

**IMPLEMENTATION, PERCEIVED BENEFITS AND CHALLENGES IN PRIME -
HRM AMONG ADMINISTRATIVE STAFF IN THE DEPARTMENT OF
EDUCATION, DIVISION OF CATANDUANES**

Janice S. Gianan
Catanduanes Colleges
PHILIPPINES

Pedrito Jose V. Bermudo
Catanduanes Colleges
PHILIPPINES

ABSTRACT

This study assessed the implementation, perceived benefits, and challenges of the Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM) among administrative staff in the Department of Education, Division of Catanduanes. Using a descriptive research design, a survey was conducted among 91 administrative staff to evaluate PRIME-HRM across four core pillars: Recruitment, Selection, and Placement; Learning and Development; Performance Management; and Rewards and Recognition. The study also examined differences in perceptions based on respondents' profiles, including age, position, years of service, and relevant training, and utilized the findings to propose a strategic intervention plan for program enhancement. Findings revealed that most respondents were aged 26–35 (42.86%) and held positions as Administrative Officer II (42.86%) and Administrative Assistant II (39.56%). A significant portion had 6–10 years of service (42.86%), and 57.14% attended 1–2 PRIME-HRM-related training sessions. In terms of implementation, respondents strongly agreed on the effectiveness of PRIME-HRM, with Recruitment, Selection, and Placement scoring the highest mean of 3.62, followed by Performance Management (3.38), Learning and Development (3.37), and Rewards and Recognition (3.29). Perceived benefits were also rated highly, particularly in Organizational Performance and Service Delivery (mean = 3.48), Efficiency in HR Processes (3.45), Employee Development and Career Growth (3.42), and Transparency and Accountability (3.38). The study identified key challenges in implementation, including poor communication and budgetary constraints (both mean = 3.26) and limited training opportunities (3.23). Differences in perceptions were significant across profile variables: younger staff (26–35) and higher-ranked officers rated Recruitment higher (means = 3.86–4.00), while older staff (56+) and Officer V scored Learning and Development higher (means = 3.60–3.80), with $p < 0.05$. Similar patterns were observed for perceived benefits and challenges, indicating that demographic and professional characteristics influenced experiences and assessments of PRIME-HRM. Based on these findings, a strategic intervention plan was proposed focusing on enhanced policy communication, expanded training opportunities, standardization of HR practices, and strengthened monitoring and recognition mechanisms. The plan includes division-wide orientations, quarterly workshops, and SOP development with measurable targets, aiming to improve program implementation, employee capacity, and organizational performance. Overall, the study highlights the effectiveness of PRIME-HRM while identifying areas for improvement to maximize benefits and address implementation challenges.

Keywords: PRIME-HRM, human resource management, administrative staff, program implementation, organizational performance

INTRODUCTION

The study examines the implementation, perceived benefits, and challenges of the Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM) among administrative staff in the Department of Education (DepEd), Division of Catanduanes. It specifically investigates how the program influences recruitment, learning and development, performance management, and rewards and recognition, while also identifying obstacles that affect HRM efficiency. By analyzing these dimensions, the study seeks to provide actionable insights for improving HR practices, enhancing employee competencies, and strengthening overall organizational performance. This evaluation also addresses the program's role in promoting transparency, accountability, and merit-based practices in public service. Understanding these factors is critical for developing strategies that optimize the contribution of administrative staff to educational outcomes.

The legal foundation of this study includes Executive Order No. 292, or the Administrative Code of 1987, which defines the structure, functions, and responsibilities of government agencies, promoting efficiency and accountability (Republic of the Philippines, 1987). In addition, Republic Act No. 11032, or the Ease of Doing Business and Efficient Government Service Delivery Act of 2018, supports the simplification of government processes and encourages timely service delivery (Republic of the Philippines, 2018). Republic Act No. 6713, the Code of Conduct and Ethical Standards for Public Officials and Employees, ensures that personnel adhere to professional and ethical standards in public service (Republic of the Philippines, 1989). Together, these legal instruments provide the framework for the proper execution of PRIME-HRM and establish clear HR standards within the DepEd. They serve as benchmarks to guide recruitment, performance management, and recognition practices in government offices.

Although PRIME-HRM offers notable advantages, its implementation in resource-limited and geographically isolated areas such as Catanduanes remains a challenge. Previous research tends to focus on urban or well-resourced settings, leaving a gap in understanding how HRM programs operate in remote provinces (Domer, 2024). Administrative staff in these areas may encounter difficulties such as limited access to professional development, budget constraints, and geographic isolation. Investigating these localized challenges is crucial to understanding the program's real impact on employee performance and organizational efficiency. Examining these conditions provides insights into the adaptability and effectiveness of merit-based HR practices in less accessible contexts (Burns, 2022).

The significance of this study lies in its potential to inform policy and enhance HRM strategies within the Division of Catanduanes. By providing evidence-based recommendations, it aims to strengthen workforce capacity, support professional development initiatives, and improve public service delivery. The findings can guide the DepEd in optimizing recruitment, training, performance evaluation, and recognition programs to better align with PRIME-HRM objectives. Additionally, the study contributes to the broader literature on implementing meritocracy and excellence in HRM in public administration, particularly in areas facing structural and logistical challenges (Dargahi et al., 2025). This research may serve as a model for other government agencies seeking to adopt similar HR frameworks in comparable settings.

LITERATURE REVIEW

The implementation of merit-based HR programs like PRIME-HRM emphasizes structured processes in recruitment, learning and development, and performance management. Studies indicate that systematic frameworks ensure consistency in HR practices and promote accountability across public organizations (Ferede, Endawoke, & Tessema, 2025). In Ethiopia, public institutions that applied meritocratic principles showed improved adherence to organizational policies and a stronger alignment between employee roles and institutional goals. Similarly, competency-based personnel management in Ukraine highlighted the importance of aligning HR practices with national priorities and institutional mandates (Pushkar et al., 2025). These findings underscore the critical role of structured implementation in achieving HRM effectiveness in public service.

Perceived benefits of merit-based HR programs often include enhanced employee motivation, efficiency, and organizational performance. Godspower (2025) found that merit-based recruitment significantly improves employee effectiveness in Nigerian public enterprises, as employees perceive fairness and clarity in selection and promotion processes. PRIME-HRM's focus on performance management and rewards aligns with evidence showing that recognition systems strengthen commitment and job satisfaction (Roman, Roman, & Valverde, 2025). Sustainable HR practices, such as continuous career development in Jordan's electricity sector, further demonstrate how structured HR programs contribute to employee well-being and long-term organizational success (Al-Oun & Al-Khasawneh, 2025). These benefits reinforce the relevance of PRIME-HRM in enhancing public sector efficiency and workforce capacity.

Despite the advantages, challenges persist in the localized implementation of HR programs, particularly in resource-limited or geographically isolated areas. Administrative staff often face limited access to training, insufficient incentives, and constraints in professional growth opportunities (Troger, 2022). In Lagos State, performance-based reward systems encountered bureaucratic obstacles, which hindered administrative effectiveness and created disparities in employee engagement (Omoigberale, Nwogwugwu, Nwanazia, & Nwanakwe, 2025). Furthermore, Clarke, Hurst, and Tomlinson (2024) observed that meritocracy discourse can sometimes mask underlying inequalities, demonstrating that organizational culture and social perceptions may influence program effectiveness. These studies highlight that challenges in human resource management are multifaceted, combining structural, institutional, and cultural factors.

Coaching, mentoring, and continuous professional development are essential strategies for overcoming HR implementation challenges. Muslim, Osman, Manaf, and Abidin (2025) emphasize that structured mentoring programs improve leadership skills, adaptability, and institutional knowledge among public sector employees. Tanyag (2025) further notes that the evolving role of HR officers requires strategic engagement in employee development and organizational planning. In contexts like the Division of Catanduanes, integrating mentoring and capacity-building initiatives with PRIME-HRM can enhance administrative performance and facilitate smoother program adoption. This highlights the need for proactive strategies that address both technical and human aspects of HRM implementation. Performance management and reward systems are key to sustaining employee motivation and reinforcing merit-based principles. Roman, Roman, and Valverde (2025) demonstrate that effective performance evaluation, coupled with recognition, mediates job satisfaction and promotes adherence to HR policies. Similarly, Al-Oun and Al-Khasawneh (2025) show that structured

reward mechanisms encourage long-term commitment and improve career quality in public utility sectors. In practice, PRIME-HRM's focus on linking performance outcomes with tangible rewards can enhance motivation and align individual goals with organizational objectives. Therefore, a well-designed system of evaluation and recognition is crucial to achieving the intended outcomes of merit-based HR programs. Finally, the integration of meritocracy into public service requires addressing systemic, cultural, and operational barriers. Ferede, Endawoke, and Tessema (2025) highlight that accountability and institutional reforms are necessary to ensure meritocratic principles are consistently applied. Pushkar et al. (2025) suggest that competency-based HR approaches strengthen both organizational efficiency and national security priorities, showing the broader impact of structured HR systems. Troger (2022) further emphasizes the need for continuous adaptation and crisis management in HR practices to maintain resilience and effectiveness. These findings collectively underscore that successful implementation of programs like PRIME-HRM depends not only on legal and procedural frameworks but also on strategic, human-centered approaches to HR management.

METHODOLOGY

This study used a descriptive research design to examine the implementation, benefits, and challenges of PRIME-HRM among administrative staff in DepEd, Division of Catanduanes. Surveys and interviews gathered data on recruitment, learning and development, performance management, and rewards and recognition. The design captured staff perceptions of efficiency, employee development, and service delivery without manipulating variables. Findings highlighted the program's impact on organizational performance and professional growth. Challenges such as limited training, resource constraints, and procedural delays were identified to inform recommendations for improving HRM practices.

Respondents of the Study

The study population included 116 administrative staff of DepEd, Division of Catanduanes. Using Slovin's formula, 91 respondents were selected through simple random sampling. This ensured representation across different staff categories. The approach provided diverse perspectives on the implementation, benefits, and challenges of PRIME-HRM.

Instrumentation

A self-made questionnaire was used to collect data on the implementation, perceived benefits, and challenges of PRIME-HRM among DepEd administrative staff in Catanduanes. The instrument had four parts: respondent profile, implementation of PRIME-HRM, perceived benefits, and challenges encountered. Key areas covered included recruitment, learning and development, performance management, rewards and recognition, efficiency, transparency, and organizational performance. The questionnaire was validated by three HR and public administration experts for clarity and relevance, and a pre-test with 20 staff ensured consistency. Reliability was confirmed using the split-half method, yielding a coefficient of 0.895, indicating high internal consistency.

RESULTS

Table 1
Profile of the Respondents

Profile	Frequency (n=91)	Percentage
Age		
26 – 35	39	42.86
36 – 45	30	32.97
46 – 55	12	14.28
56 – and above	9	9.89
Total	91	100.00
Position/Designation		
Administrative Assistant II	36	39.56
Administrative Assistant III	12	13.18
Administrative Officer I	1	1.10
Administrative Officer II	39	42.86
Administrative Officer IV	2	2.20
Administrative Officer V	1	1.10
Total	91	100.00
Years of Service		
Less than 1 year	16	17.58
1 – 5 years	26	28.57
6 – 10 years	39	42.86
More than 10 years	10	10.99
Total	91	100.00
Relevant trainings attended on PRIME-HRM		
None trainings	18	19.78
1 - 2 trainings	52	57.14
3 - 5 trainings	10	10.99
More than 5 trainings	11	12.09
Total	91	100.00

Findings revealed that the demographic and professional profile of the 91 respondents. In terms of age, the majority belong to the younger to mid-career group, with 42.86% aged 26–35 and 32.97% aged 36–45, indicating that most respondents are in their productive working years. Regarding position or designation, the largest groups are Administrative Assistant II (39.56%) and Administrative Officer II (42.86%), showing that the respondents largely represent mid-level administrative workers. For years of service, 42.86% have been in service for 6–10 years, followed by 28.57% with 1–5 years, suggesting that most respondents have substantial experience in their roles. In terms of PRIME-HRM–related capacity building, the majority (57.14%) have attended 1–2 relevant trainings, while 19.78% reported no training at all.

Overall, the respondents are predominantly mid-career administrative personnel with moderate to extensive experience in government service. Their participation in PRIME-HRM trainings varies, but most have attended at least one to two sessions, indicating a reasonable level of exposure to HRM-related capacity development. This profile suggests that the group has both the experience and foundational training background necessary to provide informed insights into the implementation of PRIME-HRM in the Division of Catanduanes.

Table 2
Composite Table on the Level of Implementation of PRIME-HRM in DepEd

Variable	Weighted mean	Verbal Interpretation	Rank
Recruitment, Selection, and Placement	3.62	Highly Implemented	1
Learning and Development	3.37	Highly Implemented	3
Performance Management	3.38	Highly Implemented	2
Rewards and Recognition	3.29	Highly Implemented	4
Overall weighted mean	3.42	Highly Implemented	

The composite table shows that PRIME-HRM is highly implemented across DepEd, with Recruitment, Selection, and Placement receiving the highest rating (WM = 3.62). This is followed by Performance Management (WM = 3.38), Learning and Development (WM = 3.37), and Rewards and Recognition (WM = 3.29). The overall weighted mean of 3.42 indicates strong and consistent implementation of HR systems in the organization.

These findings support studies showing that structured, merit-based HR frameworks improve accountability and alignment in public institutions. Ferede et al. (2025) noted that meritocratic systems strengthen adherence to HR policies, while Pushkar et al. (2025) emphasized that competency-based management enhances organizational coherence. DepEd's high PRIME-HRM implementation reflects these insights, demonstrating the benefits of systematic HR processes.

Table 3
Composite Table on the Perceived Benefits of PRIME-HRM Implementation among Administrative Staff

Variable	Weighted mean	Verbal Interpretation	Rank
Efficiency in Human Resource Processes	3.45	Highly Beneficial	2
Employee Development and Career Growth	3.42	Highly Beneficial	3
Transparency and Accountability in HR Policies	3.38	Highly Beneficial	4
Organizational Performance and Service Delivery	3.48	Highly Beneficial	1
Overall weighted mean	3.43	Highly Beneficial	

The composite table shows that PRIME-HRM is perceived as highly beneficial by administrative staff, with Organizational Performance and Service Delivery receiving the highest rating (WM = 3.48). This is followed by Efficiency in Human Resource Processes (WM = 3.45), Employee Development and Career Growth (WM = 3.42), and Transparency and Accountability in HR Policies (WM = 3.38). The overall weighted mean of 3.43 indicates that respondents view PRIME-HRM as greatly improving HR functions and organizational outcomes.

These findings support literature emphasizing the advantages of merit-based and structured HR systems. Godspower (2025) reported that fair and transparent recruitment practices increase employee effectiveness, while Roman et al. (2025) highlighted that performance-based rewards strengthen motivation and job satisfaction. Similarly, Al-Oun and Al-Khasawneh (2025) found that continuous career development enhances employee well-being and organizational success. These studies affirm that PRIME-HRM's systematic HR processes contribute to improved efficiency and stronger workforce capacity in public institutions.

Table 4
Challenges Encountered in the Implementation of PRIME-HRM

Indicators	Frequency (n=91)				Weighted Mean	Verbal Interpretation	Rank
	4	3	2	1			
Inadequate resources allocated for HRM training and development.	24	66	1	0	3.25	Challenging (Agree)	3
Lack of employee interest or participation in PRIME-HRM activities.	22	65	4	0	3.20	Challenging (Agree)	6.5
Shortage of competent HR personnel to manage PRIME-HRM implementation.	18	70	3	0	3.16	Challenging (Agree)	9.5
Resistance to change from administrative staff.	18	70	3	0	3.16	Challenging (Agree)	9.5
Limited access to updated and functional HR technology and systems.	22	67	2	0	3.22	Challenging (Agree)	5
Insufficient support from leadership or top management.	23	63	5	0	3.20	Challenging (Agree)	6.5
Poor communication regarding PRIME-HRM policies and objectives.	26	63	2	0	3.26	Highly Challenging (Strongly Agree)	1.5
Lack of regular feedback or evaluation on the effectiveness of the program.	23	67	1	0	3.24	Challenging (Agree)	4
Budgetary constraints hindering full implementation of PRIME-HRM.	26	63	2	0	3.26	Highly Challenging (Strongly Agree)	1.5
Difficulty in aligning PRIME-HRM practices with existing organizational culture.	18	72	1	0	3.19	Challenging (Agree)	8
Average weighted mean					3.21	Challenging (Agree)	

The composite table shows that the respondents find the implementation of PRIME-HRM generally challenging, with poor communication regarding PRIME-HRM policies (WM = 3.26) and budgetary constraints (WM = 3.26) emerging as the most significant concerns. Other notable challenges include inadequate resources for HR training (WM = 3.25), lack of regular program feedback (WM = 3.24), and limited HR technology (WM = 3.22). The overall weighted mean of 3.21 indicates that administrative staff consistently experience difficulties that hinder smooth program implementation.

These findings are supported by literature showing that HR programs often struggle in environments with scarce resources, limited incentives, and organizational barriers. Troger (2022) emphasized how restricted training access and constrained professional development impede effective HRM. Similarly, Omoigberale et al. (2025) found that bureaucratic delays weaken performance-based systems and reduce employee engagement. Clarke et al. (2024) further noted that cultural and institutional norms can obscure inequities, affecting how merit-based programs are received. These studies suggest that the challenges identified in PRIME-HRM stem from intertwined structural and cultural limitations.

Table 5.1
Difference in the Level of PRIME-HRM Implementation along Recruitment, Selection and Placement as Assessed by the Respondents when Grouped According to Profile Variables

Variables	Statistical Test	Computed Value	P-value @ 0.05	Decision	Interpretation
Age	F-test	38.49	.0016	Reject Ho	Significant Difference
Position/Designation	F-test	6.21	.0008	Reject Ho	Significant Difference

Years of Service	F-test	24.25	.0001	Reject Ho	Significant Difference
Relevant trainings attended on PRIME-HRM	F-test	5.89	.0066	Reject Ho	Significant Difference

The results show significant differences in the level of PRIME-HRM implementation along Recruitment, Selection, and Placement when respondents are grouped according to age, position, years of service, and PRIME-HRM-related trainings. All computed F-values yielded p-values below 0.05, leading to the rejection of the null hypothesis. This indicates that respondents' perceptions vary based on their demographic and professional profiles, suggesting that experience, role, and training exposure influence how they assess HR processes.

These findings align with literature emphasizing the importance of coaching, mentoring, and continuous professional development in strengthening HR implementation. Muslim et al. (2025) highlight that structured mentoring enhances adaptability and institutional knowledge, while Tanyag (2025) emphasizes the evolving strategic role of HR officers in fostering employee growth and organizational planning. Integrating these developmental approaches into PRIME-HRM can help address disparities in perceptions and support more consistent HR practice across diverse employee groups.

Table 5.2
Difference in the Level of PRIME-HRM Implementation along Learning and Development as Assessed by the Respondents when Grouped According to Profile Variables

Variables	Statistical Test	Computed Value	P-value @ 0.05	Decision	Interpretation
Age	F-test	16.30	.0002	Reject Ho	Significant Difference
Position/Designation	F-test	5.12	.0025	Reject Ho	Significant Difference
Years of Service	F-test	7.85	.0019	Reject Ho	Significant Difference
Relevant trainings attended on PRIME-HRM	F-test	12.36	.0002	Reject Ho	Significant Difference

The results indicate significant differences in the level of PRIME-HRM implementation in Learning and Development when respondents are grouped by age, position, years of service, and relevant trainings, with all computed F-values showing p-values below 0.05. This suggests that respondents' perceptions of Learning and Development practices vary depending on their demographic and professional profiles, highlighting the influence of experience, role, and training exposure on how HR initiatives are assessed.

These findings are supported by literature emphasizing the importance of performance management and reward systems in sustaining employee motivation. Roman, Roman, and Valverde (2025) note that effective evaluations and recognition strengthen job satisfaction and adherence to HR policies, while Al-Oun and Al-Khasawneh (2025) show that structured rewards enhance long-term commitment and career development. Linking performance outcomes with rewards, as emphasized in PRIME-HRM, helps align individual goals with organizational objectives and reinforces merit-based HR practices.

Table 5.3
Difference in the Level of PRIME-HRM Implementation along Performance Management as Assessed by the Respondents when Grouped According to Profile Variables

Variables	Statistical Test	Computed Value	P-value @ 0.05	Decision	Interpretation
Age	F-test	14.96	.0001	Reject Ho	Significant Difference
Position/Designation	F-test	3.62	.0140	Reject Ho	Significant Difference
Years of Service	F-test	8.45	.0014	Reject Ho	Significant Difference
Relevant trainings attended on PRIME-HRM	F-test	0.93	0.93	Accept Ho	No Significant Difference

The results show significant differences in the level of PRIME-HRM implementation in Performance Management when respondents are grouped by age, position, and years of service, with all p-values below 0.05. However, differences based on relevant trainings attended were not significant ($p = 0.93$), indicating that training exposure did not substantially affect perceptions of Performance Management practices. Overall, respondents' demographic and professional profiles influence how they assess this HR dimension.

These findings are consistent with literature highlighting the need to address systemic, cultural, and operational factors in merit-based HR programs. Ferede, Endawoke, and Tessema (2025) stress that accountability and institutional reforms ensure consistent application of meritocratic principles, while Pushkar et al. (2025) emphasize that competency-based HR approaches improve organizational efficiency and alignment with national priorities. Troger (2022) further notes the importance of continuous adaptation and crisis management. Together, these studies indicate that effective PRIME-HRM implementation requires both structured frameworks and human-centered strategies.

Table 5.4
Difference in the Level of PRIME-HRM Implementation along Rewards and Recognition as Assessed by the Respondents when Grouped According to Profile Variables

Variables	Statistical Test	Computed Value	P-value @ 0.05	Decision	Interpretation
Age	F-test	77.96	.0275	Reject Ho	Significant Difference
Position/Designation	F-test	13.12	.0303	Reject Ho	Significant Difference
Years of Service	F-test	3.22	.0510	Accept Ho	No Significant Difference
Relevant trainings attended on PRIME-HRM	F-test	2.61	.0874	Accept Ho	No Significant Difference

The results indicate significant differences in the level of PRIME-HRM implementation in Rewards and Recognition when respondents are grouped by age and position, with p-values below 0.05. However, differences based on years of service and relevant trainings were not significant, suggesting that experience length and training exposure do not substantially influence perceptions of rewards practices. This highlights that demographic and professional roles more strongly shape how staff view the implementation of recognition systems.

These findings reflect the broader objectives of PRIME-HRM, which aims to enhance recruitment, learning, performance management, and rewards while promoting transparency, accountability, and merit-based HR practices. Evaluating these dimensions helps identify obstacles, improve HR efficiency, and strengthen employee competencies, ultimately supporting better organizational performance in the public education sector. Understanding these factors is essential for designing strategies that optimize administrative contributions to educational outcomes.

Table 6.1
Difference in the Perceived Benefits of PRIME-HRM Implementation on the Efficiency of Human Resource Processes Among Administrative Staff Across Profile Variables

Variables	Statistical Test	Computed Value	P-value @ 0.05	Decision	Interpretation
Age	F-test	30.08	.0001	Reject Ho	Significant Difference
Position/Designation	F-test	7.54	.0002	Reject Ho	Significant Difference
Years of Service	F-test	3.40	.0434	Reject Ho	Significant Difference
Relevant trainings attended on PRIME-HRM	F-test	4.74	.0150	Reject Ho	Significant Difference

The results show significant differences in the perceived benefits of PRIME-HRM on the efficiency of HR processes when respondents are grouped by age, position, years of service, and relevant trainings, with all p-values below 0.05. This indicates that demographic and professional factors influence how administrative staff perceive the effectiveness of HR processes under PRIME-HRM.

These findings are consistent with literature highlighting the challenges of implementing HRM programs in resource-limited or geographically isolated areas. Domer (2024) notes that most studies focus on well-resourced urban settings, while Burns (2022) emphasizes that limited access to training, budget constraints, and isolation can affect program outcomes. Understanding these localized conditions is essential to assess the real impact of PRIME-HRM on efficiency and to inform strategies for adapting merit-based HR practices in remote contexts.

Table 6.2
Difference in the Perceived Benefits of PRIME-HRM Implementation on Employee Development and Career Growth Among Administrative Staff Across Profile Variables

Variables	Statistical Test	Computed Value	P-value @ 0.05	Decision	Interpretation
Age	F-test	55.09	.0002	Reject Ho	Significant Difference
Position/Designation	F-test	121.71	.3951	Reject Ho	Significant Difference
Years of Service	F-test	5.42	.0091	Reject Ho	Significant Difference
Relevant trainings attended on PRIME-HRM	F-test	0.95	.4406	Accept Ho	No Significant Difference

The results indicate significant differences in the perceived benefits of PRIME-HRM on employee development and career growth when respondents are grouped by age, position,

and years of service, with p-values below 0.05. However, differences based on relevant trainings were not significant ($p = 0.4406$), suggesting that training exposure does not strongly affect perceptions of career development benefits.

These findings align with literature emphasizing structured, merit-based HR frameworks. Ferede, Endawoke, and Tessema (2025) note that systematic HR processes improve policy adherence and role alignment, while Pushkar et al. (2025) highlight that competency-based management ensures alignment with national and institutional priorities. This underscores that effective PRIME-HRM implementation supports employee growth through consistent and strategically designed HR practices.

Table 6.3

Difference in the Perceived Benefits of PRIME-HRM Implementation on Transparency and Accountability in HR Policies Among Administrative Staff Across Profile Variables

Variables	Statistical Test	Computed Value	P-value @ 0.05	Decision	Interpretation
Age	F-test	10.11	.0006	Reject Ho	Significant Difference
Position/Designation	F-test	388.40	.4863	Reject Ho	Significant Difference
Years of Service	F-test	9.35	.0008	Reject Ho	Significant Difference
Relevant trainings attended on PRIME-HRM	F-test	2.33	.1129	Accept Ho	No Significant Difference

The results show significant differences in the perceived benefits of PRIME-HRM on transparency and accountability in HR policies when respondents are grouped by age, position, and years of service, with p-values below 0.05. However, relevant trainings did not produce significant differences ($p = 0.1129$), indicating that training exposure has limited influence on perceptions of policy transparency and accountability.

These findings support literature highlighting the benefits of merit-based HR programs. Godspower (2025) found that fair and transparent recruitment improves employee effectiveness, while Roman, Roman, and Valverde (2025) emphasize that performance-based recognition strengthens commitment and job satisfaction. Al-Oun and Al-Khasawneh (2025) further show that structured career development promotes long-term organizational success. Together, these studies reinforce PRIME-HRM's role in enhancing efficiency, accountability, and workforce capacity in public service.

Table 6.4

Difference in the Perceived Benefits of PRIME-HRM Implementation on Organizational Performance and Service Delivery Among Administrative Staff Across Profile Variables

Variables	Statistical Test	Computed Value	P-value @ 0.05	Decision	Interpretation
Age	F-test	0.93	.4494	Accept Ho	No Significant Difference
Position/Designation	F-test	10.57	.0258	Reject Ho	Significant Difference
Years of Service	F-test	2.59	.0885	Accept Ho	No Significant Difference
Relevant trainings attended on PRIME-HRM	F-test	1.85	17.96	Accept Ho	No Significant Difference

The results indicate that perceived benefits of PRIME-HRM on organizational performance and service delivery differ significantly only by position ($p = 0.0258$), while age, years of service, and relevant trainings show no significant differences. This suggests that an employee's role more strongly shapes how they view the program's impact on organizational outcomes, whereas other profile factors have limited influence.

These findings reflect literature on the challenges of HR program implementation in resource-limited or isolated areas. Troger (2022) notes that restricted training, insufficient incentives, and limited professional growth can hinder HR effectiveness. Omoigberale et al. (2025) highlight bureaucratic obstacles that affect employee engagement, and Clarke, Hurst, and Tomlinson (2024) emphasize that organizational culture and social perceptions can mask inequities. Together, these studies underscore that effective HR programs require strategies addressing structural, institutional, and cultural factors.

Table 7
Difference in the Challenges Encountered in PRIME-HRM implementation
by Administrative Staff Across Profile Variables

Variables	Statistical Test	Computed Value	P-value @ 0.05	Decision	Interpretation
Age	F-test	19.94	.2172	Reject Ho	Significant Difference
Position/Designation	F-test	15.75	.0066	Reject Ho	Significant Difference
Years of Service	F-test	16.22	.0001	Reject Ho	Significant Difference
Relevant trainings attended on PRIME-HRM	F-test	44.70	.0048	Reject Ho	Significant Difference

The results show significant differences in the challenges encountered in PRIME-HRM implementation across all profile variables, including age, position, years of service, and relevant trainings, with all p-values below 0.05. This indicates that demographic and professional factors influence how administrative staff perceive and experience obstacles in implementing HR programs.

These findings align with literature emphasizing the role of coaching, mentoring, and continuous professional development in addressing HR challenges. Muslim, Osman, Manaf, and Abidin (2025) highlight that structured mentoring enhances leadership, adaptability, and institutional knowledge, while Tanyag (2025) stresses the strategic role of HR officers in employee development and organizational planning. Integrating these approaches with PRIME-HRM can improve administrative performance and support smoother program adoption by addressing both technical and human aspects of HR implementation.

Proposed Strategic Intervention Plan Matrix for PRIME-HRM Implementation

Key Challenge	Objective	Intervention Strategies	Persons Involved	Time Frame	Success Indicators
1. Poor communication regarding PRIME-HRM policies and objectives (Rank 1.5)	Improve awareness and understanding of PRIME-HRM among employees	<ul style="list-style-type: none"> - Conduct quarterly PRIME-HRM orientations - Develop HRM info materials (FAQs, posters) - Establish feedback channels (suggestion 	HRM Officer, HR Staff, Communications Team	Q1-Q4	Increased employee awareness (via survey); Improved attendance in HRM activities

		box, HR hotline)			
2. Budgetary constraints hindering full implementation (Rank 1.5)	Secure sufficient financial resources for PRIME-HRM implementation	<ul style="list-style-type: none"> - Prepare a cost-benefit proposal for funding - Tap external training grants or partners - Prioritize budget for training and HR tech 	HRM Officer, Budget Officer, Department Heads	Q1–Q2	Approved budget allocation; Funded training programs conducted
3. Inadequate resources for HRM training and development (Rank 3)	Enhance training and development opportunities for HR personnel	<ul style="list-style-type: none"> - Conduct Training Needs Assessment (TNA) - Enroll staff in CSC-accredited trainings - Partner with CSC for capability-building sessions 	HRM Officer, Training Coordinator, CSC	Q1–Q3	Number of HR staff trained; Improvement in HRM maturity level
4. Lack of feedback and evaluation mechanisms (Rank 4)	Institutionalize regular feedback and performance evaluation	<ul style="list-style-type: none"> - Set periodic program review meetings - Use evaluation tools aligned with CSC indicators - Report results to management and CSC 	HRM Officer, Monitoring & Evaluation Team	Q2–Q4	PRIME-HRM implementation reports; Stakeholder satisfaction ratings
5. Limited access to updated HR technology (Rank 5)	Improve access to and use of HR Information Systems	<ul style="list-style-type: none"> - Procure or adopt affordable HRIS - Conduct IT skills training for HR staff - Seek technical support from LGU/CSC 	HRM Officer, IT Unit, Admin Officer	Q2–Q4	Functional HRIS in use; Reduced processing time of HR tasks
6. Lack of employee interest or participation (Rank 6.5)	Increase employee engagement in PRIME-HRM activities	<ul style="list-style-type: none"> - Launch employee involvement campaigns - Appoint HRM champions in each unit - Integrate HRM indicators into performance appraisals 	HRM Officer, Unit Heads, PMT	Q2–Q4	Increased participation rate; Recognized HRM advocates
7. Insufficient top management support (Rank 6.5)	Gain active leadership support for PRIME-HRM	<ul style="list-style-type: none"> - Conduct leadership briefings and advocacy - Align PRIME-HRM with strategic goals - Assign executive sponsors for key activities 	HRM Officer, Agency Head, Management Committee	Q1–Q2	Statements of commitment; Leadership participation in reviews
8. Difficulty in aligning with organizational culture (Rank 8)	Harmonize PRIME-HRM practices with existing organizational norms	<ul style="list-style-type: none"> - Promote values integration in HR practices - Encourage staff dialogues and townhall meetings - Conduct change-readiness sessions 	HRM Officer, Admin Heads, Culture Committee	Q2–Q3	Staff openness to change; Improved organizational climate scores
9. Shortage of competent HR personnel (Rank 9.5)	Strengthen HRM staffing and expertise	<ul style="list-style-type: none"> - Recruit/assign qualified HR staff - Provide mentoring and coaching programs - Tap external consultants if needed 	HRM Officer, HR Supervisor, Admin Officer	Q1–Q4	HR roles fully staffed; HR audit results improved
10. Resistance to change from staff (Rank 9.5)	Foster a culture open to innovation and transformation	<ul style="list-style-type: none"> - Offer change management seminars - Recognize early adopters of PRIME- 	HRM Officer, Supervisors, Change Agents	Q2–Q4	Decrease in resistance incidents; More staff supporting

		HRM - Ensure transparent communication on reforms			HRM reforms
--	--	--	--	--	-------------

The Strategic Intervention Plan for PRIME-HRM addresses key challenges by improving communication, securing funding, enhancing training, and adopting HR technology. High-priority issues like poor communication and budget constraints will be tackled through orientations, HR materials, feedback channels, and funding proposals. Other interventions include staff training, periodic program reviews, and functional HR systems, involving HR officers, department heads, and monitoring teams, with outcomes measured through awareness, training coverage, and system efficiency.

The plan also targets employee engagement, leadership support, and cultural alignment. Strategies include campaigns, HRM champions, integrating HR indicators into appraisals, leadership advocacy, change-readiness sessions, and recognition of early adopters. Staffing gaps and shortages will be addressed through recruitment, mentoring, and coaching. Together, these interventions aim to strengthen HR practices, foster a culture of meritocracy, and enhance organizational performance in the Division of Catanduanes.

ACKNOWLEDGEMENTS

The researcher would like to express his deepest appreciation and heartfelt gratitude to all those who generously extended their support, guidance, and expertise, making this study possible.

First and foremost, the researcher is profoundly grateful to Dr. Pedrito Jose V. Bermudo, the research adviser, for his invaluable guidance, patience, and unwavering support throughout the entire research process. His expertise, encouragement, and constructive feedback significantly shaped the direction, quality, and successful completion of this study.

The researcher also extends sincere gratitude to the administrative staff of the Department of Education, Division of Catanduanes, who participated in this study. Their cooperation, honesty, and willingness to share their experiences and insights were instrumental in gathering the data necessary for this research. Their perspectives formed the foundation of the study and enriched its findings considerably.

Additionally, the researcher acknowledges the support of the Department of Education officials, colleagues, and other personnel who facilitated the smooth conduct of data collection. Their assistance ensured the reliability and completeness of the research process. Finally, heartfelt thanks are dedicated to family and friends whose encouragement and understanding provided motivation throughout this journey.

REFERENCES

- Al-Oun, S., & Al-Khasawneh, Z. (2025). Sustainable Human Resource Management and Career Quality in Public Utilities: Evidence from Jordan's Electricity Sector. *Sustainability*, 17(11), 4866. <https://www.mdpi.com/2071-1050/17/11/4866>
- Burns, J. P. (2022). Human resource management in public administration: Key challenges. In *Oxford Research Encyclopedia of Politics*.

- <https://oxfordre.com/politics/display/10.1093/acrefore/9780190228637.001.0001/acrefore-9780190228637-e-1495>
- Clarke, J., Hurst, C., & Tomlinson, J. (2024). Maintaining the meritocracy myth: A critical discourse analytic study of leaders' talk about merit and gender in academia. *Organization Studies*, 45(5), 635-660. <https://journals.sagepub.com/doi/abs/10.1177/01708406241236610>
- Dargahi, H., Khonsari, M. H. K., & Kooshkebaghi, M. (2025). Explaining a Hybrid Competency-Meritocracy Model for Selection of Hospitals Executive Managers: A Scoping Review. *Medical Journal of the Islamic Republic of Iran*, 39, 6. <https://pmc.ncbi.nlm.nih.gov/articles/PMC12138720/>
- Domer, B. F. (2024). Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME HRM) Practices and School Performance in Public Elementary Schools in the Division of Calamba City. *bukal: The Official Research Journal of LCBA Master of Arts in Education*, 1(1), 1-1. https://www.researchgate.net/profile/Buena-Fe-Domer/publication/382500986_PROGRAM_TO_INSTITUTIONALIZE_MERITOCRACY_AND_EXCELLENCE_IN_HUMAN_RESOURCE_MANAGEMENT_PRIME_HRM_PRACTICES_AND_SCHOOL_PERFORMANCE_IN_PUBLIC_ELEMENTARY_SCHOOLS_IN_THE_DIVISION_OF_CALAMBA_CITY/links/66a10d9b705af5364495209b/PROGRAM-TO-INSTITUTIONALIZE-MERITOCRACY-AND-EXCELLENCE-IN-HUMAN-RESOURCE-MANAGEMENT-PRIME-HRM-PRACTICES-AND-SCHOOL-PERFORMANCE-IN-PUBLIC-ELEMENTARY-SCHOOLS-IN-THE-DIVISION-OF-CALAMBA-CITY.pdf
- Ferede, W. L., Endawoke, Y., & Tessema, G. (2025). Assessment of meritocracy, accountability, and public service reforms in Ethiopia: evidence from public organizations in the Northwest Region. *Cogent Business & Management*, 12(1), 2492388. <https://www.tandfonline.com/doi/full/10.1080/23311975.2025.2492388>
- Godspower, D. A. (2025). Merit-based recruitment and employee effectiveness: a bivariate study of selected southern Nigerian public enterprises. *Future Business Journal*, 11(1), 1-13. <https://link.springer.com/article/10.1186/s43093-025-00687-4>
- Muslim, S., Osman, S., Manaf, H. A., & Abidin, N. A. Z. (2025). Institutionalization of Coaching and Mentoring Practices for Leadership Development in Malaysian Higher Education Institutions. *Journal of Cultural Analysis and Social Change*, 2194-2200. <http://jcasc.com/index.php/jcasc/article/view/1912>
- Omoigberale, O., Nwogwugwu, N., Nwanazia, O., & Nwanakwe, C. (2025). Bureaucratic Incentive Structures and Administrative Performance: A Critical Analysis of Performance-Based Reward Systems in Lagos State's Public Service (2015-2024). *African Journal of Politics and Administrative Studies*, 18(1), 41-60. <https://www.ajol.info/index.php/ajpas/article/view/297809>
- PUSHKAR, O., MAKARENKO, M., BEZUS, P., GRECHANYK, B., BILYK, O., & ASOIAN, E. (2025). COMPETENCY-BASED APPROACH TO PERSONNEL MANAGEMENT IN THE PUBLIC ADMINISTRATION SYSTEM AS A FACTOR IN STRENGTHENING THE NATIONAL SECURITY OF UKRAINE. *TPM—Testing, Psychometrics, Methodology in Applied Psychology*, 32(S3 (2025): Posted 07 July), 14-23. <https://tpmap.org/submission/index.php/tpm/article/view/406>
- Republic of the Philippines. (1987, July 25). Executive Order No. 292: Administrative Code of 1987. *Official Gazette*. <https://pcw.gov.ph/executive-order-no-292-administrative-code-of-1987/>

- Republic of the Philippines. (1989, February 20). Republic Act No. 6713: Code of Conduct and Ethical Standards for Public Officials and Employees. https://lawphil.net/statutes/repacts/ra1989/ra_6713_1989.html
- Republic of the Philippines. (2018, May 28). Republic Act No. 11032: Ease of Doing Business and Efficient Government Service Delivery Act of 2018. Department of Trade and Industry / Anti-Red Tape Authority. https://lawphil.net/statutes/repacts/ra2018/ra_11032_2018.html
- Roman, A. G., Roman, J. A., & Valverde, O. T. (2025). Performance Management, Rewards and Recognition, and Satisfaction of Employees on the Implementation of PRIME-HRM: A Partial Mediation Analysis. *International Journal of Multidisciplinary: Applied Business and Education Research*, 6(2), 753-769. <https://ijmaberjournal.org/index.php/ijmaber/article/view/2119>
- Tanyag, I. P. (2025). The Evolving Role of Human Resource Officers: Insights from a Narrative Review. <https://cognizancejournal.com/vol5issue3/V5I340.pdf>
- Troger, H. (2022). Resetting Human Resource Management. Seven Essential Steps to Evolve from Crises. <https://link.springer.com/content/pdf/10.1007/978-3-031-06166-0.pdf>