



HUMAN RESOURCE MANAGEMENT SKILLS OF SCHOOL HEADS: BASIS FOR EMPLOYEE WELFARE PROGRAM IN THE SCHOOL CONTEXT

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ABSTRACT

This study aimed to determine the level of the human resource management skills of the school heads, which would serve as the basis for designing an employee welfare program in the school context. The study employed a non-experimental descriptive survey research design to investigate the research problem. The respondents in this study were 145 teachers from the elementary schools in Santa Cruz South District. The findings of this research were beneficial to both teaching and non-teaching personnel, increasing awareness of the organization's initiatives regarding the employee welfare program that would be implemented in schools to address both personal and organizational needs. It was recommended that the Department of Education (DepEd) strengthen the implementation of the Employee Welfare Program in every school to ensure that the personal and professional needs of both teaching and non-teaching staff were met. This proactive approach not only enhanced the overall well-being of employees but also contributed to a more positive and collaborative school culture. In conclusion, the study underscored the importance of targeted employee welfare programs and provided a solid foundation for future initiatives aimed at improving human resource management in schools.

KEYWORDS: Human Resource Management Skills in School Heads, non-experimental descriptive survey research design

INTRODUCTION

Human resources (HR) have a significant role in every activity in an institution including educational institutions. Human resources (HR) must be able to be managed or managed properly in accordance with their functions so that these human resources (HR) can play a role in accordance with their duties and functions in the institution they are in. Human resource management is a very important aspect in the education process in general. Therefore, functions in the management of human resources must be carried out optimally so that the needs relating to the goals of individuals, organizations / institutions, organizations or institutions can be achieved. Besides that, with good human resource management procedures, it is expected that the shortcomings and problems faced by the Indonesian nation, which are related to competitiveness, can be overcome (Ahmed et.al., 2021).

Human resource management is also a strategic and comprehensive approach to managing people and the workplace culture and environment. Done well, it enables employees to contribute effectively and productively to the overall company direction and the accomplishment of the organization's goals and objectives. The department members provide the knowledge, necessary tools, training, administrative services, coaching, legal and management advice, and talent management oversight that the rest of the organization needs for successful operation (Akinfolarin and Emetarom, 2023).

In the school context, the school head is responsible for ensuring that the organization has an overall mission, vision, and values that are shared and provide an overarching reason for employees to want to work for their organization. These elements can be inspirational and help employees feel as if they are part of something that is bigger than themselves. Additional activities sponsored by HRM can include employee and community outreach. They are



frequent mentors and members of employee teams that address philanthropic giving, employee engagement activities, and events that involve employee families (Armstrong, 2022).

HRM functions are also performed by line managers who are directly responsible for the engagement, contribution, and productivity of their reporting staff members. In a fully integrated talent management system, the managers play a significant role in and take ownership of responsibility for the recruitment process. They are also responsible for the ongoing development of and retention of superior employees (Armstrong, 2021).

Human resource management is moving away from traditional personnel, administration, and transactional roles, which are increasingly outsourced. The HRM function is now expected to add value to the strategic utilization of employees and to ensure that employee programs recommended and implemented impact the business in positive measurable ways. Employees who work in HRM must also help keep their employer and company safe from lawsuits and the resulting workplace chaos. They must perform a balancing act to serve all of an organization's stakeholders: customers, executives, owners, managers, employees, and stockholders (Barney and Wright, 2020).

Human resources handle many aspects of employee recruitment, hiring, training, benefits and conflict resolution. HR may be one person or its own department with many people depending on the size of a company. Since most companies can't operate without employees, HR is important for making sure those employees have full access to all their benefits, know the company rules and understand how to do their jobs (Azaru et.al., 2020).

In the Division of Davao del Sur, particularly in Sta. Cruz South District, it is prevalent that school heads focused less attention on human resource development as reflected on the few employee welfare programs implemented in schools. Needs of employees must be addressed first so that employees will support programs and projects to be implemented in schools. The researcher being a school head would like to assess the human resource management skills of school heads and eventually proposed an employee welfare program that would be implemented in the school context. Hence, this study.

This study seeks to determine the level of the human resource management skills of the school heads which will be the basis in designing an employee welfare program in the school context. Specifically, it seeks answers to the following sub-problems:

1. What is the level of the human resource management skills of school heads in terms of:
 - 1.1 Recruitment,
 - 1.2 Selection,
 - 1.3 Induction program?
2. From the findings drawn from this study, what employee welfare program in the school context can be developed and proposed?

METHODOLOGY

Research Design

This study employed the non-experimental descriptive survey research design in investigating the research problem. It is descriptive because the data are presented in quantitative descriptions on the "Human Resource Management Skills of School Heads: Basis for Localized Employee Welfare Program. According to Good (2005), this method of research shows merely description of tasks presenting the conditions regarding the nature of the group of persons or class of events that involved procedure of analysis, classification, and measurement. It involves varied information regarding the current or present condition (Deauna, 2005).

Respondents and Sampling

This study will be conducted in the elementary schools in Sta. Cruz South District. The respondents in this study are the 145 teachers in the elementary schools of the research locale. The respondents will answer the checklist based on the indicators in the researcher made questionnaire describing the human resource management skills of their school heads. This study makes use of the simple random sampling procedure considering the enormous number of teachers in Sta. Cruz South district.



Distribution of Respondents

| Schools | No. of Teachers |
|---------------------------------------|-----------------|
| Agripina Elementary School | 20 |
| Anastacio G. Canda Elementary School | 15 |
| Apolinar Franco Sr. Elementary School | 15 |
| Ciriaco Godoy Elementary School | 5 |
| Loay Elementary School | 5 |
| Matutungan Elementary School | 5 |
| Melilla Elementary School | 5 |
| Patulangon Elementary School | 10 |
| Saliducon Elementary School | 5 |
| Sinoron Elementary School | 5 |
| Santa Cruz Central Elementary School | 30 |
| Tagabuli Elementary School | 5 |
| Tuban Elementary School | 20 |
| TOTAL | 145 |

Research Instruments

This study will utilize the researcher developed questionnaire which items and indicators are focused on the human resource management skills of school heads. The respondents will give their responses on the items in the checklist. The checklist will undergo pilot testing in a school that is not part of the research local to measure its validity and reliability.

To determine the level of resource management skills of school heads, the following continuum will be used.

| Scale | Level | Criteria |
|-------|-----------|---|
| 5 | Very High | When the provisions on human resource management skills of school heads are manifested all the time |
| 4 | High | When the provisions on human resource management skills of school heads are oftentimes manifested |
| 3 | Moderate | When the provisions on human resource management skills of school heads are sometimes manifested |
| 2 | Low | When the provisions on human resource management skills of school heads are seldom manifested |
| 1 | Very Low | When the provisions on human resource management skills of school heads are never manifested |

Data Gathering Procedure

At the outset of data gathering procedure, the researcher will draft a letter signed by the Dean of the Graduate School, Dr. Pablo F Busquit seeking for permission that this research study be conducted and will be sent to the Dr. Nelson C. Lopez, CESO V, the Schools Division Superintendent in the division of Davao Del Sur and to the School Principals of Sta. Cruz South District elementary schools.

While letters seeking for permission were delivered to the DepEd Schools Division Superintendent and principal concerned, the researcher constructed a questionnaire and have it validated by the experts preferably the experts of the study.

After permission has been granted that this study be conducted in the elementary schools of Sta. Cruz South district and after the research questionnaire has been thoroughly examined by the expert validators, the researcher will launch



the questionnaire to the respondent. Responses of the respondents will be submitted to the statistician for statistical computation after which the researcher will make analysis and interpretation on the data gathered.

Data Analysis

The following statistical tools will be used in the analysis and interpretation the responses in this study. Mean will be used to describe the level the human resource management skills of school heads.

RESULTS AND DISCUSSION

This chapter displays the summary of the findings, conclusions and recommendations drawn out by the researcher after the analysis and interpretation of the findings had been made.

This study seeks to determine the level of the human resource management skills of the school heads which will be the basis in designing an employee welfare program in the school context.

This study employed the non-experimental descriptive survey research design in investigating the research problem. It is descriptive because the data are presented in quantitative descriptions on the “Human Resource Management Skills of School Heads: Basis for Localized Employee Welfare Program. According to Good (2005), this method of research shows merely description of tasks presenting the conditions regarding the nature of the group of persons or class of events that involved procedure of analysis, classification, and measurement. It involves varied information regarding the current or present condition (Deauna, 2005).

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This revealed that school heads are adherent to the guidelines in hiring and selection of the organization and that they conduct on boarding programs for the newly hired teaching and non-teaching personnel to familiarized them with the programs and projects of the organization.

Conclusions

Based on the collective findings on this study, the following conclusions are drawn:

The Human Resource Management Skills of School Heads in terms of recruitment is Very High, Selection is Very High and Induction is High

Recommendations

In the light of the findings drawn out by the researcher in this study, the following recommendations are offered:

It is recommended that DepEd should strengthened the implementation of the Employee Welfare program in every school to address the personal and professional needs of both teaching and non-teaching personnel. To make the school achieve its goal, the personal needs of the employees should be addressed first so that they will support the school head achieved the target based on their performance planning.

The school heads should have initiated a localized employee welfare program to encouraged and motivate fellow employees to work productively in the workplace. If the personal needs of the employees are addressed, they will support the programs and projects of the school.

For future researchers, it is strongly recommended that a relative study on the human resource skills of school heads in relation to other aspect of employee welfare program will be conducted.



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