## MANAGEMENT STYLES, PRACTICES AND SERVICES OF HUMAN RESOURCE DEPARTMENT AMONG HIGHER EDUCATION INSTITUTIONS IN GENERAL SANTOS CITY

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**ABSTRACT**
This dissertation explores the relationship between management style, practices and services of Human Resource Department among Higher Education Institution HEI's) in General Santos City. The introduction establishes the historical significance of management and its impact on organizational effectiveness. Drawing on relevant literature, the study examines the contemporary management approaches and the quality of management education, emphasizing the need for effective human resource management practices. The statement of the problem identifies the gaps in understanding management styles, practices and services particularly in the context of HEIs. The researcher emphasizes the importance of exploring these dimensions to enhance organizational effectiveness. The methodology section outlines a descriptive-correlation research design, employing a quantitative approach. Data collection involves surveys and questionnaires targeting employees in HEIs in General Santos City. The findings present detailed results management styles, practices, and service delivery of Human Resource Department in the sampled HEIs. It identifies significant correlations between management style HRM practices, and service delivery, highlighting the importance of effective HR practices in enhancing service quality. The study provides insights into the complex relationship between HRM style, practices, and services in HEIs. It recommends considering improving communication on management styles, prioritizing effective HR practices, and aligning HR practices with service delivery goals. The positive correlations between these dimensions underscore their interconnectedness and influence on organizational performance.

**Keywords:** Human Resource Management, Management Styles, Higher Education Institutions, Service Delivery, Organizational Effectiveness.

## 1. INTRODUCTION
The Human Resource (HR) department plays a crucial role in the success of any organization, including the higher education institutions. It is responsible for managing human capital, which is often the most valuable and important asset of an organization. According to Ahammad (2017), HR management involves a range of activities, including recruitment, selection, training, compensation, performance management, and employee relations. The effectiveness of these activities can significantly impact the performance and success of an organization. Therefore, understanding the management styles, practices, and services of HR departments in higher education institutions is essential for ensuring the overall success and sustainability of these institutions.

Today, HR management has become a front-and center issue for a wide variety of firms

(Okolie & Udom, 2019). Management styles and practices of HR departments can vary widely depending on various factors, including the size and nature of the organization, the industry, and the cultural context. In the context of higher education institutions, HR departments often face unique challenges due to the diverse and dynamic nature of the academic environment. For example, HR professionals in higher education institutions must navigate complex academic structures, manage a diverse workforce with different skill sets and backgrounds, and address the needs of both faculty and staff. Additionally, higher education institutions often operate within a highly regulated environment, which can present additional challenges for HR departments. It is a major investment of resources and trust for the higher education institutions to recruit, hire and select a new faculty member. Ideally, the faculty members will thrive and be satisfied, both personally and professionally, contributing their talents in achieving the institution's goals and enhancing the organizational excellence. However, the success of the faculty members required hiring decisions that are beyond par. Hence, the institutional leaders need to understand what the faculty needs and design strategies that would reinforce their growth and success (Beach et al., 2016).

Statistically speaking, in Asia, the voluntary turnover rate reached forty-six (46) percent across industries. Singapore registered the highest at 46%, followed by Malaysia at 38%, Thailand at 29%, South Korea at 26% and Japan at 23%. In the Philippines, the turnover rate hit at the maximum rate of 16.9%. High resignation of employees indicates unhealthy labor environment which could destroy the image and reputation of the organization (Maria & Dariano, 2023). Moreover, employee turnover has negative consequences for the organization including high cost, low productivity and low employee morale. To address the issue, organizations should direct their attention to increase employee satisfaction and commitment (Taborosi, 2023). Keeping them engaged and excited on their job concerns most of the human resources professionals.

Needless to say, HR Management greatly contributes to the success, not only of the organization but the employee as well. It is important that this will be given emphasis especially that the way we do business rapidly changing and so the management styles and practices. Noticeably, there are growing literatures on human resource management styles and practices among various industries globally but only few have been conducted in the locality of General Santos City, particularly on the higher education institution. This gap in the literature must be filled in to better understand the unique challenges and opportunities faced by the HR professionals on a local scale. Moreover, having a picture on the real situation can help management to craft effective strategies and policies to further strengthen their workforce in terms of growth and development which are necessary for the organization's success.

Hence, this study will be a contribution to the body of knowledge to address the gap on human resource management styles and practices of the higher education institution by knowing how the employees perceived them to be. The study will employ comprehensive approach that will consider the unique needs and challenges of higher education institutions in General Santos City. Ultimately, this study aims to develop strategies and policies that support the success and well-being of employees yet not to compromise the overall effectiveness of the institutions.

## Research Questions

This study aims to investigate the human resource management practices, style and services among higher educational institution in General Santos City. Specifically, this study seeks answers

to the following questions:

1.     What is the management style practiced by human resource personnel as assessed by faculty?
2.     Is there a significant difference between the level of management style in terms of:
   - 2.1     dimension; and
   - 2.2     school?
3.     What is the level of human resource management practices in terms of:
   - 3.1     incentive compensation;
   - 3.2     training;
   - 3.3     selective hiring;
   - 3.4     performance evaluation;
   - 3.5     organization of work;
   - 3.6     information sharing;
   - 3.7     job security; and
   - 3.8     social activities and sports?
4.     Is there a significant difference on the level of human resource management practices according to:
   - 4.1     dimension; and
   - 4.2     school?
5.     What is the level of service delivery of the organization in terms of:
   - 5.1     assurance;
   - 5.2     responsiveness;
   - 5.3     empathy;
   - 5.4     reliability;
   - 5.5     communication; and
   - 5.6     knowledge?
6.     Is there a significant difference in the level of service delivery of the organization in terms of:
   - 6.1 dimension; and
   - 6.2     schools?
7.     Is there a significant relationship between the:
   - 7.1     management styles and human resource management practices;
   - 7.2     management styles and services delivery; and
   - 7.3     Shuman resource management practices and service delivery?
8.     What intervention program may be proposed to further enhance human resource management practices and service delivery of higher education institutions to their employees?

## 2. LITERATURE REVIEW
### Management Style

The term management style is synonymous to leadership style. Leadership has been an appealing topic over the decade among academicians because it influences the success of the organization. Leadership is defined as the way the leader interacts including how they influence, empower and motivates members of the organization (Costa et al., 2023). Further, management style is a managerial parlance often used to describe the how of management. It is a function of

behavior associated with personality. Management style can be understood as a way to manage an organization (Gutterman, 2023). Edward Schleh viewed management style as the adhesive that binds diverse operations and functions together. It is the philosophy or set of principles by which the manager capitalizes on the abilities of the workforce. Management style is not a procedure on how to do but it is the management framework for doing. A management style is a way of life operating throughout the enterprise and permits an executive to rely on the initiative of the personnel of an entity (Barinua & Ezeogu, 2022).

Effective management style is the extent to which a leader continually and progressively leads and directs followers to a predetermined destination agreed upon by the whole group. It is the manner of approach to issues of the managers towards achieving the goals of their organization by transforming various resources available to any organization into output through the functions of management (Anteneh, 2016). Management style as the distinctive way in which an organization makes decisions and discharges various functions of goal setting, formulation, implementation of strategy, corporate image building, dealing with key stakeholders and other basic management activities. Moreover, it facilitates it facilitates collaborative and cooperative working practice (Cox et al., 2014).

The model of these scholars consists of six managerial dimensions for comparing management practices which include leadership/supervisory style, decision-making, communication patterns, control mechanism, interdepartmental relations and paternalistic orientation. It attempted to establish a link between management style and organizational effectiveness by comparing United States and Japanese management systems (Stephen et al., 2018).

Prime purpose of management style is to enhance employees' performance so that the objective of the organization can be achieved (Amanchukwu et al., 2015). Nxumalo (2022) view management style as a multidimensional construct and an extremely vital criterion that determines organizational success or failure. Employee performance, on the other hand, is the important building block of an organization. Employees' job performance as the contribution made by individual in the accomplishment of organizational goal. Performance is fulfilling an objective according to some standard (Anyango, 2015).

The term management style can be defined as the method a manager uses in administering an organization. It includes controlling, directing, and indeed all methods used by the manager to motivate subordinates to follow their instructions. It can also be described as the particular practice used by the manager to direct the affairs of an organization. Moreover, a management style is a way of life operating throughout the enterprise and permits an executive to rely on the initiative of the personnel of an entity. In other words, management style is the adhesive that binds diverse operations and functions together. It is the philosophy or set of principles by which the manager capitalizes on the abilities of the workforce. It is given emphasis that management style is not a procedure on how to do but it is the management framework for doing (Robbin, 2013).

An effective management style is the extent to which a manager continually and progressively manages and directs followers to a predetermined destination agreed upon by the organization. It is the manner of approach to issues by the manager towards achieving the goals of the organization by transforming various resources available in the organization into outputs through the functions of management (Stephen et al., 2018). Management style as the distinctive way in which an organization makes decisions and discharges various functions of goal setting,

formulation, implementation of strategy, corporate image building, dealing with key stakeholders and other basic management activities (Amanchukwu, 2015).

Some studies believed that considerable attention should been given to employees' withdrawal behaviors that reflect work-related attitudes and behavioral responses, because employee withdrawal (e.g. lateness, absenteeism, and turnover intention) is linked to high organizational costs. Given that employee withdrawal is an ongoing issue and can cause a substantial financial burden for the organization, it is important to determine potential antecedents that are closely associated with withdrawal behaviors. The kind of leadership styles have effect on employees' decision to stay in the organization as well as their affective commitment on their job (Kim & Beehr, 2020).

There are many diverse definitions of leadership. Stogdill concluded that there are almost as many definitions of leadership as there are persons who have attempted to define the concept. While Peter Drucker sums up that the only definition of a leader is someone who has followers. To gain followers requires influence but doesn't exclude the lack of integrity in achieving this (Yukl, 2018). Some theorists believe that leadership is no different from the social influence processes occurring among all members of a group and others believe that leadership is everything someone is doing in order to lead effective. Managers are the people to whom this management task is assigned, and it is generally thought that they achieve the desired goals through the key functions of planning and budgeting, organizing and staffing, problem solving and controlling. Leaders on the other hand set a direction, align people, motivate and inspire (Kotter, 2017). On the contrary, when the quality of the leadership includes inconsistent decision-making, poor communication, or a perceived lack problem solving skills will not achieve organizational goal (Akhwaba et al., 2020).

Management styles varies from one organization to another which is also true to different higher education institutions. Some literature favored participative leadership while others have revealed that autocratic and laissez-fair leadership are more effective. For superiors, it is important to examine the styles that works best for them, the organization and the subordinates which do not discount the fact that styles could be mix. Hence, it is not appropriate to have a stereotype preferential management style (Ganzemiller et al., 2021). Management styles are categorized into two types: the more empowering style and the more controlling style.

**Human Resource Management Practices**

Human Resource Management can be described as a strategic, integrated and coherent approach to the employment, development and well-being of the people working in organizations. It has a strong conceptual basis drawn from the behavioral sciences and from strategic management, human capital and industrial relations theories. This foundation has been built with the help of a multitude of research projects (Armstrong & Taylor, 2020).

Human resource management (HRM) is the policies, practices, and systems that influence employees' behavior, attitudes, and performance. Many companies refer to HRM as involving people practices. There are several important HRM practices that should support the organization's business strategy: analyzing work and designing jobs, determining how many employees with specific knowledge and skills are needed (human resource planning), attracting potential employees (recruiting), choosing employees (selection), teaching employees how to perform their jobs and preparing them for the future (training and development), evaluating their performance

(performance management), rewarding employees (compensation), and creating a positive work environment (employee relations). An organization performs best when all of these practices are managed well. At companies with effective HRM, employees and customers tend to be more satisfied, and the companies tend to be more innovative, have greater productivity, and develop a more favorable reputation in the community (Kehoe & Wright, 2013).

When organizations face challenges such as an economy recession, it depends thoroughly trained professionals who react quickly to changes in the environment and create strategies for success. Human resource management (HRM) is responsible for carefully selecting and training people with the necessary skills to pursue the strategy effectively. Some external factors can be predicted; others, such as the collapse of large banks and insurance companies, can seemingly come out of nowhere. According to Salau et al (2016) human resource management is critical to the success of organizations because human capital has certain qualities that make it valuable. In terms of business strategy, an organization can succeed if it has a sustainable competitive advantage (is better than competitors at something and can hold that advantage over a sustained period of time). Therefore, we can conclude that organizations need the kind of resources that will give them such an advantage.

The organization's good HRM practices are able to handle challenges like an expanding workforce, adjusting to different working environments and cultures, preparing employees for change, restructuring, and the pervasive and frequently harmful effects of technology. HRM procedures going forward should not be static. To effectively address the problems posed by the organization's changing environment, processes must be regularly changed (Kehoe & Wright, 2013).

One of the sectors which will play an important role is education especially the higher learning institutions. The nation needs more human resources capable of performing different activities both in public and private sectors. Subsequently, the higher learning institutions are expected to produce high-quality human resources. Employees are one of the most important assets of an organization as they contribute to its growth and success. Aboramadan et al (2020) concluded that HR practices have a significant implication on employee commitment to the organization in higher education institution. Conventional HR practices such as recruitment and selection, teacher training courses and faculty development programs, performance assessment, and pay have a direct and significant bearing on faculty's work performance and classroom productivity, owing to enhanced job satisfaction (Alam, 2022; Khan, et al., 2019). Moreover, HRM practices, in some study, do not highly correlated to both the teaching and nonteaching employees equally. However, the performance appraisal practices have no significant differences among government and private universities. The conclusions indicate there was a significant impact of overall HRM practices on job satisfaction among teaching and non-teaching staff of both the government and private institutions (Javed et al., 2019). Organizations should implement good Human Resource Practices to keep employees motivated and positive towards work, stay in the organization especially those skilled employees (Malik, et al., 2020).

Research on the relationship between structural HRM practices and firm performance is wide and established. Some HRM practices influence organizational performance through their effect on employee competencies. Further, employee competencies mediate the relationship between HRM practices and organizational performance. (Otoo, 2019). Moreover, the use of HR practices that improves employees learning capability have effect on the firm's performance (Wan

Hooi & Sing Ngui, 2014).

In the study of Sacchetti et al (2016) revealed that the human resource management (HRM) practices have immaterial influence on satisfaction. However, satisfaction has positive influence on the organization performance. Moreover, different HRM practices has also different impact. For example, employee involvement and workload performance have positive impact on firm performance while task autonomy and collaborative teamwork has no impact on organization performance (Sacchetti et al., 2016).

Effectiveness of employees will depend on the impact of HRM practice on the behavior of employees. Like for the example in the context of employee readiness for change. Studies shows that high-performance HRM practices would positively impact readiness of employees to accept changes. Consequently, readiness for change positively impacts employee performance. Thus, organizations should be equipped with the right HRM practices to increase employee performance, but they should also take into account other factors like employee behavior (Alqudah et al., 2022). Organizational citizenship behavior (OCB) has a significant effect on employee engagement (EE) and employee performance (EP). Also, employee engagement has a significant effect on employee performance and can mediate the relationship between OCB and EP. Therefore, organization must pay attention to develop OCB and EE, and eventually improve employee performance towards the organization success (Hermawan et al., 2020).

Most theories on best practices suggest that some HRM practices can use individually or as a group to improve organizational performance globally. Employment security, selective hiring, self-managed teams/team working, high compensation contingent on organizational performance, extensive training, reduction in status difference and sharing information considered among best practices (Arachchige & Robertson, 2015).

HRM practices should be grounded on individuals' dignity and trust to derive employees' autonomous commitment and creativity from the implementation of HRM practices. Accordingly, managers should strive to make employees positively perceive offered HRM practices including employment security, selective hiring, education and training, fair performance appraisal, participation in decision making, reduction of status differences, retirement management, and benefits package as a synthesis of supporting the employees by providing a consistent and strong signal of HRM practices, thereby leading to the employees' higher trust in management (Lee et al., 2019).

Teir and Zhang (2016) stated that implementation of human resource management varies across organization because each differs in terms of their organizational cultures, management philosophies, and strategic priorities. These elements may affect the amount of implementation across dimensions and the attention given to certain HR practices. It gives people a general awareness that not all aspects of human resource management methods are applied or understood in businesses in the same way. Organizations each have their own contexts, priorities, and resources, which can cause disparities in how HR practices are applied and perceived across various dimensions. Hence, organizational culture, leadership style, resources, and employee preferences, might affect the implementation, efficacy, and perception of HR policies. These discrepancies may result in variations in how HR practices are applied and seen across various organizational dimensions. However, according to Allui and Sahni (2016), human resource management practices have significant impact on employee organizational commitment in higher education.

## 3. RESEARCH METHODOLOGY

This descriptive-correlational study undertaken to determine the relationship among the human resource management practices, style and delivery services among higher educational institution in General Santos City.

### Respondents

The researchers employed stratified random sampling using the Slovin formula to determine the appropriate sample size for each school. The total population of faculty members in the participating schools was 172, with Ramon Magsaysay Memorial Colleges, Inc. having the highest population of 34 faculty members, accounting for 28% of the total population. Holy Trinity College followed with 20 faculty members (16%), Golden State College with 19 faculty members (16%), Mindanao Polytechnic College with 13 faculty members (11%), Brokenshire College Socsksargen, Inc. with 14 faculty members (12%), and General Santos Doctors' Medical School Foundation, Inc. with 20 faculty members (17%).

### Instruments of the Study

The main instruments used to gather the necessary data based on the objectives of the study was adapted research questionnaires consisting of four parts.
For Part I, the managerial thinking questionnaire by Haire, Chiselli, and Porter (1966) used to measure the management style of the business supervisors in higher educational institutions using the scale of 1 to 5, five being the highest and one is the lowest. For Part II the Human Resource Practices by Heng (2012), this used to measure the management practices of the human resource personnel of the respective institution, using the scale of 1 to 5, five being the highest and one is the lowest. For Part III, will be the SERVQUAL Questionnaire by Wong, Ong, and Kuek (2012) to measure the service delivery of the organization as a whole, using the scale of 1 to 5 will be used, five being the highest and one is the lowest. The levels are Strongly Agree, Agree, Neither Agree nor Disagree, Disagree, and Strongly Disagree.

### Procedure

All necessary ethical procedures will be followed when gathering data for this study. Permission to conduct the study was secured from the CHED Regional Office. Documents required by the CHED office were submitted accordingly. Permission from the school president was secured.

The questionnaires were administered by the researcher personally. Upon retrieval of the accomplished questionnaire, the researcher intently tallied the data collected and statistically treated using the Social Packages for Social Sciences (SPSS) software. With the assistance of the adviser and the accredited statisticians, tables were prepared to summarize the results of the survey.

### Statistical Tools

The data gathered were subjected to computer-processed statistics employing the Statistical Package for the Social Sciences (SPSS) Software. The following statistical tools will be used to analyze and interpret the data:

Frequency Count. Frequency count was used to determine the respondents' ages, sex, length of service, and educational attainment.

Percentage Analysis. The Percentage analysis was used to determine the proportion of respondents in each category.

Mean. The Mean was used as indicator of the human resource management practices, style and services among higher educational institution in General Santos City.

One-way ANOVA. This was used to determine the differences in the human resource management practices, style and services among higher educational institution in General Santos City.

Pearson's r. This was used to determine the significance of the relationships among the human resource management practices, style and services among higher educational institution in General Santos City.

T-test, ANOVA, and Pearson's r was utilized since the assumption for use of parametric tests will be met.

The margin of error was set at 0.05.

## 4. RESULTS

### *Level of Management Style Among Higher Educational Institutions*

Table 2 presents the level of management style of business supervisors among higher educational institutions in General Santos City. The results revealed that these management styles were being practiced: 1) Supervisors gave detailed instructions to subordinates rather than giving general directions; 2) The use of rewards and punishment is the best way to get subordinates to do their work; and 3) The influence of the superior over subordinates are primarily economic.

However, they gave a neutral stance on the following aspects of management styles: 1) Superior gave subordinates only information that were necessary to carryout their immediate task; 2) Individual goal setting is superior to group goal setting; 3) Leadership depends on having the right inborn traits and abilities; 4) When subordinates can influence the superior, the latter lose influence over the former; and 5) The average human being prefers to be directed, wishes to avoid responsibility, and has very little ambition.

Overall, the level of management styles being practiced by higher institutions educations' supervisors are viewed as practically fair. This indicates that the employees found the styles of management are reasonable but not superb. Meaning, most of the indicators of effective management styles are not immensely observed by the employees. This could stem from the quality of the leadership the higher education institutions have that includes inconsistent decision-making, poor communication, or a perceived lack problem solving skills (Akhwaba *et al.,* 2020).

Survey revealed that employees of higher education institution have observed that their superiors gave detailed and complete instructions rather than giving a general instruction for them to figure out the details. It connotes that management have established clear expectations and encouraged open communication among their subordinates. A participative leadership style, which encourages and supports employees to participate in decision-making process of the organization, have been supported by scientists as the best management approach (Sagnak, 2016). Given the norm of reciprocity and social exchange theory (Blau, 2014; Cropanzano and Mitchell, 2015), individual employees are likely to reciprocate beneficial empowering leader behaviors by demonstrating higher affective commitment when they perceive that leaders take care of them by providing the needed support, consulting about important decisions, giving more autonomy, and removing unnecessary bureaucratic constraints.

However, results also revealed that the employees did not perceive that an average human being prefers to be directed, wishes to avoid responsibility, and has very little ambition. This connotes that employees perceived that their management assumes that their subordinates are committed to work and can find solutions when work-related problems arise. This is consistent with the academic perception on the effect of Theory Y management style as contrast to Theory X which assumes that employees dislike work and have tendencies to avoid it, hence, they must be coerced (Aydin, 2012).

Through the adoption of techniques that uphold controlled motivation, controlling leaders may persuade subordinates' objective and perceived characteristics, and consequently influence their well-being. Hence, when controlling leaders impose strict compliance of control and not helping them to find essential joy and value through their job, they will be pressurized and may endure numerous jobs demands. Moreover, autonomy supports as leadership approach are consistent with self-determination and optimal functioning in the working environment. (Stemp, et. al. 2018).

**Table 2. Level of Management Style Among Higher Educational Institutions**

| Indicators | Weighted Mean | Description |
|---|---|---|
| 1. The average human being prefers to be directed, wishes to avoid responsibility, and has very little ambition. | 2.83 | Neutral |
| 2. Leadership depends on having the right inborn traits and abilities. | 3.07 | Neutral |
| 3. The use of rewards (for example, pay and promotion) and punishment (for example, failure to promote) is the best way to get subordinates to do their work. | 3.84 | Agree |
| 4. In a work situation, if your subordinates can influence you, you lose of your influence over them. | 2.85 | Neutral |
| 5. A good leader gives detailed and complete instructions to subordinates rather than giving them general directions and depending on their initiative to work out the details. | 4.07 | Agree |
| 6. Individual goal setting is superior to group goal setting. | 3.23 | Neutral |
| 7. A superior should give subordinates only the information necessary for them to do their immediate tasks. | 3.47 | Neutral |
| 8. A superior's influence over subordinates in an organization is primarily economic. | 3.61 | Agree |
| **Grand Total** | **3.37** | **Neutral** |

*Difference in the Level of Management Style Among Higher Educational Institutions in terms*

*of Dimension*

Table 3 presents the results of a statistical analysis conducted to examine the differences in the level of management style among higher educational institutions in terms of dimension. The analysis involved calculating the mean, F-value, and p-value for each dimension. The mean score for the management style was found to be 3.37. The F-value was 6.632, and the p-value was 0.010. The p-value is less than the standard alpha level of 0.05, indicating that there is a significant difference in the level of management style among higher educational institutions. Therefore, the null hypothesis (Ho) is rejected. The decision to reject the null hypothesis means that there is evidence to support the alternative hypothesis that there is a significant difference in the level of management style among higher educational institutions.

Overall, the results of the analysis suggest that there are variations in the management style among higher educational institutions, and these variations are statistically significant. It is essential to investigate further to identify the factors that contribute to these differences and determine how they can be addressed to improve the management style in higher educational institutions.

The analysis's findings suggest that higher education institutions have a diverse range of management approaches, and that these variations are statistically significant. This result underlines the significance of performing additional research to comprehend the contributing elements to these variances. It is feasible to improve the management style at higher educational institutions by recognizing and addressing these variables.

The implication is that not all institutions of higher learning use the same management style. This can mean that various institutions have different organizational cultures, methods of leadership, or structural foundations that influence their management paradigms. To fully comprehend the various management landscape in higher education, it is imperative to be aware of and research these variances.

To learn more about the factors underlying these variances, more research is needed. Examining factors like institutional scale, governance frameworks, resource distribution, leadership dynamics, decision-making procedures, and communication routes may be part of this research. Institutions can create tailored plans and interventions to address any flaws or potential improvement areas by recognizing the unique elements influencing various management styles.

Investigating these variances has as its ultimate purpose enhancing management practices in higher education institutions. Numerous factors, including organizational effectiveness, student outcomes, teacher satisfaction, and overall institution success, can benefit from this enhancement. Institutions can endeavor to improve their management practices, develop a happy and productive work environment, and achieve better results for all stakeholders by recognizing the factors behind the variances and putting the right measures in place.

Empowering leader styles are often advocated, because they are expected to lead to employee behaviors that benefit the organization, but relatively little research has investigated the links between empowering leadership and employee withdrawal. In order to elaborate on research findings showing that some other leadership styles had a significant relationship with employee withdrawal processes and actual turnover. Employees prefer managers that possess transformational leadership who bring changes to organizational strategy and culture that are adaptable to external environment (Ferris, 2018; Waldman et al., 2015). Transactional leadership

style includes constructive/contingent rewards and corrective management by exception has significant positive effect on subordinates' performance. The major setback of this leadership style is the expectation. This means that there is an exchange of targets and rewards between the management and employees. While this type of leadership helps maximize organizational and human capabilities as employees tend to achieve tangible and intangible rewards. In other words, transactional leadership style helps create an environment that fosters optimal performance of the employees and conveys vision that enhances overall performance of the organization. However, studies show that transactional leadership does not encourage creativity and innovation among employees (Al Khajeh, 2018).

Management styles vary from one organization to another which is also true to different higher education institutions. Some literature favored participative leadership while others have revealed that autocratic and laissez-fair leadership are more effective. For superiors, it is important to examine the styles that work best for them, the organization and the subordinates which do not discount the fact that styles could be mix. Hence, it is not appropriate to have a stereotype preferential management style (Ganzemiller *et al.,* 2021).

**Table 3. F-value and P-value test results on the Difference in the Level of Management Style Among Higher Educational Institutions**
    **in terms of Dimension**

| Variable | Mean | F-value | p-value | Remarks | Decision |
|---|---|---|---|---|---|
| **Management Style** | 3.37 | 6.632 | 0.010 | Significant | Reject Ho |

*Difference in the Level Management Style Among Higher Educational Institutions in terms of School*

Table 4 presents the results of the differences in management style among higher educational institutions in terms of schools. The data analysis was done using an F-test, which compares the variability between groups to the variability within groups. The F-value for the management style variable was found to be 1.412, with a corresponding p-value of 0.541. The p-value indicates the probability of observing the results by chance alone. In this case, the p-value of 0.541 is greater than the standard alpha level of 0.05, which suggests that there is no significant difference in management style among the schools. Therefore, the null hypothesis (Ho) is rejected, which means that there is no evidence to support the claim that there are significant differences in management style among higher educational institutions in terms of school.

This suggests that management procedures used in higher education institution are often consistent across various institutions. This shows that there may not be a substantial difference in how higher education institutions are governed across different institutions, including decision-making procedures, organizational structures, and leadership styles. It suggests that there might be a set of widespread norms and strategies for managing higher education institutions.

Additionally, this finding might imply that management techniques in higher education are more uniform and consistent among institutions, possibly as a result of shared regulatory

frameworks, accrediting standards, and industry best practices. This consistency in management practices can make it easier for higher education institutions to collaborate, benchmark, and share knowledge and skills.

It's crucial to keep in mind though that a lack of proof does not always imply a lack. Even if there may not be any evidence of sizable differences in management style among higher education institutions, this does not indicate definitively that there are no such variances. This assumption would need to be confirmed or debunked, and a deeper examination of the complexities of management methods in higher education institutions would be required.

Policymakers and administrators who are interested in comprehending the variations in management style among various types of schools may want to consider the implications of this finding. However, more investigation is required to identify the variables that might be responsible for any observed variations in management style among higher education institutions.

A non-significant result does not necessarily imply that there are no differences between the groups being compared, it is crucial to remember. The differences are simply not statistically significant, which could be caused by several things, including sample size, measurement error, or the unpredictability of the data.

The results implies that management styles did not vary much between different firms within the industry because of inherent culture and shared business model among the higher education institutions. The significant difference is quite obvious when the study will be conducted across industries (Ganzimiller *et al.,* 2021).

**Table 4. F-value and p-value test results on the Difference in the Level Management Style Among Higher Educational Institutions in terms of School**

| Variable | F-value | p-value | Remarks | Decision |
|---|---|---|---|---|
| Management Style versus School | 1.412 | 0.541 | Not Significant | Accept Ho |

*Level of Human Resource Management Practices in terms of Incentive Compensation*

Table 5 shows the results of a survey on the level of human resource management practices in terms of incentive compensation. The employees have seen that sharing performance gain with employees and granting bonuses to employees are being practiced in higher education institution. However, sharing profits and ownership to employees is fair enough. Overall, the employees have a "very good" remarks on the incentive compensation being practiced by the human resource management in the respective institutions. The result suggests that employees generally have a favorable opinion of the company's incentive compensation program.

This finding implies that employees are aware of and supportive of the organization's use of incentive compensation as a motivator. Incentives for performance or the accomplishment of particular objectives are provided as extra incentives or bonuses. Employees seem to think the incentive compensation scheme is fair, transparent, and properly implemented based on their good perceptions of it.

This inference may benefit the organization in a number of ways. First off, a successful

incentive compensation plan can raise employee motivation and engagement. Employees are more inclined to perform at a high level and contribute to the success of the company when they feel that their efforts and accomplishments are acknowledged and rewarded. Compensation management have direct influence of employees' job satisfaction (Adeoye *et al.,* 2016).

Second, a favorable opinion of the incentive compensation scheme may help with employee retention and satisfaction. Employees are more likely to be content with their employment and are less likely to look for possibilities elsewhere when they believe that their organization values and rewards their contributions. Hence, compensation has correlation with job satisfaction (El Tahawy, 2020).

The organization's overall competitiveness in the employment market can be improved by an efficient incentive compensation program, which can assist attract top people. Prospective employees may be more likely to join the company if they hear about current employees' favorable experiences with the incentive compensation program. Thus, compensation system, to some extent, attracts competent employees which is vital in achieving organizational goal (Uwinpuhwe *et al.,* 2018).

It's vital to keep in mind that the implication is predicated on the notion that the respondents' impression of the incentive pay program appropriately represents reality. To make sure the program is effective and address any possible areas for improvement, the organization would benefit from conducting additional analysis and gathering feedback.

According to Deci *et al.* (2017), incentive compensation systems that equitably reward people without pressuring them can effectively increase employee motivation and engagement when they are correctly implemented. They talk about the connection between extrinsic rewards and intrinsic motivation, looking at how various prizes might affect people's internal motivation and dedication to their jobs.

Furthermore, studies discovered that compensation management practices do have positive relationship with employee retention and organizational performance (Olinayan and Binuyo, 2017).

**Table 5. Mean Results on the Level of Human Resource Management Practices in terms of Incentive Compensation**

| Indicators | Mean | Description |
|---|---|---|
| 1. In my company, sharing the performance gains with employees is an activity. | 3.85 | Agree |
| 2. In my company, sharing a portion of the profits with employees is an activity. | 3.40 | Neutral |
| 3. In my company, granting performance bonuses to employees (according to annual performance) is an activity. | 3.45 | Agree |
| 4. In my company, sharing ownership is an activity. | 3.23 | Neutral |
| **Grand Total** | **3.48** | **Agree** |

*Level of Human Resource Management Practices in terms of Training*
Table 6 presents the level of human resource management practices in terms of training. Survey results revealed that the employees of higher education institution agrees that training needs are being provided, both for their current and future positions.

The overall mean on the aspect of training scored a "very good". This finding implies that respondents believe the human resource management department is actively putting training programs to use to improve staff competences, skills, and knowledge. The majority of respondents agreed that training is valued inside the company and that attempts are made to present opportunities for career advancement. Hence, company prioritizes employee growth and allocates funds to training programs.

This inference may benefit the organization in a number of ways. First off, placing a lot of focus on training can boost worker productivity and performance. Employees are better prepared to handle their work obligations and contribute to the success of the organization if they are given the proper training and information (Leonova, et. al., 2021; Chahtli, et. al., 2021).

Second, a dedication to training can promote a mindset of lifelong learning and progress. Employees are encouraged to strengthen their skills and look for opportunities for progress when they perceive that their company is investing in their professional growth (Asikpo, et. al., 2022).

Thirdly, emphasizing training can improve work satisfaction and staff engagement. Employees are more likely to feel motivated, engaged, and pleased in their jobs when they believe that their employer values their professional growth and invests in their future (Ozkeser, 2019).

Additionally, a robust training program can help recruit and keep top employees. Organizations that provide possibilities for growth and development are frequently drawn by potential employees as it shows a dedication to their long-term success (Sovannara, et.al., 2023).

To make sure that the training efforts meet their needs and advance their professional development, the business must routinely evaluate the success of its training programs and solicit employee input.

According to Percival, et. al. (2013) research, firms invest in training to keep up with new technology and trends maintaining its current labor productivity. Employees turnover hampers productivity because as the trained workers get out of the company, the arrival of untrained workers necessitates continuous training program to maintain labor productivity.

**Table 6. Mean Result on the Level of Human Resource Management Practices in terms of Training**

| Indicators | Mean | Description |
|---|---|---|
| 1. In my company, the use of specific training to make employees more responsive to the requirements of their positions (e.g., specialist courses) is an activity | 4.05 | Agree |
| 2. In my company, the use of training programs to make employees more responsive to the future needs of the company (e.g., leadership or continue training) is an activity. | 4.07 | Agree |
| **Grand Total** | **4.06** | **Agree** |

*Level of Human Resource Management Practices in terms of Selective Hiring*

Table 7 presents the level of human resource management practices in terms of selective hiring. As presented, the respondents agree that the use of structured tests in order to properly assess the candidates (skills, competencies, personality), the use of structured interviews to assess

correctly the selected candidates (skills, competencies, personality) and the use of external recruitment are being observed in the higher education institution.

Overall, the results of the survey revealed that selective hiring is practiced by the human resource management department.

This finding implies that the respondents believe the human resource management department uses selective recruiting techniques, which entail carefully evaluating and selecting individuals in accordance with the needs and culture of the firm.

The outcome suggests that the organization values employing people with the abilities, credentials, and characteristics needed to contribute to achievement organizational goal as revealed in the study of Butali and Njoroge (2020) that selective hiring significantly affects organizational performance.

This inference may benefit the organization in a number of ways. First off, careful recruiting might result in a greater caliber of personnel within the company. The human resource management department may make sure that only those people are chosen for employment who have the required qualifications and experience by carefully examining candidates' experiences and qualifications. This in turn may help the organization achieve better results and higher performance levels because when the employee realized that substantial effort and cost have been invested in hiring them, they will believe that the organization values them (Ikechukwu, 2020).

Second, strategic hiring can improve work satisfaction and staff engagement. People are more likely to have a sense of alignment and connection to the organization when they are hired based on how well they match with the organization's culture and values. This may lead to a rise in commitment, job satisfaction, and the possibility of long-term employment with the company. Thus, selective hiring procedures are necessary to ensure effective retention of the most qualified employees (Kumari and Chauhan, 2013).

Selective hiring encompasses both recruitment and selection. Recruitment is the process of attracting potential applicants who possesses the right skills to apply for the position. On the other hand, selection is the process of picking from the sea of applicants who best fits for the job. Hence, selective hiring means ensuring the right people with the right characteristics and knowledge and who best suit for the culture and environment of the organization are in place. Hence, teamwork and team dynamics can benefit from selective hiring. The human resource management department may promote a cohesive and effective work environment by carefully choosing personnel who not only have the necessary abilities but also complement the current team and get along with others. Moreover, people are more likely to hold similar values, attitudes, and behavioral norms when they are carefully hired based on how well they match the business culture. The team's dynamics and collaboration are improved due to the team members' shared values and cultural alignment, which also makes it easier for them to communicate, coordinate, and work together (Butali and Njoroge, 2020).

Moreover, Sukmahan (2017) study revealed that innovative recruiting is a strategy employed for the success of hiring process. It focuses not on the number of people they hire but on the quality of their hires. It involves employing technology such as e-recruting, professional networking, psychometric test, etc. This approach focuses on identifying and recruiting applicants with the highest potential and fit for the firm while reducing cost and minimizing time of hiring. Therefore, ensuring the quality of hiring and success in talent acquisition.

**Table 7. Mean Result on the Level of Human Resource Management Practices in terms of Selective Hiring**

| Indicators | Mean | Description |
|---|---|---|
| 1. In my company, the use of external recruitment is an activity. | 3.85 | Agree |
| 2. In my company, the use of structured tests in order to properly assess the candidates (skills, competencies, personality) is an activity. | 4.10 | Agree |
| 3. In my company, the use of structured interviews to assess correctly the selected candidates (skills, competencies, personality) is an activity | 4.10 | Agree |
| **Grand Total** | **4.01** | **Agree** |

*Level of Human Resource Management Practices in terms of Performance Evaluation*

Table 8 presents the results of a survey on the level of human resource management practices in terms of performance evaluation. The results implied that the higher education institutions conduct periodic evaluation of employees on the basis of measurable objectives and observable behavior.

The overall mean indicates that performance evaluation was highly implemented by the human resource management department. Regular conduct of routine performance reviews would gauge employee's work, offer helpful criticism, and foster their professional development. In fact, it is the most applied techniques use by organizational leaders in the workplace (Long, et. al., 2013).

This inference may benefit the organization in a number of ways. First of all, frequent performance reviews offer a formal framework for comparing employee performance to predetermined objectives and standards. This makes it possible for managers and workers to have fruitful discussions about their respective strengths, areas for growth, and career chances. Regular performance reviews can also promote an environment of accountability and openness inside the company. Employees are more likely to take ownership of their job, strive for excellence, and match their efforts with organizational goals when they are aware that their performance will be reviewed frequently. The developmental objective of performance review is to give feedback, recognizing strengths and weaknesses, identifying goals, classifying training needs, improving communication and giving time to employees to voice their concerns (Rodriguez and Walters, 2017). The administrative objectives of the performance reviews are documenting decisions, identifying high potential employees, determining new assignments and transfers, recognizing poor performance, deciding layoffs, validating employee selection criteria, and achieving legal standards and requirements (Nassazi, 2013).

Second, performance reviews can support an employee's growth and development. Employees can receive targeted feedback and coaching to improve their skills and competencies by identifying their areas of strength and need. Increased job satisfaction, engagement, and motivation can result from this. Hence, performance evaluation is an essential element in enhancing the quality of work (Shaout and Yousif, 2014).

Organizations must make sure that performance reviews are handled in a fair, objective, and consistent manner, though. To optimize the advantages of performance evaluations, clear performance standards, efficient communication, and chances for two-way feedback should be established. The organization clearly understands the significance of evaluating and managing employee performance to promote both individual and organizational success, as seen by the broad consensus over the practice of regular performance assessments. In some study revealed that employee performance evaluation fails because of the reasons like lack of information, lack of evaluation skills, not being prepared, not being honest, ineffective discussion with employees, insufficient reward system among others (Nassazi, 2013).

Rodriguez and Walter (2017) pointed out that evaluating employees is not an easy task because it may affect the perceptions and reaction of the employee. However, it provides a holistic view on the how the employees perform the tasks assigned to them. It is therefore suggested that performance reviews make sure that staff members have distinct objectives and priorities, are aware of their performance gaps, and receive regular feedback and coaching from their superiors.

**Table 8. Mean Results on the Level of Human Resource Management Practices in terms of Performance Evaluation**

| Indicators | Mean | Description |
|---|---|---|
| 1. In my company, the periodic evaluation of employees" performance based on measurable objectives is an activity. | 4.21 | Strongly Agree |
| 2. In my company, the periodic evaluation of employees on the basis of observable behavior is an activity | 4.24 | Strongly Agree |
| **Grand Total** | **4.22** | **Strongly Agree** |

*Level of Human Resource Management Practices in terms of Organization of Work*

Table 9 presents the level of human resource management practices in terms of the organization of work. As shown, the employees' involvement in teamwork is very highly practiced in higher education institutions. Moreover, human resource initiatives with high level of implementation includes: 1) regular consultation with the employees through various committees; 2) resolution of problems are driven by employees; and 3) job rotation.

The overall mean demonstrates that organization of work is highly practiced in the higher education institutions. The respondents concur that the institutions' human resource management department is successfully implementing the organization of work indicating that they are crucial in creating effective and streamlined work processes. When jobs are assigned correctly, workflows are optimized, and resources are used effectively by coordinating and structuring work activities, the organization's output and general productivity increase. In other words, productivity can be increased if the human resource management department effectively implements work organization plans, policies, and practices (Evanoff, et. al., 2020).

The department's success in putting work organization objectives into practice implies that they have created an atmosphere that encourages employee cooperation and collaboration. Effective cooperation, information sharing, and team synergy among individuals and teams are

made possible by clearly defined work processes and open lines of communication. As a result, there is better coordination, collaboration, and overall goal-achieving inside the organization. Teamwork has positive effect on employees' commitment. Building organizational commitment among employees would ensure organizational effectiveness (Hanaysha, 2016).

Moreover, the respondents' agreement that the work organization is being implemented effectively suggests that the human resource management department has built processes and structures that support the organization's efficient operation through employee consultation. This structure promotes teamwork or synergy among different departments. Designing distinct roles and duties, creating standard operating procedures, and making sure that workflow coordination is appropriate are all part of this. Such structure eliminate confusion, lessen bottlenecks, and foster an environment where work may be done effectively where employee satisfaction is enhanced. Furthermore, employees may experience greater job satisfaction as a result of feeling supported at work and being able to carry out their responsibilities effectively. Employees are less stressed, have a clear understanding of their jobs, and are better able to concentrate on their tasks when work processes are well-organized and efficient. Teamwork is highly correlated with employee performance (Agarwal and Adjirackor, 2016).

Overall, the survey findings suggest that the department of human resource management has successfully put policies and processes in place to ensure effective work organization inside the company. This could lead to higher output, better teamwork, more efficient operations, and greater employee satisfaction.

Work engagement, in the study of Bakker and Leiter (2017), can be achieve through proactive approaches. One of the approaches is tag as bottom-up which employees can use themselves which include self-management, job crafting, strengths use and resources. This empowers employees that would result to increase in optimism, self-efficacy and self-esteem. Engaged employees will foster good teamwork among employees which has a significant positive effect to productivity.

Guest (2017) emphasizes the part HRM plays in designing an organizational structure that is effective and in line with the organization's strategic goals and objectives. This includes streamlining work processes, reducing conflicts, and fostering effective coordination and collaboration among employees include clear regulations and procedures, clearly defined roles and duties, and effective communication channels. Employee collaborations are used by the organization to accomplish organizational task effectively.

Hackman and Oldham's job characteristic model suggests that number of important aspects of work design, such as skill variation, task identity, task relevance, autonomy, and feedback, might affect employee satisfaction. Higher levels of employee satisfaction can result from the way work is structured so that employees have opportunities to put their skills to use, feel a sense of ownership over their tasks, comprehend the importance of their work, have autonomy in decision-making, and get feedback on how they're doing. They contend that a work environment that effectively integrates these aspects improves employees' perceptions of purpose, accountability, and understanding of outcomes. These in turn helps them feel more satisfied with their jobs. Employees are more likely to be satisfied with their work and have a better feeling of fulfillment and engagement when they find their work relevant, have a sense of autonomy and control, and receive feedback on their performance (Taylor, 2015).

**Table 9. Mean Results on the Level of Human Resource Management Practices in terms of Organization of Work**

| Indicators | Mean | Description |
|---|---|---|
| 1. In my company, the involvement of employees in teamwork is an activity. | 4.25 | Strongly Agree |
| 2. In my company, regular consultation with employees through various committees is an activity. | 3.92 | Agree |
| 3. In my company, the resolution of problems with project teams driven by employees is an activity. | 3.98 | Agree |
| 4. In my company, job rotation is an activity. | 3.59 | Agree |
| **Grand Total** | **3.93** | **Agree** |

*Level of Human Resource Management Practices in terms of Information Sharing*

Table 10 presents the level of human resource management practices in terms of information sharing. As shown, all of the parameters scored high level which consequently results to a high level for the overall mean. The results imply sharing information is highly practiced by the human resource management department in the higher education institution.

There is consensus among the respondents that the human resource management department has built efficient channels and procedures for information sharing. This suggests that there is open and honest communication between the department and the staff as well as within the staff. Better comprehension, alignment, and coordination are fostered by timely and accurate information exchange, which enhances internal communication overall.

Effective information sharing opens up possibilities for staff collaboration and cooperation. The practice of information sharing by the human resource management department demonstrates that they value teamwork and understand its significance in accomplishing organizational goals. The department makes it possible for staff to collaborate, share ideas, and take part in problem-solving and decision-making processes by facilitating the flow of information. Effective information sharing facilitates achievement of organizational goal (Wang, et. al., 2014).

Assuming that employees feel informed and involved in the activities of the firm, the respondents' agreement with the practice of information sharing by the human resource management department. Employees are more aware of the organization's direction, objectives, and changes when they have access to pertinent information. This encourages a feeling of empowerment and involvement, which raises engagement and commitment to their task (Bakker and Leiter, 2017).

Building trust between the human resource management division and employees requires effective information exchange. Employee perceptions of the department's openness and transparency in providing information lay the groundwork for credibility and confidence. Building solid relationships between employees and the department, encouraging collaboration, and creating a healthy work atmosphere all depend on trust. Organizational transparency and authenticity results to a positive employee engagement (Grimmelikhuijsen, 2013).

Overall, the survey results suggest that the effective information-sharing practices used by the human resource management department help to improve communication, foster cooperation, boost employee engagement, and build trust within the company. Transparent communication practice characterized by information sustainability, accountability and employee participation greatly influence to a positive evaluation of the organization or in other words it enhances employees' satisfaction (Men, 2014).

Davenport and Prusak's Working Knowledge pointed out that businesses with efficient knowledge management and sharing practices have a competitive advantage. They underline that information sharing makes it easier for people to understand because it gives workers access to current and pertinent information. Employees may align their work and decision-making processes with the organization's goals and strategies when information is delivered in a timely manner. Furthermore, accurate information exchange lowers the possibility of misalignment and helps prevent misunderstandings. Employees can make better judgments, coordinate their activities more successfully, and work together in unison when they have access to reliable information. They emphasize how crucial excellent communication is for fostering organizational coordination and alignment. Assuring that everyone has the knowledge and tools needed to carry out their responsibilities through timely and accurate information sharing promotes efficient coordination and alignment of tasks between teams and departments (Oliver, 2013).

Team members are more likely to engage in open communication and freely share knowledge when they feel psychologically safe or usually, they share to "reputable colleague". Therefore, human resource managers should design a system of information management that foster an atmosphere where people can express their ideas, ask questions, and offer criticism without worrying about repercussions or being judged. For teams to develop and sustain psychological safety, effective information exchange is essential. Effective information sharing fosters openness and trust among team members. It fosters a collaborative and cooperative environment by promoting open communication and the sharing of knowledge and expertise. Employees are more willing to collaborate, pool their resources, and take advantage of one another's advantages to accomplish shared objectives (Suliman and Al-Hosani, 2014).

According to Saks (2019), engaged employees have a sense of belonging to both the organization and the work they do. Feeling educated and involved in the organization's actions is just one aspect of engagement, which also includes a variety of positive attitudes and behaviors. Employees that are engaged are more likely to be aware of the organization's objectives, plans, and projects and to feel connected to these endeavors. Effective communication and engagement strategies inside the organization have the impact of making people feel informed and involved in its activities. Employees feel informed and connected to what is occurring inside the organization when they receive clear and timely information regarding organizational updates, changes, and projects. As a result, employees feel more engaged and involved because they can see how their efforts support the organization's larger objectives and achievements. The finding emphasizes the link between feeling informed and involved in organizational activities and a number of favorable outcomes, including a rise in job satisfaction, a rise in levels of commitment, and a rise in performance. Employees that are actively involved in the success of the company are more inclined to go above and beyond the official obligations of their jobs.

**Table 10. Mean Results on the Level of Human Resource Management Practices in terms of Information Sharing**

| Indicators | Mean | Description |
|---|---|---|
| 1. In my company, sharing information with employees on the strategic decisions of the company is an activity. | 4.0 | Agree |
| 2. In my company, sharing information with employees on the financial position of the company is an activity. | 3.56 | Agree |
| 3. In my company, sharing information with employees on new products and services offered by the company is an activity. | 4.03 | Agree |
| 4. In my company, sharing information with employees on the company's competitors is an activity. | 3.45 | Agree |
| **Grand Total** | **3.76** | **Agree** |

*Level of Human Resource Management Practices in terms of Job Security*

Table 11 presents the level of human resource management practices in terms of job security. The results revealed that job security is highly practiced by in the organization. This reflects the confidence of the employees in their employment status and positions, which reduces anxiety and increases peace of mind. Accordingly, employees' performance will be good when the employees' job security is high (Lu, et. al., 2017).

Odapo (2014) revealed that employee retention is significantly influenced by job security. Employees are less inclined to look for employment chances elsewhere when they feel safe in their roles and confident in their work stability. The human resource management department's strategy of job security helps to increase employee retention rates, which lowers turnover and the related expenses of hiring and training new employees. Employee engagement and loyalty are fostered through it. Employees are more inclined to commit to the organization's aims and objectives when they believe that their employer appreciates job security and invests in their long-term well-being. In the end, this improves organizational performance by increasing motivation, engagement, and discretionary effort. It gives workers a sense of stability and lessens distractions brought on by worries about losing their jobs. Employee productivity and efficiency rise when they are confident in their jobs and can devote all of their attention and energy to it. This has a favorable effect on team and individual performance and helps the organization as a whole succeed.

Employees tends to stay in the reputable institution. A positive organizational reputation is facilitated by the human resource management division's practice of job security. Organizations that place a high priority on job security are seen as stable, dependable, and employee-friendly, which increases their appeal to potential employees and improves their employer brand (Ali *et al.,* 2020).

Hence, the survey results suggest that the practice of job security by the human resource management department builds employee trust, lowers turnover, increases commitment, boosts productivity, and helps the organization's reputation.

Employee retention is higher when they believe they have a high level of job security in their existing roles. Employees who feel stable and confident in their jobs are less likely to want or need

to look for new work possibilities. The outcome highlights the importance of job stability as a retention factor, especially in tumultuous economic and employment environments. Because it offers financial security, lessens the stress of job searching, and promotes a sense of loyalty towards the company, employees cherish the promise of continuing employment. Additionally, highlighting the link between job stability and better levels of employee satisfaction, dedication, and motivation. When workers are confident in their positions, they are more likely to put effort into their work and form enduring bonds with the company. Higher retention rates were the result of these elevated levels of job dedication and satisfaction. In other words, perception on job insecurity had a negative effect on employees' engagement (Jung, 2021).

Job security encourages a sense of commitment and loyalty among workers. When workers believe they have a high degree of job security, they grow to trust and have confidence in the company. Affective commitment, which refers to an emotional attachment and identification with the business, increases when employees see stability and security in their employment. The finding emphasizes that job stability is a powerful predictor of affective commitment since it shows that a business cares about its employees' welfare. Higher levels of affective commitment can be attained by workers who feel comfortable in their positions and who are more inclined to acquire a sense of loyalty and dedication to the company. Additionally, the findings imply that individuals with strong emotional commitment are more likely to exhibit pro-social actions at work, such as going above and beyond what is required of them and aiding in the achievement of organizational objectives. This dedication enhances both their work output and the general success of the firm. But threats to job security could jeopardize the sense of commitment among the employees (Akpan, 2013).

**Table 11. Mean Results on the Level of Human Resource Management Practices in terms of Job Security**

| Indicators | Mean | Description |
|---|---|---|
| 1. In my company, commitment to protect the jobs of workers, in spite of all the predictable changes, is an activity. | 4.0 | Agree |
| **Grand Total** | **4.0** | **Agree** |

*Level of Human Resource Management Practices in terms of Social Activities and Sports*

Table 12 presents the level of human resource management practices related to social activities and sports. All of the indicators have scored high which means that the higher education institutions value the importance of social activities and sports as a human resource management strategy. Overall mean implies that respondents agree that social activities and sports are being observed and practiced by the human resource management department in the organization.

This result implies that the organization's human resource management division efficiently implements social activities and sports. According to the respondents' consensus, the department is aware of the value of promoting a positive work environment and staff well-being through social interaction and physical activity.

The human resource management division fosters teamwork, friendship, and a sense of community among employees through planning social events and sports. In addition to their

regular work tasks, these programs give employees the chance to communicate, connect, and form relationships. The collaboration, communication, and teamwork that results from this social connection can help to create a more supportive and cohesive work environment. In other words, socialization fosters harmonious atmosphere, and relationship among the employees (Nie, et. al., 2022).

Incorporating sporting activities can also provide a number of advantages. Exercise improves worker health and happiness, which can enhance job satisfaction and lower stress levels. Sports participation promotes teamwork, healthy competition, and skill development, all of which can lead to improved performance and productivity within the workplace.

The department of human resource management has demonstrated a commitment to developing a supportive workplace culture that emphasizes employee engagement, work-life balance, and overall well-being by implementing social events and sports.

**Table 12. Mean Results on the Level of Human Resource Management Practices in terms of Social Activities and Sports**

| Indicators | Mean | Description |
|---|---|---|
| 1. In my company, holding social activities (e.g., team building activities, dinner parties, new year parties, Hari Raya lunch, etc.) is an activity. | 4.15 | Agree |
| 2. In my company, offering opportunities for employees to attend various social events (tickets to parties or cinema, admission to exhibitions, etc.) is an activity. | 3.70 | Agree |
| 3. In my company, promoting and providing opportunities for sports activity (providing a gift or benefit for the winner of sports activities, organizing sports games for employees such as badminton, ping-pong, football or basketball, etc.) is an activity. | 3.90 | Agree |
| **Grand Total** | **3.91** | **Agree** |

***Difference in The Level of Human Resource Management Practices according to Dimension***

Table 13 presents the results of a study that aimed to examine the significant differences in the level of human resource management practices based on various dimensions. The study used the F-value and p-value to determine the significance of the differences.

According to the results, there is a significant difference in the level of human resource management practices based on dimension ($F = 3.541$, $p = .000$). The p-value is less than the standard alpha level of .05, which indicates that the null hypothesis can be rejected, and the difference is significant. This suggests that organizations that offer better incentives and compensation packages are likely to have better human resource management practices.

This conclusion implies that, based on many variables, there are considerable variances in the level of human resource management techniques. The results imply that not every aspect of human resource management method is applied or understood by the company in the same way.

The large variation in the degree of practices for human resource management suggests that

different levels of effectiveness or intensity are used to execute or practice different dimensions or parts of human resource management. This suggests that the company might have areas where it excels or where it could use some work in certain aspects of human resource management. Finding the significant differences in the degree of procedures for managing human resources based on dimensions can offer the business useful information. It emphasizes the demand for a focused strategy to improve or maximize particular elements of procedures in human resource management.

The areas where the organization is operating effectively and where improvements may be made can be determined with the aid of more analysis and research of the dimensions. The human resource management department can use this information to direct the development of plans, policies, and procedures to target the precise areas that need attention or improvement.

For the dimensions of Incentive Compensation, Training, Selective Hiring, Performance Evaluation, Organization of Work, Information Sharing, Job Security, Social Activities, and Sports, there is a significant disparity in the degree of human resource management techniques. This shows that these factors might have a big influence on how firms manage their human resources.

This finding implies that there are considerable variations in the organization's level of human resource management techniques across a variety of variables. This implies that there may be differences in how these particular characteristics are implemented, perceived, or effective inside the organization.

The stark discrepancies in the degree of methods for managing human resources underscore the need for a nuanced strategy for handling various facets of human resources inside the company. It suggests that some aspects might be given greater weight or implemented more successfully than others.

Understanding the particular dimensions where there are notable disparities can offer the organization useful insights. It highlights areas where human resource management practices are strong as well as those that might need development or more attention.

These data can be used by the organization to concentrate on improving the areas where substantial discrepancies were found. To increase the uniformity and efficacy of human resource management procedures across all dimensions, this may entail amending policies, putting in place targeted training programs, or adopting best practices.

Additionally, by identifying the variables that differ significantly, the business is able to focus its efforts and distribute its resources appropriately. It enables the human resource management division to identify areas that need the most work and to create plans to strengthen processes in certain areas where there may be holes or inconsistencies.

The organization has to do additional research and analysis to better understand the exact variables behind the stark variations in the quality of human resource management practices across dimensions. This will enable the creation of focused interventions to maximize overall human resource management effectiveness within the business and give a more thorough understanding of the strengths and areas for improvement in human resource management processes.

The study emphasizes the need of providing superior incentives and compensation plans as a key element in enhancing human resource management techniques. To fully comprehend the variables that might affect other facets of human resource management techniques, more research is necessary. The results of this study can help firms pinpoint areas for development and create

plans to improve their methods for managing their human resources.

Employees' perceptions of high-performance human resource practices have a positive relationship with employees' quality work. The organization's good HRM practices are able to handle challenges like an expanding workforce, adjusting to different working environments and cultures, preparing employees for change, restructuring, and the pervasive and frequently harmful effects of technology. HRM procedures going forward should not be static. To effectively address the problems posed by the organization's changing environment, processes must be regularly changed (Kehoe and Wright, 2013).

However, Teir and Zhang (2016) stated that implementation of human resource management varies across organization because each differs in terms of their organizational cultures, management philosophies, and strategic priorities. These elements may affect the amount of implementation across dimensions and the attention given to certain HR practices. It gives people a general awareness that not all aspects of human resource management methods are applied or understood in businesses in the same way. Organizations each have their own contexts, priorities, and resources, which can cause disparities in how HR practices are applied and perceived across various dimensions. Hence, organizational culture, leadership style, resources, and employee preferences, might affect the implementation, efficacy, and perception of HR policies. These discrepancies may result in variations in how HR practices are applied and seen across various organizational dimensions (Adelawe and Anthonia, 2013).

**Table 13. F-value and p-value results on the Difference in The Level of Human Resource Management Practices according to Dimension**

| Variable | Mean | F-value | p-value | Remarks | Decision |
|---|---|---|---|---|---|
| Incentive Compensation | 3.48 | | | | |
| Training | 4.06 | | | | |
| Selective Hiring | 4.01 | | | | |
| Performance Evaluation | 4.22 | 3.541 | .000 | Significant | Reject Ho |
| Organization of Work | 3.93 | | | | |
| Information Sharing | 3.76 | | | | |
| Job Security | 4.0 | | | | |
| Social Activities and Sports | 3.91 | | | | |

***Difference in the Level of Human Resource Management Practices according to School***

Table 14 presents the results of the statistical analysis conducted to determine whether there are significant differences in the level of human resource management practices among different schools. The table shows the F-value, p-value, remarks, and decisions based on the analysis. The F-value in this table is 1.417, which indicates the degree of variation among the group means. Meanwhile, the p-value is 0.541, which represents the probability of obtaining the observed results if the null hypothesis (Ho) is true. In this case, the null hypothesis states that there are no significant differences in the level of human resource management practices among schools is accepted.

Based on the analysis, the remarks in the table indicate that the result is not significant.

This means that the observed differences in the level of human resource management practices among schools could be due to chance or random error rather than actual differences. As such, the decision is to accept the null hypothesis, which means that there is no evidence to support the claim that there are significant differences in the level of human resource management practices among schools.

The results suggest that there are no significant differences in the level of human resource management practices among schools. However, it is important to note that the analysis is based on the specific data and methodology used in this study, and the results may differ in other contexts or with different sample sizes or analysis methods. Therefore, caution should be exercised when interpreting the findings of this study.

A variety of techniques and tactics designed to meet the unique requirements of the education industry are used in managing human resources in schools. These procedures involve attracting and hiring qualified candidates through recruitment and selection procedures, investing in professional development courses to advance staff knowledge and skills, setting up systems for performance evaluation and feedback, creating compensation and benefit packages to entice and retain talent, and fostering positive worker relations through a safe work environment and effective communication. According to Allui and Sahni (2016), human resource management practices have significant impact on employee organizational commitment in higher education.

**Table 14. F-value and p-value results on the Difference in the Level of Human Resource Management Practices according to School**

| Variable | F-value | p-value | Remarks | Decision |
|---|---|---|---|---|
| School versus Human Resource Management | 1.417 | 0.541 | Not Significant | Accept Ho |

*Level of Service Delivery in terms of Assurance*

Table 15 presents the level of service delivery in terms of assurance. As presented, the respondents had a high regard to service delivery of human resource department of the higher education institution. Consequently, the overall mean implied the institutions have high degree of assurance in terms of service delivery.

In terms of courtesy, the result suggests that the organization consistently treats the respondents in a courteous manner. This indicates that the staff or representatives of the organization are polite and respectful when interacting with the respondents.

On the aspect of developing confidence, the result implies that the higher education institutions effectively implemented program that creates a sense of trust and confidence among their respective employees. Moreover, the employees felt assured that their needs and expectations are given priority by their employer/institutions.

The employees of higher education institutions perceived that dealing with them inside the organization done professionally. We can safely say that higher education institutions uphold high standards of behavior and professionalism in its service delivery.

When it comes to expertise, the employees have high regard to the higher education institution that their inquiries and clarification can be handled well by the higher institution

management. This implies that the institutions' staff or representatives are knowledgeable and competent in addressing the employees' concerns.

Hence, the result indicates that the higher education institutions are successful in establishing a positive perception of its service quality in terms of assuring the employees in various aspects related to their service experience. This could mean that the institutions' consistent courtesy, ability to instill confidence, professionalism, and knowledge are perceived positively by customers, and this is reflected in the high mean scores obtained. It is essential for organizations to continue to prioritize these aspects of service delivery to maintain customer satisfaction and loyalty.

Positive impressions of assurance and trust frequently associated with satisfaction and loyalty among the employees which could translate to high level of performance. According to Haryono and Ferrin (2020), there is a significant relationship between job loyalty and job satisfaction to performance.

**Table 15. Mean Results on the Level of Service Delivery in terms of Assurance**

| Indicators | Weighted Mean | Description |
|---|---|---|
| 1. The organization/company is consistently courteous to me. | 4.18 | Agree |
| 2. The organization/company instills confidence in me. | 4.15 | Agree |
| 3. The organization/company conducts itself professionally | 4.14 | Agree |
| 4. The organization/company has the knowledge to answer my questions. | 4.13 | Agree |
| **Grand Total** | **4.15** | **Agree** |

*Level of Service Delivery in terms of Responsiveness*

Table 16 presents the level of service delivery in terms of responsiveness. As shown, the employees have high regard with responsiveness of human resource department of higher education institutions. As a result, the overall mean showed that there is a high degree of responsiveness to employees and could imply that it is a part of their service delivery.

This implies that the human resource department of the institutions has effectively demonstrated a high level of responsiveness to employees needs and concerns. Further, it indicates that the human resource department is perceived as consistently willing to help, providing prompt service, showing sincere interest in problem-solving, and being available to respond to customer requests. This positive perception of responsiveness suggests that the human resource department values customer satisfaction and prioritizes addressing employees' issues in a timely and attentive manner.

Furthermore, the result reinforces the implication that the human resource department has successfully established a reputation for being responsive in its service delivery. This positive feedback on responsiveness can have several implications. Firstly, it can contribute to employee satisfaction by meeting or exceeding their expectations for timely and helpful service. Secondly, it can foster employee loyalty, as they appreciate the organization's commitment to addressing their needs. Lastly, positive word-of-mouth may be generated, leading to an enhanced reputation

and could attract potential talented individual to join in the institution.

It is important for the organization to recognize the value of these results and continue to prioritize responsiveness in their service delivery, as it can significantly contribute to employee satisfaction, loyalty, and overall success.

Responsiveness is deemed to have a positive relationship with satisfaction. It relates to going above and beyond what the customer expects. They contend that going above and beyond what is anticipated, particularly in terms of prompt and helpful service, can provide favorable results in terms of customer satisfaction. They stress the need of exceeding or meeting client expectations in order to foster loyalty. Consequently, employees' satisfaction will translate to high performance (Hussain *et al.,* 2015).

**Table 16. Mean Results on the Level of Service Delivery in terms of Responsiveness**

| Indicators | Weighted Mean | Description |
|---|---|---|
| 1. The organization/company is never too busy to respond to my requests. | 3.91 | Agree |
| 2. When I have a problem, the organization/company shows a sincere interest in solving it. | 3.93 | Agree |
| 3. The organization/company gives me prompt service. | 3.99 | Agree |
| 4. The organization/company is always willing to help me. | 4.10 | Agree |
| **Grand Total** | **3.98** | **Agree** |

*Level of Service Delivery in terms of Empathy*

Table 17 presents the level of service delivery in terms of empathy. As shown, the employee marked a high degree in all of the indicators of empathy among the human resource department of the higher education institution. The overall mean indicated a high regard of the employees to the empathy shown them by the higher education institutions. This also implies that the institution has successfully demonstrated a high level of understanding and consideration toward the specific needs and interests of its customers. The agreement among respondents suggests that the organization is perceived as genuinely caring about the well-being and satisfaction of its customers.

The high mean scores in areas such as having the employees' best interests at heart, giving individual attention, and providing personal attention indicate that the organization values personalized and attentive service. Additionally, the agreement that the higher education institutions understand its specific needs further reinforces the notion that the higher education institutions are empathetic and responsive to individual employee requirements.

This positive perception of empathy has several implications. Firstly, it contributes to employee satisfaction by addressing their unique needs and making them feel valued as individuals. Secondly, it fosters employee loyalty as they appreciate the institutions' efforts to understand and cater to their specific requirements. Thirdly, positive word-of-mouth may be generated, as satisfied customers share their positive experiences, leading to an enhanced

reputation and attracts talented employee applicants.

It is crucial for the organization to recognize the value of these results and continue prioritizing empathy in their service delivery. By consistently demonstrating understanding and consideration towards employee, the organization can build strong relationships, increase employee satisfaction and loyalty, and ultimately contribute to its overall success.

Strong sense of empathy, demonstrated through attending to clients' particular needs and making them feel valued as people, has a major impact on customer satisfaction. The clients feel understood and valued when they believe that a business honestly considers their unique needs and offers individualized attention. Higher levels of customer satisfaction result from favorable perception of empathy since it deepens the emotional bond between employees and the institution (Liu, et. al., 2014).

**Table 17. Mean Results on the Level of Service Delivery in terms of Empathy**

| Indicators | Weighted Mean | Description |
|---|---|---|
| 1. The organization/company gives me personal attention. | 3.87 | Agree |
| 2. The organization/company gives me individual attention. | 3.88 | Agree |
| 3. The organization/company has my best interests at heart. | 3.99 | Agree |
| 4. The organization/company understands my specific needs. | 3.85 | Agree |
| **Grand Total** | **3.89** | **Agree** |

*Level of Service Delivery in terms of Reliability*

Table 18 presents the level of service delivery in terms of reliability. As shown the there is a high degree on all the indicators of reliability among the human resource department of the higher education institutions. The overall mean implies that the employees have a high regard to reliability of service of the higher education institutions human resource.

The result implies that the institutions has demonstrated a consistent and dependable approach to providing its services. The agreement among respondents indicates that the organization is perceived as trustworthy in delivering services as promised, meeting deadlines, and ensuring service quality.

The positive mean scores in areas such as providing services at the promised time, informing customers about service timelines, and performing services right the first time suggest that the organization values reliability and strives to meet customer expectations. Additionally, the agreement that the organization fulfills its promises within specified timeframes further reinforces the perception of reliability in service delivery.

This positive perception of reliability has several implications. Firstly, it contributes to customer satisfaction by instilling confidence in the organization's ability to deliver services as expected. Employee value reliability and appreciate institutions that consistently meet their commitments. Secondly, it fosters employee trust and loyalty, as they rely on the organization for their service needs without concerns about delays or mistakes. Thirdly, positive word-of-mouth may be generated, as satisfied employees share their positive experiences, leading to an enhanced

reputation and entice potential talented employee applicant.

It is essential for the organization to recognize the value of these results and continue prioritizing reliability in its service delivery. By consistently delivering services as promised, meeting deadlines, and ensuring quality, the organization can build a strong reputation for reliability, increase customer satisfaction and loyalty, and contribute to its overall success.

Every organization's human resource department has a responsibility to make sure that it hires the finest people to run its operations. In order to make an employment offer, the department is allowed to evaluate and gather data from potential candidates. In essence, this is the staffing process, which also includes hiring, keeping employees, and planning human resources. An effective evaluation method must be in place for the firm to offer potential employees a job. To make a valid and trustworthy decision, it is important to evaluate and compare the knowledge, talents, and skills of potential employees. Hence, hiring the right people to do the job fosters reliability of service delivery (Russel and Brannan, 2016).

**Table 18. Mean Results on the Level of Service Delivery in terms of Reliability**

| Indicators | Weighted Mean | Description |
|---|---|---|
| 1. The organization/company provides their services at the time they promise to do so. | 4.00 | Agree |
| 2. The organization/company tells me exactly when services will be performed. | 3.98 | Agree |
| 3. The organization/company performs service right the first time. | 3.94 | Agree |
| 4. When the organization/company promises to do something by a certain time, they do so. | 3.89 | Agree |
| **Grand Total** | **3.95** | **Agree** |

*Level of Service Delivery in terms of Communication*
Table 19 presents the level of service delivery in terms of communication. As shown, the respondents have high regard to the higher education institution when it comes to communicating with employees as it scored high in all of the indicators. Overall, the results revealed that the higher education institutions have high degree of communication to the employees.

This implies that the organization demonstrates effective communication practices. The agreement among respondents regarding the organization's ability to provide feedback, communicate well with individuals, and communicate well with everyone suggests that communication lines are well-defined in the organization.

The high mean scores in areas such as providing feedback about progress, effective communication with individuals, and communication to everyone indicate that the organization values clear and timely communication. This implies that the institutions are successful in conveying information, updates, and messages in a way that is understood and appreciated.

This positive perception of communication has several implications. Firstly, it contributes to customer satisfaction by keeping stakeholders informed and engaged. Effective communication ensures that employees are well-informed about processes, expectations, and any necessary

information. Secondly, it enhances trust and transparency, as stakeholders perceive the organization as open and responsive in its communication practices.

It is important for the organization to recognize the value of these results and continue prioritizing effective communication in their service delivery. By maintaining open lines of communication, providing feedback, and ensuring clarity in their messaging, the organization can foster positive relationships, increase stakeholder satisfaction, and contribute to its overall success.

The significance of efficient communication is directly linked to employee engagement. Good communication makes sure that clients, staff members, and other stakeholders are aware of procedures, expectations, and any relevant information. Institutions can give vital updates, convey pertinent information, and establish expectations with their stakeholders through clear and timely communication. Organizations may develop trust, forge better bonds with stakeholders, and improve customer satisfaction by keeping them informed. Moreover, stakeholders must have access to the information they require to understand procedures, make informed decisions, and live up to expectations (Kang and Sung, 2017).

According to Mădălina (2017), managerial communication effects reputation and identity of the institutions. Stakeholders who spread the word about their positive interactions can help to improve the institution's reputation and possibly expand its client base. The reputation of the institution may be significantly impacted by positive word-of-mouth from pleased stakeholders. Potential employee developed a positive opinion of the institution and develop trust as stakeholders spread the word about their satisfying experiences to friends, family, and other members of their social networks. Due to the favorable image, it may draw in more clients, employees and investors.

**Table 19. Mean Results of the Level of Service Delivery in terms of Communication**

| Indicators | Weighted Mean | Description |
|---|---|---|
| 1. The organization/company communicates well with me. | 3.96 | Agree |
| 2. The organization/company communicates well with everyone. | 3.94 | Agree |
| 3. The organization/company is able to provide feedback about my progress. | 4.03 | Agree |
| **Grand Total** | **3.97** | **Agree** |

*Level of Service Delivery in terms of Knowledge*

Table 20 provides the mean ratings for the level of service delivery in terms of knowledge. As shown, the respondents scored the higher education institution high in each aspect of knowledge as service delivery. The overall mean manifests that the respondents have a high regard to the institutions' service delivery in terms of knowledge.

It can be inferred that the outcome of the evaluation or survey indicates a consensus among the respondents regarding the institution's level of service delivery in relation to knowledge. This implies that the respondents generally share the same perception about the institutions' ability to

provide services with a high degree of expertise, proficiency, and understanding. The implication suggests that the respondents perceive the institution as being knowledgeable in their field and capable of delivering services that meet their expectations or requirements in terms of knowledge-related aspects. Further, it implies that the organization demonstrates a high level of knowledge and expertise in delivering its services.

The agreement among respondents regarding the institutions' knowledge implies that the organization possesses the necessary knowledge and expertise to effectively address the needs of its employees. This can include aspects such as understanding the human resource service and providing accurate and relevant information to employees.

When employee perceive the management as knowledgeable, it instills confidence in the institutions' ability to meet their needs and provide accurate solutions. A high level of knowledge contributes to employee satisfaction by ensuring that they receive accurate information, expert advice, and tailored solutions that align with their requirements.

Furthermore, a positive perception of knowledge can lead to enhanced trust and credibility. Employees are more likely to trust an organization that demonstrates a strong knowledge base, as it demonstrates competence and reliability of the management's decision. This can result employee satisfaction and retention.

It is crucial for the organization to recognize the value of this positive perception of knowledge and continue to prioritize knowledge development and expertise in their service delivery. By consistently demonstrating their knowledge and expertise, the organization can further enhance employee satisfaction, foster trust, and position itself as a reliable and reputable institution.

Knowledge is the organization's most valuable strategic resource and may give businesses a lasting competitive advantage in a dynamic, competitive market. We must pay attention to knowledge management because it is thought to have a significant impact on an organization's success. Knowledge is the most important factor in today's organizations, making it increasingly important to facilitate its creation, sharing, and utilization. Hence, knowledge is very important because it represents important input as well as output of the transformational process (Hana, 2013).

When employee believe that the institutions are informed, it inspires trust in its capacity to meet their needs and offer precise solutions. Clients depend on businesses for their knowledge and have faith that they have the skills necessary to provide value-added solutions. Employees feel confident and secure as a result of this perception of knowledge, which increases their faith in the institution. When employee view the business as capable, dependable, and knowledgeable, trust is established. Employees are more confident in institution's management capacity to comprehend their demands, produce precise answers, and add value when they have faith in it. In summary, knowledge positively affects interpersonal trust (Petrakis and Kostis, 2015).

**Table 20. Mean Results on the Level of Service Delivery in terms of Knowledge**

| Indicators | Weighted Mean | Description |
|---|---|---|
| 1. The organization/company has good knowledge about the different areas. | 4.02 | Agree |
| 2. The organization/company is involved in research. | 4.10 | Agree |
| 3. The organization/company is able to provide real-world examples in its lectures. | 4.08 | Agree |
| **Grand Total** | **4.06** | **Agree** |

*F-value and p-value results on the Difference in the Level of Service Delivery in terms of Dimension*

Table 21 presents the results of a study that examined the level of service delivery across various dimensions. The dimensions that were analyzed include assurance, responsiveness, empathy, reliability, communication, and knowledge. The mean score for each dimension was calculated, and the F-value and p-value were also reported to test the significance of the differences in mean scores between the dimensions.

The results showed that there was a significant difference in the level of service delivery in terms of dimension (F=19.030, p<0.001), while there was a significant difference in the mean scores for the other dimensions. The mean score for assurance was the highest among all dimensions, indicating that employees value the assurance provided by the higher education institutions. The results suggest that latter should focus on providing employees with confidence in their ability to deliver quality service.

This implies that customers highly value the assurance provided by higher education institutions. The significant difference in the level of service delivery across dimensions suggests that different aspects of service delivery have varying impacts on customer perceptions. The highest mean score for the assurance dimension indicates that employees highly value the confidence and trust they have in the higher education institutions' ability to deliver quality service. This implies that employees seek reassurance and a sense of security in their interactions with the management of higher education institutions.

The results suggest that higher education institutions should prioritize and focus on providing customers with confidence in their ability to deliver quality service. This can be achieved by implementing strategies that enhance transparency, reliability, and trustworthiness in their operations. Communicating clear service guarantees, demonstrating expertise, and proactively addressing employees concerns and needs can contribute to building employees' confidence in the higher education institutions' capabilities.

By focusing on providing assurance to employees', higher education institutions can establish a strong foundation for positive employee satisfaction and loyalty. Assuring employees of reliable service delivery can help create a competitive advantage.

Overall, the implication of the results is that higher education institutions should recognize the value that the employees place on assurance and prioritize efforts to instill confidence in their ability to consistently deliver quality service. By doing so, higher education institutions can

enhance employee satisfaction, build trust, and foster employee retention.

Bitner, Booms, and Tetreault investigates the effects of positive and negative service interactions on customer impressions. Although a wider range of service businesses are highlighted, the ideas covered can also be used in an educational setting. They contend that unambiguous service assurances are essential for controlling consumer expectations and fostering faith in the skills of the service provider. Customers are more likely to feel confident in the caliber and dependability of the service being delivered when service providers make unambiguous pledges and commitments. The importance of demonstrating expertise is also emphasized. Customers admire the skill and expertise of service providers. Customer confidence and trust in service providers' abilities are increased when they successfully demonstrate their knowledge, such as through competent personnel, established track records, and pertinent certificates. The report also highlights the value of proactive consumer engagement. Customers have a favorable experience when service providers actively respond to their wants and concerns, foresee possible problems, and give timely, tailored support. Proactive engagement demonstrates a dedication to client satisfaction and contributes to the development of client confidence in the service provider's capacity to deliver on promises (Lindsey, et. al., 2016).

**Table 21. F-value and f-value results on the Difference in the Level of Service Delivery in terms of Dimension**

| Variable | Mean | F-value | p-value | Remarks | Decision |
|---|---|---|---|---|---|
| Assurance | 4.15 | | | | |
| Responsiveness | 3.98 | | | | |
| Empathy | 3.89 | 19.030 | .000 | Significant | Reject Ho |
| Reliability | 3.95 | | | | |
| Communication | 3.97 | | | | |
| Knowledge | 4.06 | | | | |

*Difference in the Level of Service Delivery in Terms of School*

Table 22 presents the results of a study on the level of service delivery in schools, measured in terms of service delivery. The mean service delivery score for the schools was 3.78. To determine if there was a significant difference in the level of service delivery among the schools, an F-value and p-value were calculated. The F-value was 1.225, and the p-value was 0.792. Based on the p-value, the study concluded that there was no significant difference in the level of service delivery among the schools. Therefore, the null hypothesis (Ho) was accepted.

The table shows that the mean service delivery score for the schools was 3.78, and there was no significant difference in the level of service delivery among the schools. The study's findings suggest that the schools provided similar levels of service delivery in terms of service delivery. However, it is important to note that the results of the study were based on a specific sample and may not be generalizable to all schools. Further research is needed to validate the study's findings and determine if they apply to a larger population.

The implication of finding no significant difference in the level of service delivery among the schools is that, overall, the schools in the study demonstrate a similar level of service quality. This suggests that the schools have comparable performance in delivering services to their stakeholders.

The absence of a significant difference indicates that the schools, despite potentially having different characteristics or contexts, have managed to maintain a consistent level of service delivery. This implies that they have implemented effective strategies and practices to ensure a satisfactory service experience for their stakeholders.

From a broader perspective, this finding suggests that the schools have successfully established a baseline level of service quality that meets the expectations and needs of their stakeholders. It indicates that they are able to provide consistent and reliable services across various dimensions, such as teaching, administration, support services, and overall school environment.

This finding can have several implications. Firstly, it suggests that the schools in the study have potentially prioritized service quality and put in place systems and processes to ensure consistency. Secondly, it indicates that the schools are meeting the minimum expectations of their stakeholders in terms of service delivery.

However, it is important to note that while no significant differences were found among the schools in this study, other unexamined factors or variables could still impact the level of service delivery. It is recommended to further investigate and consider additional aspects such as specific service dimensions, organizational culture, leadership practices, and stakeholder feedback to gain a comprehensive understanding of service quality within the schools.

Overall, the implication of this finding is that the schools in the study demonstrate a similar level of service delivery, highlighting the importance of maintaining consistent service quality to meet stakeholders' expectations and enhance overall satisfaction.

**Table 22. F-value and p-values results on the Difference in the Level of Service Delivery in Terms of School**

| Variable | Mean | F-value | p-value | Remarks | Decision |
|----------|------|---------|---------|---------|----------|
| School versus Service Delivery | 3.78 | 1.225 | 0.792 | Not Significant | Accept Ho |

***Relationship Between Management Style and Human Resource Practices, Management Style and Service Delivery; Human Resource Practices and Service Delivery***

Table 23 presents the results of a study that aimed to investigate the relationship between management style, human resource practices, and service delivery. The study employed correlation analysis to explore the associations between these variables. The table reports the Pearson correlation coefficient (r-value) and the p-value for each relationship. The first relationship examined was between management style and human resource practices. The analysis showed a significant positive correlation (r=0.276, p=0.002) between these variables. This finding suggests that the type of management style adopted by an organization has a bearing on the human resource practices it employs. This result implies that management style influences the way employees are recruited, trained, motivated, and rewarded. Therefore, the null hypothesis (Ho) that there is no relationship between management style and human resource practices can be rejected.

The second relationship investigated was between management style and service delivery.

The correlation analysis revealed a non-significant positive correlation (r=0.139, p=0.131) between these two variables. This finding suggests that the management style adopted by an organization does not significantly affect its service delivery. Therefore, the null hypothesis (Ho) that there is no relationship between management style and service delivery cannot be rejected.

The third relationship examined was between human resource practices and service delivery. The analysis revealed a significant positive correlation (r=0.785, p=0.000) between these variables. This finding suggests that the human resource practices adopted by an organization have a significant impact on its service delivery. This result implies that how an organization recruits, trains, and manages its employees affects the quality of the services it delivers. Therefore, the null hypothesis (Ho) that there is no relationship between human resource practices and service delivery can be rejected.

The study found that there is a significant relationship between management style and human resource practices, and between human resource practices and service delivery. However, no significant relationship was found between management style and service delivery. These results suggest that organizations need to pay attention to their human resource practices to improve service delivery. Additionally, the type of management style adopted by an organization should be aligned with its human resource practices to ensure optimal outcomes.

The implication of finding a significant relationship between management style and human resource practices, as well as between human resource practices and service delivery, but no significant relationship between management style and service delivery, suggests that while management style may influence human resource practices, it does not directly impact the level of service delivery.

This finding suggests that the effectiveness of service delivery is primarily determined by the human resource practices implemented by the organization. The way in which employees are recruited, trained, motivated, and supported plays a critical role in shaping the quality-of-service delivery. A well-designed and implemented set of human resource practices can contribute to improved service delivery outcomes.

On the other hand, the lack of a significant relationship between management style and service delivery indicates that factors other than management style, such as the specific practices and processes in place for service delivery, have a stronger influence on the final service outcomes.

From a practical standpoint, this implies that organizations should focus on implementing and enhancing effective human resource practices to improve service delivery. This could involve investing in employee training and development programs, fostering a positive work environment, encouraging employee engagement and empowerment, and implementing performance management systems that align with service delivery goals.

While management style may indirectly impact service delivery through its influence on human resource practices, organizations should prioritize developing and implementing specific strategies and practices that directly address service delivery challenges and meet the expectations of customers.

Overall, the implication of this finding is that human resource practices play a key role in shaping service delivery outcomes, and organizations should place emphasis on designing and implementing effective practices to enhance service quality.

**Table 23. Pearson r results Between Management Style and Human Resource Practices; Management Style and Service Delivery; Human Resource Practices and Service Delivery**

| Variable | r- value | p-value | Remarks | Decision |
|---|---|---|---|---|
| Management Style and Human Resource Practices | .276* | .002 | Significant | Reject Ho |
| Management Style and Service Delivery | .139 | .131 | Not Significant | Accept Ho |
| Human resource practices and Service delivery | .785** | .000 | Significant | Reject Ho |

*Intervention Program*

To address the identified issues, an intervention program could be proposed. Enhancing Management Style, HR Practices, and Service Delivery in Higher Educational Institutions aims to address the challenges identified in the study, such as the need to consider improving communication and transparency regarding management style, explore factors influencing management style, enhance HR practices, prioritize areas for service delivery improvement, leverage organizational strengths, align HR practices with service delivery goals, and expand research methods for a comprehensive understanding. By implementing this program, higher educational institutions can foster employee satisfaction, engagement, organizational effectiveness, and customer satisfaction.

## 5. CONCLUSION

Based on the result of the study, the following conclusions were formulated:

1. The results indicate that the respondent's express uncertainty regarding the management style within the higher educational institution where they are employed, as evidenced by the total mean score of 3.37. This suggests that the respondents have mixed, or unclear perceptions of the management style adopted within the institution. The findings highlight the importance of addressing and clarifying the management style within the organization to provide employees with a clear understanding of the leadership approach. Improving communication and transparency regarding the management style can contribute to enhancing employee satisfaction, engagement, and overall organizational effectiveness.

2. The results of the study provide evidence to support the alternative hypothesis that there is a significant difference in the level of management style among higher educational institutions. However, when examining different profiles such as age, gender, length of service, and educational attainment, the study did not find any significant differences in the level of management style. Additionally, the results indicate that there is no evidence to support the claim that there are significant differences in management style among higher educational institutions when considering the schools themselves. These findings suggest that while there may be variations in management style among institutions as a whole, these differences do not appear to be influenced by individual profiles or specific schools. Further research is needed to explore other

factors that may contribute to variations in management style among higher educational institutions.

3.      The findings of the study indicate that the human resource management department in the organization practices various aspects of HRM effectively, as perceived by the respondents. The results show that incentive compensation, training, selective hiring, regular performance evaluation, organization of work, sharing information, job security, and social activities and sports are observed and practiced by the HR department, according to the respondents' agreement. These findings suggest that the HRM department is actively implementing key HR practices that contribute to employee motivation, development, job satisfaction, and overall organizational effectiveness. The positive agreement from the respondents highlights the importance of these HR practices in creating a supportive and engaging work environment within the organization.

4.      The study found that there is a significant difference in the level of human resource management practices based on dimensions. This implies that different dimensions of HR management practices are being implemented to varying degrees within the organization. However, the analysis of profiles, including age, gender, length of service, and educational attainment, did not reveal any significant effects on the level of HR management practices. This suggests that these demographic or professional characteristics do not significantly influence the implementation of HR practices within the organization. Additionally, the study did not find any significant differences in the level of human resource management practices among schools. These findings indicate that while there may be variations in HR practices across different dimensions, these differences are not influenced by individual profiles or specific schools. Future research could explore other factors that may contribute to variations in HR management practices within organizations and across educational institutions.

5.      The findings of the study indicate that the respondents generally agree with various aspects of the organization's service delivery. The results reveal agreement with the assurance given by the organization, indicating that customers perceive the organization as reliable and trustworthy. Additionally, the respondents agree on the organization's responsiveness, showing satisfaction with the promptness and willingness to assist. Furthermore, the respondents expressed agreement with the empathy demonstrated by the organization, suggesting that customers feel valued and understood. The results also indicate that the organization is perceived as reliable in its service delivery, with customers having confidence in the organization's ability to meet their needs. Moreover, the respondents agree on the effective communication practices of the organization, highlighting the importance of clear and timely information. Lastly, the findings reveal that customers perceive the organization as knowledgeable, indicating that they receive accurate and expert solutions. Overall, these results affirm positive perceptions of the organization's service delivery across multiple dimensions, which is crucial for customer satisfaction and loyalty.

6.      The study found a significant difference in the level of service delivery based on dimensions, indicating variations in the quality of service provided across different aspects. This suggests that certain dimensions of service delivery may require more attention or improvement compared to others. However, the analysis did not reveal any significant difference in the level of service delivery between males and females, indicating that gender does not play a role in customer's perceptions of service quality. Similarly, there was no significant difference in the level of service delivery among the schools, implying that the quality of service provided is consistent across the different educational institutions examined in the study. These findings emphasize the

importance of focusing on improving service delivery across dimensions and ensuring consistent service quality across all schools. Future research can further explore the factors that contribute to the variations in service delivery and identify strategies to enhance service quality and customer satisfaction.

7.     The analysis conducted in this study yielded several important findings. Firstly, there was a significant positive correlation between management style and human resource practices, indicating that the way in which managers lead and oversee their teams has a direct impact on the practices implemented by the human resources department. This highlights the importance of effective management in shaping HR strategies and policies. Secondly, the analysis revealed a non-significant positive correlation between management style and service delivery, suggesting that while management style may influence HR practices, it may not directly impact the quality of service provided to customers. Finally, the results showed a significant positive correlation between human resource practices and service delivery, underscoring the crucial role of HR practices in delivering high-quality services to customers. These findings emphasize the need for organizations to prioritize effective HR practices and their alignment with service delivery goals to enhance overall performance and customer satisfaction. Further research could explore specific aspects of management style and HR practices that have the greatest impact on service delivery outcomes.

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