018578717736242>
- Poliquit, W., Ferrater-Gimena, J. & Etcuban, J. (2018). Grasping the Organizational Commitment of Employees in a Higher Educational Institution in the Philippines. *International Journal of Humanities and Social Science*. 9 (7), 42. <https://doi.org/10.30845/ijbss.v9n7p6>
- Poocharoen, O., & Brillantes, A. (2013). Meritocracy in Asia Pacific: Status, Issues, and Challenges. *Review of Public Personnel Administration*, 33(2), 140–163. <https://doi.org/10.1177/0734371X13484829>
- Pool, S. & Pool, B. (2007). A management development model: Measuring organizational commitment and its impact on job satisfaction among executives in a learning organization. *Journal of Management Development*, 26 (4), 353-369. <https://doi.org/10.1108/02621710710740101>
- Potipiroon, W., & Ford, M. T. (2017). Does Public Service Motivation Always Lead to Organizational Commitment? Examining the Moderating Roles of Intrinsic Motivation and Ethical Leadership. *Public Personnel Management*, 46(3), 211–238. <https://doi.org/10.1177/0091026017717241>
- Prasojo, E. & Holidin, D. (2018). Leadership and Public Sector Reform in Indonesia, Berman, E. and Prasojo, E. (Ed.) *Leadership and Public Sector Reform in Asia (Public Policy and Governance)*, 30, 53-83. <https://doi.org/10.1108/S2053-769720180000030003>
- Prien, K. O., Prien, E. P., & Wooten, W. (2003). Interrater Reliability in Job Analysis: Differences in Strategy and Perspective. *Public Personnel Management*, 32(1), 125–141. <https://doi.org/10.1177/009102600303200107>
- Rahmana, A. & Sukaya, Y. (2020). Training Needs Analysis: Suggested Framework for Identifying Training Need. *International Journal of Psychosocial Rehabilitation*, 24(2), 3861-3868. <https://doi.org/10.37200/IJPR/V24I2/PR200707>
- Razzaq, S., Shujahat, M., Hussain, S., Nawaz, F., Wang, M., Ali, M. & Tehseen, S. (2019). Knowledge management, organizational commitment and knowledge-worker performance: The neglected role of knowledge management in the public

- sector. *Business Process Management Journal*, 25 (5), 923-947. <https://doi.org/10.1108/BPMJ-03-2018-0079>
- Republic Act No. 9485 or Anti-Red Tape Act of 2007
- Republic Act 10524, Magna Carta for Persons with Disability.
- Republic Act 9710, Magna Carta for Women.
- Robertson, I., Bartram, D., & Callinan, M. (2002). *Personnel Selection and Assessment*. In P. Warr (Ed.), *Psychology at work* (p. 100–152). Penguin Press.
- Roh, J. (2018). Improving the government performance management system in South Korea: Focusing on central government agencies. *Asian Education and Development Studies*, 7 (3), 266-278. <https://doi.org/10.1108/AEDS-11-2017-0112>
- Saleem, A., Bhutta, Z., Nauman, M. & Zahra, S. (2019). Enhancing performance and commitment through leadership and empowerment: An emerging economy perspective. *International Journal of Bank Marketing*, 37(1), 303-322. <https://doi.org/10.1108/IJBM-02-2018-0037>
- Shafiq, F. (2009). Performance Management: Rewarding Employee Performance. <https://ssrn.com/abstract=2250011> or <http://dx.doi.org/10.2139/ssrn.2250011>
- Shanmugasundaram, Palani. (2015). Self-Directed Learning (SDL), M-Learning, the 70-20-10 model for learning, development in Pharmaceutical Industrial Environment and the impact on Pharmacy Education.
- Shanmugasundaram, P. & Devanandan, P. & Muthukumar, V.A. (2016). Prolegomena to blended learning: A novel tool for developing self-directed learning (SDL) and the 70-20-10 model learning for pharmacy students (Article). *International Journal of Pharma and Bio Sciences*. 7, 66-72.
- Solomon, M. V., Bozga, R. E., & Mateescu, M. A. (2013). Management of human resource: Past and present. In *Proceedings of the Managerial Challenges of the Contemporary Society, Cluj-Napoca: Babes Bolyai University* (pp. 185-190).
- Sripirabaa, B. , & Krishnaveni, R. (2009). Performance management systems in an Indian manufacturing sector: Partnering, monetary incentives and the alignment of organizational goals. *Management Research News*, 32(10), 942–952. <https://doi.org/10.1108/01409170910994150>
- Steijn, B. & Leisink, P.L.M. (2006). Organizational Commitment among Dutch Public Sector Employees. *International Review of Administrative Sciences*. 72(2),187-201. <https://doi.org/10.1177/0020852306064609>
- Suliman, A.M.T. (2002). Is it really a mediating construct? The mediating role of organizational commitment in work climate-performance relationship. *Journal of Management Development*, 21 (3), 170-183. <https://doi.org/10.1108/02621710210420255>
- Taylor, S., (2014). *Recruitment and selection. Strategic Human Resource Management: An International Perspective*, 10(6), 139-14.
- Tsai, M.T., & Cheng, N.C. (2011). Understanding knowledge sharing between it professionals – An integration of social cognitive and social exchange theory. *Behavior Information & Technology*, 31(11), 1–12. <https://doi.org/10.1080/0144929X.2010.550320>
- van helden, J. and Reichard, C. (2016). Commonalities and Differences in Public and Private Sector Performance Management Practices: A Literature Review. *Performance Measurement and Management Control: Contemporary Issues (Studies in Managerial and Financial Accounting)*, 31, 309-351. <https://doi.org/10.1108/S1479-351220160000031010>
- Wesarat, P., Sharif, M.Y., Mahid, H.A. (2014). A conceptual framework of happiness at the workplace. *Asian Social Science*, 11 (2), 78-88. <https://doi.org/10.5539/ass.v11n2p78>
- Widodo, S., Widiyanti, M., Hidayati, T., Wiyadi, W. & Situmorang, N. (2019). Human Resources Management Facets: Role of Organizational Commitment. *Journal of Security and Sustainability* 9(1), 281-293. [https://doi.org/10.9770/jssi.2019.9.1\(21\)](https://doi.org/10.9770/jssi.2019.9.1(21))



- Wooten, W., & Prien, E. P. (2007). Synthesizing Minimum Qualifications Using an Occupational Area Job Analysis Questionnaire. *Public Personnel Management*, 36(3), 307–314. <https://doi.org/10.1177/009102600703600308>
- Wright, P. M., & McMahan, G. C. (1992). Theoretical Perspectives for Strategic Human Resource Management. *Journal of Management*, 18(2), 295–320. <https://doi.org/10.1177/014920639201800205>
- Yahaya, R., & Ebrahim, F. (2016). Leadership styles and organizational commitment: literature review. *Journal of Management Development*, 35(2), 190-216. <https://doi.org/10.1108/JMD-01-2015-0004>
- Zhang, Y., Xu, B., & Zhang, J. (2015). Impact of Procedural Characteristics on Justice Perceptions of Chinese Civil Service Candidates. *Public Personnel Management*, 44(4), 543–558. <https://doi.org/10.1177/0091026015607105>
- Zimmerman, R. D., Boswell, W. R., Shipp, A. J., Dunford, B. B., & Boudreau, J. W. (2012). Explaining the Pathways Between Approach-Avoidance Personality Traits and Employees' Job Search Behavior. *Journal of Management*, 38(5), 1450–1475. <https://doi.org/10.1177/0149206310396376>