

# Human Resource Management Practices, Organizational Development and Operational Efficiency

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**Abstract** – This study examined human resource management practices, organizational development, and operational efficiency in the Local Government Unit (LGU) Engineering Offices of the Province of Iloilo, Philippines, for the calendar year 2025–2026. A total of 184 engineers from five districts were selected as respondents through purposive sampling, and data were gathered using a validated questionnaire. Statistical analyses included frequency count, percentage, mean, Mann-Whitney U, Kruskal-Wallis H, and Spearman's rho at the 0.05 alpha level. Findings revealed that most respondents were male, bachelor's degree holders, and rank-and-file employees with 6-10 years of service. HRM practices were rated "Mostly Practiced," organizational development as "To a Very Great Extent," and operational efficiency as "Very High." No significant differences were found across age, sex, education, position, years in service, or district. Likewise, no significant relationships were observed among human resource management practices, organizational development, and operational efficiency, indicating that these dimensions functioned as separate yet consistent pillars of organizational effectiveness. The study underscored that LGU engineering offices consistently applied fair HR systems, continuous learning initiatives, streamlined workflows, and effective resource management. Based on these results, recommendations were formulated for administrators, engineers, personnel, HR officials, policymakers, communities, and researchers to enhance workforce development, foster inclusivity, and sustain the delivery of high-quality public services in the Province of Iloilo.

**Keywords:** Human Resource Management Practices, Organizational Development, and Operational Efficiency

## I. INTRODUCTION

### Background of the Study

Local Government Units (LGUs) in the Philippines play a vital role in delivering infrastructure and public services. Central to this effort is the Municipal

Engineering Office, which is responsible for planning, implementing, and maintaining local infrastructure projects. To ensure effective service delivery, these offices must adopt strategic Human Resource Management (HRM) practices that support organizational development and boost operational efficiency.

HRM encompasses key functions such as recruitment, training, performance evaluation, and employee engagement (Dessler, 2020). In LGU engineering offices, these practices help cultivate a competent and motivated workforce capable of executing infrastructure initiatives and addressing community needs. When aligned with organizational goals, HRM fosters accountability, innovation, and improved service delivery (Abawag, 2021). Organizational development is a long-term, systematic approach to enhancing an organization's ability to solve problems and achieve its objectives through collaborative cultural management (Brown, 2021). In municipal engineering offices, this involves streamlining workflows, strengthening coordination, and promoting continuous learning among technical personnel. According to Slack et al. (2022), operational efficiency is achieved by optimizing internal processes to increase productivity and reduce costs, thereby delivering greater value to stakeholders. Santos and Dela Cruz (2025) emphasize that capacity-building initiatives such as training and mentoring significantly enhance employee performance and service outcomes.

Although the significance of HRM practices and organizational development is well established, their joint contribution to operational efficiency in municipal engineering offices across Iloilo Province has received minimal scholarly attention. Examining this intersection can yield valuable insights for local administrators, equipping them to develop a more

skilled workforce, enhance public service standards, and drive sustainable development initiatives.

#### Statement of the Problem

This study aimed to examine human resource management practices, organizational development, and operational efficiency among Local Government Unit (LGU) Engineering Offices in the Province of Iloilo, Philippines, for the Calendar year 2025-2026.

Specifically, this study sought to answer the following questions:

1. What is the profile of respondents in terms of age, sex, educational attainment, job position, years in service and district?
2. What are the human resource management practices among LGUs as assessed by the respondents when taken as a whole and when classified according to age, sex, educational attainment, job position, years in service and district?
3. What is the extent of organizational development among LGUs as assessed by the respondents when taken as a whole and when classified according to age, sex, educational attainment, job position, years in service and district?
4. What is the level of operational efficiency among LGUs as assessed by the respondents when taken as a whole and when classified according to age, sex, educational attainment, job position, years in service and district?
5. Are there significant differences in the human resource management practices among LGUs as assessed by the respondents when classified according to age, sex, educational attainment, job position, years in service and district?
6. Are there significant differences in the extent of organizational development among LGUs as assessed by the respondents when classified according to age, sex, educational attainment, job position, years in service and district?
7. Are there significant differences in the operational efficiency among LGUs as assessed by the respondents when classified according to age, sex, educational attainment, job position, years in service and district?
8. Are there significant relationships among human resource management practices, organizational development and operational efficiency among Local Government Units?

#### Hypotheses

1. There are no significant differences in the human resource management practices among LGUs as assessed by the respondents when classified according to age, sex, educational attainment, job position, years in service and district.
2. There are no significant differences in the extent of organizational development among LGUs as assessed by the respondents when classified according to age, sex, educational attainment, job position, years in service and district.
3. There are no significant differences in the operational efficiency among LGUs as assessed by the respondents when classified according to age, sex, educational attainment, job position, years in service and district.
4. There are no significant relationships among human resource management practices, organizational development and operational efficiency among Local Government Units.

#### Theoretical Framework

This research was anchored on three interrelated theories that collectively provided a comprehensive lens for examining how Human Resource Management (HRM) practices and organizational development shaped operational efficiency in Local Government Unit (LGU) Engineering Offices.

For Human Resource Management Practices, the study used Rational Planning Theory by Simon (1979), which advocates for a structured, evidence-based approach to decision-making. This theory emphasizes goal setting, data analysis, and continuous evaluation principles that align with strategic HRM functions such as recruitment, training, performance appraisal, and employee engagement.

In the context of LGU Engineering Offices, Rational Planning Theory supported the development of HRM systems that were proactive, data-driven, and aligned with organizational goals, ultimately enhancing workforce effectiveness and service delivery.

For Organizational Development, this study was anchored on the Resource-Based View (RBV) Theory by Barney (1991), which posits that organizations gain sustainable competitive advantage by effectively managing resources that are valuable, rare, inimitable, and non-substitutable.

Applied to LGUs, the Resource-Based View (RBV) highlighted the strategic importance of human capital, institutional knowledge, and organizational culture. It underscored the role of continuous learning, process improvement, and internal coordination in strengthening institutional capacity and resilience. Through RBV, the study explored how organizational development initiatives optimized internal capabilities and drove long-term performance.

For Operational Efficiency, this study was linked on the Systems Theory, originally developed by Ludwig von Bertalanffy (1968), which views organizations as complex, interdependent systems. This theory emphasizes the importance of synergy, feedback loops, and holistic integration of subsystems to achieve optimal performance.

In LGU Engineering Offices, Systems Theory provided a framework for understanding how HRM and organizational development interacted to contribute to operational outcomes. It supported the analysis of workflows, resource allocation, and performance metrics, offering insights into how coordinated efforts across departments led to improved efficiency and service quality.

By integrating these theories, the study constructed a conceptual framework in which HRM practices and organizational development served as strategic inputs that shaped operational efficiency. Rational Planning Theory provided the structure for effective HRM, the Resource-Based View (RBV) emphasized the strategic value of organizational development, and Systems Theory offered a holistic perspective on how these elements converged to enhance institutional performance. Collectively, these frameworks offered a solid foundation for analyzing the strategic, structural, and behavioral dimensions of LGU Engineering Offices in Iloilo Province.

#### Conceptual Framework

The aim of this study was to explain the relationship among variables using the conceptual framework presented in Figure 1. The independent variables included the respondents' demographic profile, specifically age, sex, educational attainment, job position, years in service, and district, while the dependent variables were Human Resource Management (HRM) practices, organizational development, and operational efficiency.

In terms of age, respondents were classified as 'young' (39 years old and below) and 'old' (40 years old and above). It was presumed that older employees, with more years of experience and deeper familiarity with institutional systems, were more likely to engage in structured HRM practices, contribute to organizational development, and promote operational efficiency. Younger employees, on the other hand, offered fresh perspectives and greater adaptability to innovation, contributing to the modernization of HR practices and internal processes.

In terms of sex, respondents were categorized as either 'male' or 'female.' It was assumed that male and female employees had differing experiences and expectations in the workplace, which shaped their assessments of HRM practices, participation in development initiatives, and views on operational efficiency. Addressing sex-related dynamics helped foster more inclusive and responsive management practices.

In terms of educational attainment, respondents were grouped as 'bachelor's degree holders,' 'master's degree holders,' and 'doctorate degree holders.' It was presumed that individuals with higher educational qualifications were more likely to value strategic HRM practices, actively engage in organizational development, and advocate for efficient systems and processes. Their academic background enhanced their ability to align personnel practices with institutional goals.

In terms of job position, employees were categorized as rank-and-file, supervisory, or managerial. Managerial staff were presumed to carry broader responsibilities and strategic oversight, allowing them to lead HR planning, guide organizational development, and oversee efficiency initiatives. Supervisory personnel typically served as intermediaries, translating strategic directives into operational actions by implementing HR policies and coordinating development programs. Rank-and-file employees, though not directly involved in planning or policy-making, engaged with these practices through their daily responsibilities, offering firsthand insights into how these approaches shaped workplace routines and service delivery.

In terms of years in service, employees were classified into three categories: '1 to 5 years,' '6 to 10

years,' and 'more than 11 years.' Those with longer tenure were presumed to have deeper institutional knowledge and stronger involvement in HRM and development programs, contributing to sustained operational efficiency. Newer employees offered innovative ideas and adaptability, shaping the evolution of HR and development strategies.

In terms of district, respondents were employed in LGUs across Iloilo Province's five districts: 1st, 2nd, 3rd, 4th, and 5th. It was assumed that employees in more developed or higher-class districts had access to more advanced HRM practices, structured development programs, and higher levels of operational efficiency due to better resource availability and institutional support.

Lastly, the researcher posited that HRM practices, organizational development, and operational efficiency were positively interconnected. When LGU Engineering Offices implemented strategic HRM practices and fostered organizational development, they built a more capable and motivated workforce, which enhanced service delivery and institutional performance.

These concepts are illustrated in Figure 1.

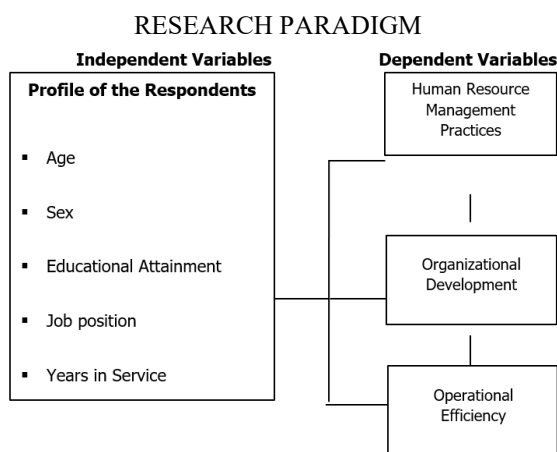


Figure 1. *Schematic Diagram Showing the Relationship between the Independent and the Dependent Variables of the Study*

#### Significance of the Study

This study on Human Resource Management (HRM) practices, organizational development, and operational efficiency in Local Government Unit (LGU) Engineering Offices in Iloilo Province carries substantial relevance for multiple stakeholders: LGU Administrators. The findings may guide local leaders in designing more strategic and inclusive

HRM systems. By understanding how employee demographics influence organizational development and efficiency, administrators can implement targeted interventions that foster improved service delivery, institutional performance, and sustainable governance.

Engineers. Professionals working within LGU engineering offices may gain insight into how their backgrounds such as age, education, and tenure shape their experiences with HR practices and organizational processes. The study could promote greater awareness among engineers and encourage their active participation in development initiatives that reflect operational realities and community needs.

LGU Personnel (Non-Engineering Staff). Other personnel within the LGU may benefit from evidence-based approaches to HRM. The findings can help administrative staff enhance transparency, equity, and engagement in personnel management, thereby strengthening workforce capability and operational outcomes across departments.

Human Resource and Administrative Department Officials. The research provides evidence-based guidance for aligning HRM practices with organizational goals. HR officers and administrative staff may use the findings to improve systems of recruitment, retention, and employee engagement, ultimately supporting institutional efficiency.

Local Government Policy Makers. By examining demographic factors that influence HRM and organizational development, the study offers insights for crafting inclusive, data-driven policies. It supports governance strategies that embrace diversity in public service roles and promote efficient resource allocation across LGUs.

Community. As the ultimate beneficiaries of LGU services, the community stands to gain from improved operational efficiency and organizational development. Enhanced HRM practices within engineering offices can translate into more responsive infrastructure projects, better public service delivery, and stronger trust between citizens and local government institutions.

Researcher. The researcher may leverage the findings to conduct comparative studies across government

sectors, investigate patterns of workforce performance, and assess the impact of inclusive HRM practices on institutional outcomes. The study also opens new avenues for interdisciplinary inquiry, bridging governance, sociology, and administrative sciences.

**Future Researchers.** This research serves as a foundation for future inquiries into workforce development and institutional efficiency in local governance. It invites scholars to expand on the current variables, explore additional organizational factors, and apply alternative methodologies to deepen understanding and refine best practices in public administration.

#### Definition of Terms

The following terms are defined conceptually and operationally to ensure clear understanding of the study.

**Human Resource Management (HRM) Practices.** A set of organizational policies and procedures aimed at recruiting, training, evaluating, and engaging employees to enhance performance and satisfaction (Dessler, 2020).

In this study, HRM practices referred to the strategies implemented by LGU Engineering Offices in the Province of Iloilo for the year 2025-2026 to manage personnel, including recruitment, training, performance appraisal, and employee engagement. Respondents rated these practices using a three-point Likert scale, where '3 – always,' '2 – sometimes,' and '1 – never' served as the indicators. For interpretation, the responses were categorized as Mostly Practiced, Practiced, and Least Practiced.

**Organizational Development.** A systematic and long-term process aimed at improving an organization's capacity to solve problems and achieve goals through collaborative efforts and cultural alignment (Brown, 2021).

In this study, organizational development referred to initiatives within LGU Engineering Offices in the Province of Iloilo for the year 2025-2026 that promoted continuous learning, streamlined workflows, and enhanced coordination among technical personnel. Respondents rated organizational development using a five-point Likert scale, where '5 – Strongly Agree,' '4 – Agree,' '3 – Moderately Agree,' '2 – Disagree,' and '1 – Strongly Disagree' served as the indicators. For interpretation, the responses were categorized as follows: To a Very

Great Extent, To a Great Extent, To a Moderate Extent, To a Small Extent, and To a Very Small Extent.

**Operational Efficiency.** The ability of an organization to deliver services effectively while minimizing waste and optimizing resources (Slack et al., 2022).

In this study, operational efficiency pertained to how well LGU Engineering Offices in the Province of Iloilo for the year 2025-2026 managed internal processes, allocated resources, and maintained productivity in infrastructure service delivery. Respondents rated operational efficiency using a five-point Likert scale, where '5 – Strongly Agree,' '4 – Agree,' '3 – Moderately Agree,' '2 – Disagree,' and '1 – Strongly Disagree' served as the indicators. For interpretation, the responses were categorized as Very High, High, Moderate, Low, and Very Low.

#### Scope and Limitations of the Study

This study focused on examining Human Resource Management (HRM) practices, organizational development, and operational efficiency among engineering personnel employed in Local Government Unit (LGU) Engineering Offices across the Province of Iloilo, Philippines, for the Calendar year 2025- 2026. The respondents consisted of the total enumeration of 184 engineers from LGUs representing the province's five districts: 1st, 2nd, 3rd, 4th, and 5th. Respondents were selected through purposive sampling, based on personnel data provided by the Human Resource Offices of each LGU.

A modified researcher-designed questionnaire, developed from relevant literature on HRM practices, organizational development, and operational efficiency in public sector management, served as the primary data-gathering instrument. The questionnaire was divided into four parts: Part I collected the demographic profile of the respondents; Part II assessed HRM practices within the engineering offices; Part III evaluated organizational development; and Part IV measured operational efficiency of personnel within the engineering offices.

The instrument underwent expert validation and reliability testing. To ensure reliability, the questionnaire was pilot-tested on 30 engineers from the Iloilo City LGU. Data were collected, organized, and analyzed using appropriate statistical tools,

namely: frequency count, percentage, mean, Mann-Whitney U-test, Kruskal-Wallis H-test, and Spearman's rho. All computations were performed using the Statistical Package for the Social Sciences (SPSS), with a margin of error set at the 0.05 alpha level.

The study was limited to LGU Engineering Offices within Iloilo Province only. Findings reflected conditions during 2025–2026 and might not account for future changes or different organizational contexts.

## II. REVIEW OF RELATED LITERATURE AND STUDIES

This section presents the literature and studies, concepts and research relevant to the study on human resource management practices, organizational development and operational efficiency for the Calendar year 2025- 2026.

### Conceptual Literature

On Human Resource Management Practices  
Human Resource Management (HRM) is a strategic and coherent approach to managing an organization's most valuable asset its people who individually and collectively contribute to the achievement of organizational objectives (Armstrong & Taylor, 2020). At its core, HRM encompasses the processes of acquiring, training, appraising, and compensating employees, while also addressing labor relations, health and safety, and fairness concerns (Dessler, 2020).

Similarly, Human Resource (HR) practices represent an integral part of organizational management strategy, focusing on effectively managing the workforce to attract, develop, motivate, and retain employees. These practices include recruitment and selection, training and development, performance management, compensation and benefits, employee relations, workforce planning, diversity and inclusion, employee engagement, HR information systems, and compliance and ethics. Each practice serves a distinct purpose in managing the employee lifecycle, ultimately fostering engagement, creating a positive work environment, and driving organizational success (Sonar and Pandey, 2023).

Shabanabi et. al, (2025) defined Human Resource Practices are as a set of strategic and operational activities such as recruitment, training, performance management, compensation, and employee relations that ensure organizations attract, retain, and nurture talent while maintaining compliance with labor laws and ethical standards. These practices extend beyond routine administration to impact employee engagement, job satisfaction, productivity, and organizational competitiveness. Effective HR practices foster a positive work environment and sustainable growth, while poor practices can lead to attrition, morale issues, and reputational risks.

HRM practices serve as structured frameworks that guide how organizations manage their workforce to achieve strategic goals. These practices include systems for staffing, employee development, and compensation (Snell & Bohlander, 2020). As Torrington et al. (2020) emphasize, HRM practices span workforce planning, recruitment, training, performance management, and employee relations all aimed at driving organizational success.

Among these, recruitment and selection are particularly critical HRM functions, as they significantly influence employee performance and institutional effectiveness (Alhassan & Alhassan, 2025). In contemporary organizations, these strategies go beyond merely filling vacancies; they focus on securing the right talent to propel the organization forward (Boxall & Purcell, 2022). Through strategic recruitment and selection, HR professionals align the workforce with the organization's goals, ensuring that employees possess the necessary skills and competencies to contribute meaningfully. This involves identifying potential candidates internally or externally and attracting those who best fit the organization's requirements (Armstrong & Taylor, 2023).

HR practices also extend to strategic workforce planning, which ensures that the organization has the right talent to adapt to evolving business needs. Effective planning helps align the workforce with long-term goals and prepares the organization for future challenges (Boxall & Purcell, 2022). Complementing this, training and development programs play a vital role in enhancing employee capabilities. These initiatives are designed to improve skills, knowledge, and competencies, enabling employees to contribute effectively to organizational

objectives. HR professionals are instrumental in designing, implementing, and evaluating these programs to ensure alignment with the organization's strategic direction.

In times of change, HRM plays a pivotal role in fostering adaptability among employees. Training and development initiatives equip the workforce with the skills needed to embrace new technologies and processes, thereby enhancing organizational resilience and innovation (Armstrong and Taylor, 2023).

#### On Organizational Development

Organizational Development (OD), also referred to as organization development, is a strategic and science-based approach aimed at improving an organization's effectiveness, adaptability, and overall health (Vulpen, 2024). It builds an organization's capacity to change and achieve greater success by developing, improving, and reinforcing strategies, structures, and processes. Organization Development (OD) is a comprehensive, long-term initiative aimed at enhancing an organization's ability to solve problems and adapt to change. It employs behavioral science principles to diagnose and address underlying issues within the workplace. OD practitioners, often external consultants, analyze both the formal and informal structures of an organization to identify symptoms and root causes of dysfunction. The process is iterative, typically involving steps of diagnosis, action planning, implementation, and evaluation to ensure changes are effective and sustainable (Ebsco, 2026).

According to Ballaro, Mazzi, and Holland (2020), organizational development is the process of enhancing organizational effectiveness through strategic communication, implementation, and change management. This involves aligning internal systems and behaviors with the organization's goals to foster sustainable growth.

Finio and Downie (2025) describe OD as a planned, systematic process of changing an organization's strategies, procedures, and culture to improve performance, effectiveness, and growth. It is not a simple or quick fix, but rather a structured and often lengthy endeavor that brings transformational change to specific areas or all parts of an organization, including its values, strategy, structure, people, and processes. The ultimate goal is to create a sustainable

and resilient organizational culture capable of adapting to change and achieving targeted goals for success and profitability.

Zentis (2024) emphasizes that OD is a systematic application of behavioral science techniques and processes. These methods help plan, develop, and align an organization's strategies, structures, and processes to enhance effectiveness. OD also examines how individual behaviors influence organizational behavior, shaping beliefs, attitudes, values, and structures. This helps overcome resistance to change and increases individuals' ability to adapt to new skills, systems, technologies, and challenges.

Mishra, (2024) defined Organization Development (OD) as the study and application of practices, systems, and techniques that drive organizational change, aiming to improve performance and culture. It is interdisciplinary, drawing from sociology, psychology, and theories of motivation and learning, and focuses on aligning organizations with dynamic environments through organizational learning, knowledge management, and transformation of norms and values.

Swain (2025) adds that OD is a strategic approach focused on enhancing an organization's effectiveness, health, and performance through planned change. It aims to create a more adaptable, resilient, and efficient organization that can thrive in a constantly evolving marketplace.

In practice, OD involves planned interventions and initiatives designed to support growth, innovation, and cultural transformation. These efforts often include employee engagement, leadership development, and process improvement all essential components for driving long-term organizational success.

#### On Operational Efficiency

Operational efficiency is a critical concept in business management, referring to an organization's ability to minimize waste whether in time, effort, or materials while still delivering high-quality products or services. According to Hanna and Gillis (2024), it involves balancing inputs such as costs, employees, and time against outputs like development speed, product quality, revenue, customer acquisition, and retention.

Ali (2025) expands on this by emphasizing that operational efficiency is about doing more with less. It means maximizing outputs such as goods or services while minimizing inputs like time, costs, and resources. This approach enables companies to create maximum value without compromising quality, allowing them to work smarter, not harder, and deliver their offerings in the most cost-effective way.

Woods (2025) reinforces this perspective by describing operational efficiency as achieving excellent results with fewer resources. He highlights the importance of finding better ways to perform routine tasks faster, cheaper, and with less waste. When a company operates efficiently, productivity increases, customer satisfaction improves, and profitability rises.

Bakić (2024) adds that operational efficiency is a structured process used by businesses and professional service firms to optimize the use of resources, including personnel, facilities, and finances. A key metric in this process is the operational efficiency ratio, which compares the inputs such as costs and time to the outputs, including completed projects, products, and revenue.

Thus, improving operational efficiency required identifying and removing bottlenecks and gaps within workflows. By streamlining processes, organizations reduced unnecessary effort, achieved desired outcomes more effectively, and enhanced overall performance.

Harper (2025) further defines operational efficiency as a metric that compares a company's profit to the costs incurred in generating that profit. Specifically, it evaluates the input needed to sustain operations such as expenses, labor, and time against the output gained, including revenue, market differentiation, and customer metrics. Companies that maintain high operational efficiency tend to be more profitable and financially stable. They also excel in meeting customer expectations, gaining competitive advantages, satisfying shareholders, and scaling internal operations to meet growing demands.

Operational Efficiency is the optimization of business processes and resources to reduce costs while maintaining or improving productivity. It enables organizations to deliver quality products and services at lower prices, sustain profitability, and

remain competitive. Modern approaches often use technologies such as AI, IoT, and enterprise software to streamline workflows, automate tasks, and enhance customer satisfaction (Gomstyn & Jonker, n.d.). Fuad, et al., (2025) Operational efficiency can be enhanced through Overall Equipment Effectiveness (OEE) optimization and Kaizen initiatives, which systematically identify and resolve inefficiencies in production processes. By applying Six Sigma tools such as fishbone diagrams, 5W+1H, and value stream mapping, organizations can improve machine performance, reduce cycle time, optimize power usage, and strengthen equipment reliability. This approach not only increases OEE values but also drives sustainable operational performance and productivity improvements.

#### Related Studies

##### Foreign Studies

Armstrong and Taylor (2023) emphasize that HR functions have evolved from traditional administrative roles into strategic partners that play a pivotal role in achieving organizational objectives. This evolution highlights the importance of aligning HR practices with broader organizational goals to drive performance and sustainability.

Strategic Human Resource Management (SHRM) has become central to navigating globalization, technological advancements, and shifting workforce expectations. Azeez Jason Kess-Momoh et al. (2023) identify trends such as the integration of technology in HR processes, the rise of remote work, and the prioritization of employee well-being. These developments have transformed recruitment, performance management, and employee engagement through data analytics and artificial intelligence, enabling predictive decision-making and operational efficiency.

Sonar and Pandey (2023) underscore the adaptive nature of HR practices, noting their transition from administrative tasks to strategic enablers of organizational success. Their review emphasizes HR analytics as a growing domain that supports evidence-based decision-making. Shabanabi, Nawaz, and Harikrishna (2025) further reinforce the significance of HR practices in talent acquisition, workforce development, and employee relations, stressing their impact on satisfaction, retention, and organizational growth.

Effective recruitment and retention strategies are essential components of SHRM. Armstrong and Taylor (2023) note that contemporary tools and methodologies are vital for acquiring the right skills and competencies. Boxall and Purcell (2022) further stress the importance of retention strategies that keep high-performing employees engaged and committed, contributing to long-term organizational success.

Kiplimo and Odiyo (2024) argue that HR strategies serve as indispensable enablers of sustainability and excellence. Their study reveals that HR practices spanning recruitment, talent management, training, and employee engagement must be intricately linked to the organization's mission and vision to foster growth and resilience.

In higher education institutions (HEIs), Abdul-Mumin Alhassan and Ibrahim Alhassan (2025) examined recruitment and selection practices at the University for Development Studies (UDS) in Ghana. Their survey found that internal recruitment methods dominate, while external recruitment remains limited. Regression analysis confirmed a positive relationship between recruitment and selection practices and employee performance, though overreliance on internal recruitment may hinder diversity and innovation.

Ahmed (2022) examined the positive and negative impacts of HR management on organizational performance, identifying areas for improvement such as team building, turnover reduction, and resource availability.

Al-Nakeeb and Ghadi (2024) explored HR's role in facilitating organizational change (OC), emphasizing HRMPs as vital in communicating change goals, engaging employees, and collaborating with stakeholders. They highlight the need for cultural adaptation in non-Western contexts.

Udokwua et al. (2023) investigated HRM's influence on Nestlé Plc, confirming that HR development significantly impacts employee effectiveness, operational efficiency, and service delivery quality. They recommend regular training programs and welfare package revisions to improve engagement and outcomes.

Aldoghan (2023) investigated operational efficiency in Saudi Arabian construction firms, finding that efficiency significantly enhances innovation, while

mediating factors such as training and supervisory support have minimal influence.

Karim and Qamruzzaman (2020) examined corporate culture, management commitment, and HRM in manufacturing plants, revealing significant effects on Just-In-Time (JIT) implementation and overall operational performance.

Balamurugan and Yogeswari (2024) analyzed strategies such as process optimization, technological innovation, and workforce management, concluding that data analytics, lean methodologies, and continuous improvement are pivotal for sustaining performance and customer satisfaction.

Ali and Abu-ALSondos (2020) reviewed over 155 studies on Accounting Information Systems (AIS), establishing causal links between AIS implementation and improved business performance. They argue AIS provides competitive advantage by streamlining processes and boosting profitability, while calling for further integration with HR and operational strategies.

Kuria and Mose (2019) explored green HRM practices in Kenyan universities, linking role clarity and performance reviews to employee satisfaction, commitment, and organizational image. Their findings underscore the importance of sustainable HRM strategies for effectiveness.

Mishra (2024b) explores the Essence of Reinvented OD, highlighting its interdisciplinary foundations and role in transforming negative organizational experiences into positive outcomes. Reinvented OD integrates evidence-based approaches and sense-making strategies to help organizations remain effective and adaptive in rapidly changing environments.

Nduati and Wanyoike (2022) reinforce the importance of employee performance as a determinant of success, identifying role clarity, leadership, engagement, and training as critical factors.

Alghamdi (2020) concludes by emphasizing HRM's strategic importance in global competitiveness, arguing that tailoring HR strategies to organizational goals is crucial for long-term success.

#### Local Studies

In the public sector, the role of Human Resource Management (HRM) is increasingly recognized as essential for optimizing staff performance and ensuring meritocratic governance. Lopez (2024) examined the implementation of PRIME-HRM in the City Government of Calamba, highlighting its holistic approach to improving employee performance. The study found a significant relationship between PRIME-HRM implementation and work performance, though no significant link was observed between frontline employee performance and client satisfaction. Challenges included limited employee involvement, management support, and retention strategies. An action plan was proposed to enhance PRIME-HRM through streamlining processes and establishing oversight mechanisms.

Similarly, Halasan (2025) assessed the readiness of Municipal HR Management Officers (MHRMOs) in Bohol for full devolution under the Local Government Code and related mandates. The study revealed moderate comprehension of HRM and devolution concepts, with 75% compliance in documentary requirements. Key barriers included lack of political will and budget constraints. Recommendations were made for national and local agencies to support devolution efforts through policy and resource interventions.

Besana, Palmares, and Diocos (2025) explored the relationship between capacity building and organizational efficiency in Passi City's local government unit (LGU). Their findings showed that mentoring and coaching had the strongest impact on employee growth and engagement. Capacity-building initiatives were positively correlated with improved service delivery, decision-making, and resource utilization, emphasizing the importance of continuous investment in employee development.

In the private sector, Manuel (2025) conducted a correlational study at Okada Manila to examine HRM practices, job satisfaction, and job performance. The results indicated high ratings across HR dimension's ability, motivation, and opportunity as well as strong satisfaction levels based on Maslow's hierarchy of needs. Significant relationships were found between HRM practices and both job satisfaction and performance, reinforcing the need to prioritize

employee well-being through targeted training and development programs.

Balolong and Villagonzalo Jr. (2025) focused on the Business Process Outsourcing (BPO) industry in Dumaguete City, where high attrition rates pose challenges to workforce stability. Their study revealed that HRM practices spanning recruitment, training, appraisal, compensation, and leadership were strongly correlated with organizational commitment. Employees demonstrated high levels of affective, continuance, and normative commitment, underscoring the role of strategic HRM in enhancing retention and loyalty.

Chong, Ngolob, and Palaoag (2020) examined HRM practices at Long Hope Communication Co., Ltd., focusing on their effectiveness, efficiency, and implementation challenges. Surveying 90 employees and 8 managers, the study found HRM practices were effective in maintaining productivity through training, promotion opportunities, and clear reporting structures. However, efficiency was rated moderate due to limited opportunities for appraisal, promotion, and administrative involvement. Key challenges included lack of employee interest, management support, and decision-making involvement. The study concludes that while HRM practices support productivity, improvements are needed to enhance efficiency and engagement.

#### Relevance of Related Literature and Studies

The conceptual literature and empirical studies reviewed in this research were highly relevant and directly aligned with the investigation, which examined human resource management practices, organizational development, and operational efficiency among Local Government Unit (LGU) Engineering Offices in the Province of Iloilo for the calendar years 2025–2026. These themes emerged consistently across the works of Acido and Kilongkilong (2022), Ahmed (2022), Alghamdi (2020), Ali and Abu-ALSondos (2020), Alhassan and Alhassan (2025), Armstrong and Taylor (2020), Ballaro et al. (2020), and others, offering both theoretical grounding and practical insights.

The reviewed literature provided key perspectives on how strategic HRM practices shaped organizational performance and employee outcomes. Ahmed (2022) and Alghamdi (2020) emphasized the role of HR strategies in driving effectiveness, while Armstrong

and Taylor (2020) presented frameworks for implementing systems that supported recruitment, training, performance management, and engagement essential elements in LGU engineering offices.

On operational efficiency, Ali and Abu-ALSondos (2020), Harper (2025), Hanna and Gillis (2024), and Bakic (2024) highlighted how organizations optimized resources and improved service delivery challenges that LGUs regularly faced. Sundram and Aldoghan (2023) underscored the importance of task-based training and supervisor support in boosting innovation and productivity, particularly in technical departments.

Organizational development was addressed by Ballaro et al. (2020), Downie and Finio (2025), van Vulpen (2025), and Zentis (2024), who explored change management, communication, and system evolution. Their findings guided LGUs in fostering adaptability, collaboration, and continuous improvement within engineering offices.

Local studies by Lopez (2024), Manuel (2025), Besana et al. (2025), and Jay and Marimon-Halasan (2025) provided contextual relevance by examining HRM implementation, employee satisfaction, capacity building, and devolution readiness in Philippine LGUs. These works reflected the realities of public sector operations and informed the study's understanding of institutional practices in Iloilo.

The selected literature, both local and international, identified a range of organizational and demographic factors such as leadership style, resource allocation, employee competencies, and institutional mandates that influenced HRM effectiveness, organizational development, and operational efficiency. These findings contributed meaningful perspectives to the research, revealing both universal principles and context-specific challenges within LGU engineering offices.

Ultimately, this body of literature established a strong foundation that enabled the researcher to refine the research problem, strengthen the analytical framework, and ensure that the investigation into HRM practices, organizational development, and operational efficiency among LGU engineering offices in Iloilo was grounded in credible, relevant, and timely scholarship.

### III. RESEARCH METHODOLOGY

This part presents a comprehensive overview of the research methodology, including the research design, target respondents, reliability and validity of the instruments, tools used for data collection, procedures for gathering data, and the statistical techniques applied in the analysis of the gathered data.

#### Research Design

To examine the relationship between human resource management (HRM) practices, organizational development, and operational efficiency in engineering offices across the five districts of Iloilo Province, this study employed a descriptive-correlational research design. This design was well-suited for capturing the prevailing dynamics of HRM practices among engineering personnel in local government units (LGUs) and for determining their connection to organizational development and operational performance.

Descriptive research, as highlighted by Gihar (2022), involves the systematic collection of data without altering the natural environment or manipulating variables. It focuses on understanding “what is” and offers a clear snapshot of current conditions, organizational practices, and operational tendencies. This method enables researchers to identify existing patterns in human resource management, organizational development, and operational efficiency, providing a solid foundation for informed analysis and decision-making.

Siedlecki (2020) affirms this perspective, pointing out that descriptive research attempts to portray phenomena as they happen in real life, thus yielding genuine and valuable information on institutional processes. This was supported by a correlational approach, which examined the extent and type of relationships between variables without introducing control or interference. According to Bhandari (2021), this non-experimental quantitative research measures how variables move with regard to each other, revealing potential connections acknowledging that these do not mean that the variables have cause and effect relationships.

By integrating descriptive and correlational approaches, this study provided a robust framework for examining the relationship between human

resource management practices, organizational development, and operational efficiency within engineering offices in local government units (LGUs). The descriptive component offered a comprehensive overview of budgeting and administrative practices, while the correlational analysis uncovered significant associations among key variables, allowing for deeper insights into their interactions without asserting direct causality.

#### Respondents of the Study

The data for this study were gathered from engineering offices in local government units (LGUs) located across the five districts of the Province of Iloilo. The respondents comprised the total enumeration of 184 engineers employed in the 1st, 2nd, 3rd, 4th, and 5th district engineering offices. These engineers were purposively chosen based on personnel records provided by the Human Resource Offices of each LGU.

Purposive sampling was employed to ensure that only engineers directly engaged in the operations of LGU engineering offices were included in the study. This method allowed the researcher to select respondents who possessed the necessary expertise, responsibilities, and experiences to provide meaningful insights into human resource management practices, organizational development, and operational efficiency. The detailed distribution of respondents across the districts is presented in Table 1.

District	N	%
1st	33	17.9
2nd	33	17.9
3rd	34	18.5

4th	39	21.2
5th	45	24.5
Total	184	100.0

#### Data Gathering Instrument

To collect data for this study, a researcher-developed questionnaire based on various relevant literature was administered to engineering personnel in LGU offices across the five districts of Iloilo Province. The instrument was divided into four parts.

Part I gathered demographic information, including age, sex, educational attainment, job position, years in service, and district, to provide context for analyzing relationships among variables.

Part II focused on Human Resource Management (HRM) practices. Respondents rated these practices using a three-point Likert scale: “3 – Always,” “2 – Sometimes,” and “1 – Never,” interpreted as Mostly Practiced, Practiced, and Least Practiced. Part III assessed Organizational Development, ratings followed a five-point scale, interpreted from “To a Very Great Extent” to “To a Very Small Extent.” Part IV evaluated Operational Efficiency, referring to how well LGU Engineering Offices managed internal processes and resources to deliver infrastructure services. Responses were rated on a five-point scale, interpreted from “Very High” to “Very Low.”

The instrument was designed to capture both descriptive data and relational insights on HRM practices, organizational development, and operational efficiency. To interpret the scores, the researcher used scales of means with corresponding interpretations.

#### Human Resource Management Practices

Scale of Means	Description	Interpretation
2.35 – 3.00	Mostly Practiced	All LGU Engineering Offices in Iloilo Province consistently applied recruitment, training, performance appraisal, and employee engagement strategies that enhanced employee performance, satisfaction, and alignment with organizational goals.
1.68 – 2.34	Practiced	Most LGU Engineering Offices in Iloilo Province consistently applied recruitment, training, performance appraisal, and employee engagement strategies that enhanced employee performance, satisfaction, and alignment with organizational goals.
1.00-1.67	Least Practiced	Very few LGU Engineering Offices in Iloilo Province consistently applied recruitment, training, performance appraisal, and employee engagement strategies that enhanced employee performance, satisfaction, and alignment with organizational goals.

Organizational Development

Scale of Means	Description	Interpretation
4.21 – 5.00	To a Very Great Extent	All LGU Engineering Offices in Iloilo Province implement initiatives that promote continuous learning, streamline workflows, and enhance coordination among technical personnel.
3.41 – 4.20	To a Great Extent	Most LGU Engineering Offices in Iloilo Province implement initiatives that promote continuous learning, streamline workflows, and enhance coordination among technical personnel.
2.61 – 3.40	To a Moderate Extent	Some LGU Engineering Offices in Iloilo Province implement initiatives that promote continuous learning, streamline workflows, and enhance coordination among technical personnel.
1.81 – 2.60	To a Small Extent	Few LGU Engineering Offices in Iloilo Province implement initiatives that promote continuous learning, streamline workflows, and enhance coordination among technical personnel.
1.00 – 1.80	To a Very Small Extent	Very few LGU Engineering Offices in Iloilo Province implement initiatives that promote continuous learning, streamline workflows, and enhance coordination among technical personnel.

Operational Efficiency

Scale of Means	Description	Interpretation
4.21 – 5.00	Very High	All LGU Engineering Offices in Iloilo Province manage internal processes, allocate resources, and deliver infrastructure services with maximum effectiveness and minimal waste.
3.41 – 4.20	High	Most LGU Engineering Offices in Iloilo Province manage internal processes, allocate resources, and deliver infrastructure services effectively and efficiently.
2.61 – 3.40	Moderate	Some LGU Engineering Offices in Iloilo Province manage internal processes and resources with moderate efficiency, resulting in average service delivery.
1.81 – 2.60	Low	Few LGU Engineering Offices in Iloilo Province manage internal processes and resources efficiently, leading to limited-service effectiveness and resource optimization.
1.00 – 1.80	Very Low	Very few LGU Engineering Offices in Iloilo Province manage internal processes and resources effectively, resulting in poor service delivery and significant resource waste.

Validity of the Research Instrument

The instrument was submitted for expert review by a panel composed of a human resource management practitioner, research specialists, a statistician, and an English language expert.

The validation process followed the Good and Scates Criteria, which emphasized clarity, relevance, substance, representation, appropriateness, and comprehensiveness. Feedback from the panel was carefully evaluated and systematically incorporated to refine question wording, improve structural consistency, and strengthen the instrument's ability to generate accurate, reliable, and meaningful data. These revisions ensured that the tool effectively supported the study's objectives by capturing valid insights into HRM practices, organizational

development, and operational efficiency in LGU Engineering Offices across the Province of Iloilo.

Reliability of the Instrument

To determine the reliability of the questionnaire designed to measure human resource management practices, organizational development, and operational efficiency, the instrument was pilot-tested among thirty (30) engineering personnel from LGU offices in Iloilo City who were not part of the actual study population. This initial testing was conducted to refine the questionnaire for clarity, ease of completion, and accurate recording of responses during the main data collection phase.

The data gathered from the pilot test were tallied and subjected to reliability analysis using Cronbach's

alpha, a statistical method that evaluates the internal consistency of responses across related items within each construct. According to Bruin (2020), alpha values range from 0 to 1, with a coefficient of 0.70 or higher considered acceptable in most research situations. Furthermore, George and Mallery (2003) suggest that values above 0.90 indicate excellent reliability.

The reliability results of the instrument demonstrated very high internal consistency across all three constructs. The Human Resource Management Practices scale yielded a Cronbach's alpha of 0.968, the Organizational Development scale registered 0.941, and the Operational Efficiency scale produced a coefficient of 0.962. These results confirmed that the questionnaire. These results confirmed that the questionnaire was a highly reliable tool for assessing the intended dimensions of the study.

Hence, the instrument used in this research can be considered consistent and dependable for evaluating HRM practices, organizational development, and operational efficiency in LGU Engineering Offices.

#### Data Gathering Procedure

After the validity and reliability of the questionnaire were established, the instrument was reproduced and prepared for distribution. Formal permission was secured from LGU authorities to conduct the study among the target respondents. A list of engineers was obtained and properly profiled to determine and reach the required number of respondents from engineering offices in the Province of Iloilo.

The researcher personally administered the questionnaire to ensure proper conduct throughout the research process. The instrument was distributed to gather the necessary data and information on human resource management practices, organizational development, and operational efficiency in LGU Engineering Offices. Respondents' names were not recorded in any part of the study, and participants were assured that they would not be subjected to any emotional or physical harm.

The collected responses were carefully documented, tallied, tabulated, analyzed, and statistically treated using appropriate tools such as SPSS and Microsoft Excel. Proper documentation of dates and materials used in the study was maintained to ensure

transparency and avoid issues of plagiarism or misrepresentation. A communication letter was also presented to individuals who assisted in the validation and verification of the questionnaire items, ensuring that the final instrument was well-organized, ethically sound, and suitable for the study's objectives.

#### Statistical Tools Used

This study employed several statistical tools to analyze the data gathered from the respondents. These tools included frequency count, percentage, mean, Mann-Whitney U-test, Kruskal-Wallis H-test, and Spearman's rho. Each tool was applied to address specific aspects of the research problem and to ensure accurate interpretation of the results.

**Frequency Count.** This was used to determine the distribution of respondents based on their demographic profile, such as age, sex, educational attainment, position, length of service, specialization, and municipality. It also identified the frequency of responses for each item in the questionnaire.

**Percentage.** This was applied to present the proportion of respondents within each demographic category, offering a comparative view of the sample composition and the rate index of the given variables. **Mean.** This was employed to determine the overall assessment of the respondents' perspectives when taken as a whole and when classified according to demographic variables such as age, sex, educational attainment, length of service, and position.

**Mann-Whitney U-test.** This was used to determine whether there were significant differences in the respondents' assessments when classified according to age, sex, educational attainment, and length of service.

**Kruskal-Wallis H-test.** This was applied to assess significant differences in the respondents' assessments when classified according to type of respondents or other demographic categories with more than two groups.

**Spearman's rho.** This was utilized to measure the significant relationships among the study's key variables, specifically human resource management practices, organizational development, and operational efficiency.

All statistical analyses were conducted at the 0.05 level of significance to ensure statistical reliability.

#### IV. RESULTS AND DISCUSSIONS

This section presents the results summary of the study and discussions of the conclusions drawn based on the findings, and the recommendations offered for future action and policy direction for the study on employees' work commitment, motivation, and service quality.

##### Summary

This study aimed to examine human resource management practices, organizational development, and operational efficiency among Local Government Unit (LGU) Engineering Offices in the Province of Iloilo, Philippines, for the Calendar year 2025-2026.

Specifically, this study sought to answer the following questions:

1. What is the profile of respondents in terms of age, sex, educational attainment, job position, years in service and district?
2. What are the human resource management practices among LGUs as assessed by the respondents when taken as a whole and when classified according to age, sex, educational attainment, job position, years in service and district?
3. What is the extent of organizational development among LGUs as assessed by the respondents when taken as a whole and when classified according to age, sex, educational attainment, job position, years in service and district?
4. What is the level of operational efficiency among LGUs as assessed by the respondents when taken as a whole and when classified according to age, sex, educational attainment, job position, years in service and district?
5. Are there significant differences in the human resource management practices among LGUs as assessed by the respondents when classified according to age, sex, educational attainment, job position, years in service and district?
6. Are there significant differences in the extent of organizational development among LGUs as assessed by the respondents when classified according to age, sex, educational attainment, job position, years in service and district?
7. Are there significant differences in the operational efficiency among LGUs as assessed by the respondents when classified according to age, sex, educational attainment, job position, years in service and district?
8. Are there significant relationships among human resource management practices, organizational development and operational efficiency among Local Government Units?

A total of 184 engineers from Iloilo Province's five districts were included through purposive sampling, based on LGU personnel records. Data were collected using a validated and pilot-tested researcher-designed questionnaire covering demographics, HRM practices, organizational development, and operational efficiency. Responses were analyzed using frequency count, percentage, mean, Mann-Whitney U, Kruskal-Wallis H, and Spearman's rho, with computations performed in SPSS at the 0.05 alpha level. The study was limited to LGU Engineering Offices in Iloilo Province, and findings reflect conditions during 2025–2026 only.

#### V. FINDINGS

1. The profile of the 184 respondents from LGU Engineering Offices in Iloilo Province showed that 51.6% were aged 40 and above, while 48.4% were 39 and below. Males comprised 76.6% of the group, with females at 23.4%. Most respondents held a bachelor's degree (72.8%), while 27.2% had master's degrees. By position, 45.1% were rank-and-file, 25.0% supervisory, and 29.9% managerial. In terms of years in service, 53.8% had 6–10 years, 26.6% had 5 years and below, and 19.6% had 11 years and above. Representation came from all five districts: 5th District (24.5%), 4th (21.2%), 3rd (18.5%), 1st (17.9%), and 2nd (17.9%).
2. Human resource management practices in LGU Engineering Offices were rated "Mostly Practiced" with an overall mean of 2.49. Higher ratings came from younger respondents aged 39 and below ( $M = 2.52$ ), females ( $M = 2.56$ ), bachelor's degree holders ( $M = 2.51$ ), and rank-and-file employees ( $M = 2.52$ ). By years in service, those with 11 years and above gave the highest rating ( $M = 2.56$ ), followed by 6–10 years ( $M = 2.51$ ), while those with 5 years and below rated slightly lower ( $M = 2.41$ ). Across districts, the 1st District recorded the highest mean ( $M = 2.61$ ), while the 3rd District had the lowest ( $M = 2.38$ ), though all remained within the "Mostly Practiced" category.
3. Organizational development in LGU Engineering Offices was rated "To a Very Great Extent" with

an overall mean of 4.29. Higher ratings came from older respondents aged 40 and above ( $M = 4.30$ ), females ( $M = 4.35$ ), master's degree holders ( $M = 4.31$ ), and managerial staff ( $M = 4.33$ ). By years in service, those with 11 years and above gave the strongest rating ( $M = 4.31$ ), while those with 5 years and below and 6–10 years both rated slightly lower ( $M = 4.28$ ). Across districts, the 3rd District recorded the highest mean ( $M = 4.43$ ), followed by the 1st ( $M = 4.35$ ), while the 2nd, 4th, and 5th Districts each had 4.23.

4. Operational efficiency in LGU Engineering Offices was rated “Very High” with an overall mean of 4.37. Higher ratings came from younger respondents aged 39 and below ( $M = 4.39$ ), master's degree holders ( $M = 4.39$ ), and managerial staff ( $M = 4.38$ ). By years in service, those with 11 years and above gave the strongest rating ( $M = 4.40$ ), followed by 6–10 years ( $M = 4.38$ ), while those with 5 years and below rated slightly lower ( $M = 4.33$ ). Across districts, the 2nd and 4th Districts recorded the highest mean ( $M = 4.39$ ), closely followed by the 1st ( $M = 4.38$ ) and 3rd ( $M = 4.37$ ), with the 5th District slightly lower at 4.34. All classifications remained within the “Very High” category.
5. There were no significant differences in human resource management practices in LGUs when classified by age ( $p = 0.468$ ), sex ( $p = 0.302$ ), and educational attainment ( $p = 0.417$ ). Likewise, no significant differences were found by job position ( $p = 0.767$ ), years in service ( $p = 0.366$ ), and district ( $p = 0.411$ ). Mean ranks showed only minor variations, with younger respondents (95.05) slightly higher than older (90.11), females (98.85) higher than males (90.56), and bachelor's degree holders (94.19) higher than master's (87.98). Across organizational classifications, rank-and-file (95.16), managerial (90.99), and supervisory staff (89.50) reported comparable assessments, while long-serving personnel (98.61) rated slightly higher than newer entrants (85.05). District ratings ranged from 103.26 in the 1st District to 82.68 in the 3rd District, but none reached statistical significance.
6. There were no significant differences in the extent of organizational development in LGUs when classified by age ( $p = 0.806$ ), sex ( $p = 0.177$ ), and educational attainment ( $p = 0.530$ ). Likewise, no significant differences were found by job position ( $p = 0.658$ ), years in service ( $p = 0.715$ ), and district ( $p = 0.096$ ). Mean ranks showed only

minor variations, with older respondents (93.43) slightly higher than younger (91.51), females (102.07) higher than males (89.58), and master's degree holders (96.53) higher than bachelor's (91.00). Across organizational classifications, managerial staff (97.78) rated slightly higher than supervisory (91.82) and rank-and-file employees (89.38), while long-serving personnel (98.82) assessed higher than those with fewer years of service (89.77). District ratings ranged from 111.94 in the 3rd District to 82.49 in the 4th District, but none reached statistical significance.

7. There were no significant differences in operational efficiency in LGUs when classified by age ( $p = 0.204$ ), sex ( $p = 0.849$ ), and educational attainment ( $p = 0.486$ ). Likewise, no significant differences were found by job position ( $p = 0.935$ ), years in service ( $p = 0.500$ ), and district ( $p = 0.760$ ). Mean ranks showed only minor variations, with younger respondents (97.63) slightly higher than older (87.69), master's degree holders (96.96) higher than bachelor's (90.84), and managerial staff (94.33) higher than supervisory (92.99) and rank-and-file employees (91.02). By tenure, long-serving personnel (97.22) rated higher than those with 6–10 years (94.46) and 5 years and below (85.07). District ratings ranged from 99.63 in the 4th District to 84.19 in the 5th District, but none reached statistical significance.
8. There were no significant relationships among human resource management practices, organizational development, and operational efficiency in LGUs. The correlation between HRM practices and organizational development was weak and not significant ( $r = 0.117$ ;  $p = 0.114$ ). Likewise, HRM practices and operational efficiency showed no significant relationship ( $r = 0.090$ ;  $p = 0.223$ ). Finally, organizational development and operational efficiency were found to have a negligible and non-significant relationship ( $r = 0.013$ ;  $p = 0.679$ ).

## VI. CONCLUSIONS

1. The majority of LGU engineers in the engineering offices of Iloilo Province are male, bachelor's degree holders, and rank-and-file employees with mid-level years of service, reflecting a workforce that is diverse in age and well-represented across all districts.

2. All LGU Engineering Offices in Iloilo Province consistently applied recruitment, training, performance appraisal, and employee engagement strategies that enhanced employee performance, satisfaction, and alignment with organizational goals.
  3. All LGU Engineering Offices in Iloilo Province implement initiatives that promote continuous learning, streamline workflows, and enhance coordination among technical personnel.
  4. All LGU Engineering Offices in Iloilo Province manage internal processes, allocate resources, and deliver infrastructure services with maximum effectiveness and minimal waste.
  5. HRM practices in LGU engineering offices ensure that employees- young or old, male or female, bachelor's or master's degree holders, and those in rank-and-file, supervisory, or managerial roles, experience fair and uniform HR systems.
  6. Organizational development is implemented consistently, with teamwork, communication, and support systems maintained for employees regardless of age, sex, educational attainment, position, or district.
  7. Operational efficiency practices such as standardized procedures, coordination, and resource management are applied equally to younger and older staff, male and female employees, bachelor's and master's degree holders, and personnel in all positions and districts.
  8. LGU engineering offices in the province of Iloilo uphold distinct yet dependable strengths, fair HR systems, consistent teamwork and communication, and high efficiency. These dimensions enhance overall performance but remain independent rather than statistically connected.
2. Engineers may continue enhancing operational efficiency by adopting innovative technologies, streamlining workflows, and sharing best practices across districts. They should also engage in continuous learning programs to strengthen technical expertise and improve service delivery.
  3. Personnel (Non-Engineering Staff) may actively participate in organizational development initiatives, such as teamwork and communication workshops, to foster collaboration with engineering staff. Non-engineering personnel should also be encouraged to pursue professional growth opportunities to balance contributions across departments.
  4. Human Resource and Administrative Department Officials may strengthen employee engagement by introducing job enrichment programs, rotational assignments, and skill-building workshops. They should also monitor fairness in HR systems to ensure inclusivity across age, sex, education, and position.
  5. Local Government Policymakers may support evidence-based reforms by aligning policies with the strengths of HRM, organizational development, and operational efficiency. They should also promote inclusive leadership development programs to empower underrepresented groups and sustain equitable career advancement.
  6. The Community may recognize and value the contributions of LGU personnel by engaging in forums, surveys, and service evaluations. Community feedback can help sustain employee morale and ensure that public services remain responsive and people-centered.
  7. The Researcher may disseminate the study's findings through policy briefs, stakeholder dialogues, and academic forums. Sharing insights with DILG and LGU leadership can inform practical reforms in workforce management and service delivery.
  8. Future Researchers may explore additional factors contributing to employee well-being and performance, such as workplace culture, leadership effectiveness, and community expectations. Comparative studies across districts and demographic groups can deepen understanding of how supportive environments drive public sector excellence.

## VII. RECOMMENDATIONS

Based on the findings and conclusions, the following actionable recommendations are proposed for key stakeholders to strengthen workforce development and improve public service delivery in LGU Engineering Offices of Iloilo Province:

1. LGU Administrators may reinforce equitable HR systems by standardizing recruitment, training, and appraisal processes across districts. They should also ensure that resource allocation and infrastructure projects are managed with maximum efficiency and minimal waste.

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