



EMPLOYEE'S EXPERIENCE AND PERCEPTION OF THE SPMS IMPLEMENTATION AT THE LAGUNA STATE POLYTECHNIC UNIVERSITY

Maria Theresa E. Bonde

Laguna State Polytechnic University – Santa Cruz Main Campus, Philippines

ABSTRACT

This study was conducted to assess the level of employee's experience and perception of SPMS Implementation of the Laguna State Polytechnic University employees. A survey was carried out among 172 respondents representing the regular faculty and non-teaching of the Santa Campus. The study measures the correlation among the demographic profiles and the performance of the LSPU as well as the significant relationship in the effectiveness of the SPMS and their level of performance. With the help of a Statistician, Percentage, Frequency Distribution, Weighted Mean, Standard Deviation and Pearson-r Correlation are used to analyze the relationships among the variables.

Findings revealed that the SPMS Implementation as to level of employee's experiences and perception highly effective as rated by the respondents in terms of planning and commitment; monitoring and coaching; review and evaluation and rewarding and developing planning., and between the employees' perceptions in the effectiveness of the SPMS and their level of performance rated very high with respect to quality/effectiveness; efficiency and; timeliness.

Based on the results of the study, Laguna State Polytechnic University Human Resource Unit continue monitoring performances for maintaining its SPMS effectiveness among employees. The institution endures deliverables and issues yearly to sustaining the future developmental potential.

KEYWORDS: *Employees experience, Perceptions, SPMS Implementation*

INTRODUCTION

A Strategic Performance Management System (SPMS) is a system used to measure and evaluate employee performance (Bento et al., 2014). It is a process that helps administrators and employees to identify goals and objectives, measure progress, and then take action to improve performance and reach their goals. It is also a tool for ongoing communication and collaboration between management and employees. SPMS typically includes performance management system, which is used to track and analyze performance data and provide feedback to employees (Torneo & Mojica, 2020). The system also includes training and development initiatives, as well as rewards and recognition programs. The aim of the system is to create a culture of continuous improvement and to empower employees to achieve their highest potential. Additionally, it is an effective tool for organizations to measure and manage the performance of their employees. Studying SPMS is important for organizations to ensure that their performance management system is effective and is helping to achieve the desired organizational results (Silvi et al., 2015).

Consequently, in 2011, the Civil Service Commission embraced the Strategic Performance Management System (SPMS) as a core management tool that not only provides a scientific and verifiable basis for assessing organizational performance and the collective performance of individuals, but also emphasizes the strategic alignment of agency initiatives with day-to-day operations.

On the other hand, research on the SPMS has identified a number of key components that are essential for

successful performance management that designed to ensure that the performance of organizations and individuals are monitored, evaluated, and rewarded accordingly. It is a cycle of performance planning, monitoring and coaching, review and evaluation, and rewarding and development planning (Soewarno & Tjahjadi, 2020; Pollanen et al., 2017). Furthermore, research has identified that the SPMS should be regularly reviewed and monitored to ensure that it is meeting the needs of the organization.

Likewise, by studying SPMS, organizations can gain valuable insight into how to effectively implement and manage the system in their organization. This can help them to identify areas of improvement and ensure that the system is able to maximize the performance of their employees (Baird, 2017). Additionally, studying SPMS can help organizations to develop a culture of performance management that is aligned with their organizational goals.

Moreover, there are several gaps in the literature on SPMS that need further investigation. First, many studies have focused on the design and implementation of SPMS in organizations without looking into the actual usage and effectiveness of the system (Bento et al., 2014). Furthermore, most of the existing literature has focused on the impact of SPMS on organizational performance, but there is a lack of research on the impact of SPMS on individual performance. Additionally, many studies have focused on the development of the SPMS, but few have explored how the system is monitored and evaluated. Finally, there is a need for more research into



how SPMS can be used to measure and improve employee engagement and motivation.

Furthermore, the performance management system (SPMS) is an important tool used by the LSPU Santa Cruz to evaluate, support, and reward its employees. This study aims to assess the employees' experiences and perception of the system, its level of success and its impact on the employees' job performance. In particular, this research will explore the level of SPMS to the LSPU Santa Cruz employees in terms of performance planning and commitment, performance monitoring and coaching, performance review and evaluation, and performance rewarding and development planning. It will also examine the level of performance of LSPU Santa Cruz employees in terms of quality/effectiveness, efficiency, and timeliness. Finally, this study will investigate whether there is a significant correlation between the demographic profile, SPMS and the performance of the LSPU employees.

The results of this research provided an insights into the effectiveness of the SPMS in improving employee performance at the LSPU Santa Cruz. The findings can be used to inform the development of more effective performance management practices that support and reward employees. Furthermore, the results of this research can be used to inform the design of other performance management systems in the field of higher education and beyond.

MATERIALS AND METHODS

The research design employed in this study was a descriptive research design. This design aimed to establish the relationship between two variables: the demographic profile and the Strategic Performance Management System (SPMS) on the employees of LSPU Santa Cruz Main Campus. Descriptive research allows for a comprehensive analysis of the problem and provides a clear understanding of the case through the collection of information from various sources.

The target population for this research included rank-and-file employees with permanent appointments under the CSC Omnibus Rules on Appointment and Personnel Action and CSC 2017 Omnibus Rules on Appointments and Other Human Resource Actions. A total of 172 respondents were selected

from LSPU Main Campus using a non-probability sampling technique, which allowed for the selection of specific members of the population based on certain criteria.

The study focused on examining how the Strategic Performance Management System (SPMS) influenced the performance of LSPU employees at the Main Campus. The research instrument used was a self-administered questionnaire, which underwent a validity and reliability testing process through pilot testing with LSPU employees who were not part of the actual respondents. The questionnaire was revised based on the results of the pilot study. The researcher obtained permission from the Human Resource Management Office (HRMO) of LSPU Main Campus to conduct the study and requested their assistance in distributing the questionnaires. The completed questionnaires were collected, and the data were analyzed and interpreted.

A self-administered questionnaire was used to gather quantitative data from the LSPU employees at the Main Campus. The questionnaire consisted of close-ended questions and followed ethical guidelines for data collection. The questionnaire used the "Four Point Likert Scale to measure the answer of the respondent. The following shows the range of rating: 4 - Highly effective, 3 - Effective, 2 - Less Effective, 1 - Not at all effective for the level of employees' experience and perceptions on SPMS implementation. Next is the range for the level of employee performance, 4 - Very High, 3 - High, 2 - Low, 1 - Very Low.

Percentage and frequency distribution were used in describing the demographic profile of the LSPU Employees in terms of age, gender, marital status, educational attainment, length of service and position. Weighted mean and the standard deviation were used to determine the level of SPMS to the respondents in terms of Performance Planning and Commitment, Performance Monitoring and Coaching, Performance Review and Evaluation and Performance Rewarding and Development Planning. One Way ANOVA was used to determine the significant difference in the level of employees' performance when grouped according to their profile. Spearman Rank Correlation was used to determine the significant relationship between the employees' perceptions in the effectiveness of the SPMS and their level of performance.

RESULTS AND DISCUSSIONS

Profile of the Respondents

Table 1. Profile of the Respondents

Profile	f	%
<i>Age (in years)</i>		
25 - 32	62	36.0%
33 - 40	67	39.0%
41 - 48	25	14.5%
49 - 56	10	5.8%
57 - 64	8	4.7%
<i>Gender</i>		
Male	84	48.8%
Female	88	51.2%
Prefer not to say	0	0.0%
<i>Marital Status</i>		
Single	6	3.5%
Married	166	96.5%



Length of Service

≤ 2 years	40	23.3%
3 - 11 years	78	45.3%
12 - 20 years	32	18.6%
21 - 29 years	22	12.8%

Position

Teaching	119	69.2%
Non-Teaching	25	14.5%

Age's impact on performance is a subject of study (Omori et al., 2019). However, Ng et al. (2013) found no significant age differences in core task performance between younger and older workers. Further investigation is needed to understand the underlying reasons for these findings. Similarly, Yearta (2015) concluded that age and length of service do not affect work performance. Joseph (2014) also found no influence

of age diversity on employee performance, despite age being a characteristic that can lead to categorization among employees.

The effectiveness of the Strategic Performance Management System (SPMS) is assessed through the perceptions of teaching and non-teaching employees. This assessment includes performance planning and commitment, monitoring and coaching, review and evaluation, and rewarding and development planning.

Table 2. Level of Effectiveness of the SPMS as to Performance Planning and Commitment

<i>Indicators</i>	<i>M</i>	<i>SD</i>	<i>Remarks</i>
1. Performance planning helps me to stay focused on my job and better understand my job responsibilities.	3.80	0.40	Highly effective
2. Performance planning contributes to my commitment to the university reaching the goals and objectives	3.62	0.49	Highly effective
3. I believe that performance plans are effective tools for measuring success.	3.83	0.38	Highly effective
4. I am confident that performance plans will help me to reach my full potential.	3.63	0.48	Highly effective
5. I am committed to developing my skills and abilities to meet the goals of my performance plan.	3.61	0.50	Highly effective
6. I have an understanding of the expectations outlined and adjust if needed in my performance plan.	3.62	0.50	Highly effective
7. I am willing to take on additional responsibilities to reach my performance goals.	3.62	0.49	Highly effective
8. I am confident in my ability to complete the tasks outlined in my performance plan.	3.63	0.48	Highly effective
9. I am committed to meeting the objectives outlined in my performance plan.	3.62	0.50	Highly effective
10. I am open to feedback and suggestions on ways to improve my performance plan.	3.44	0.50	Highly effective
<i>Overall Mean</i>	3.64		<i>Highly Effective</i>

Table 2 presents the level of effectiveness of the Strategic Performance Management System (SPMS) specifically in terms of performance planning and commitment, as perceived by both teaching and non-teaching employees. The results indicate that the SPMS was highly effective in facilitating job understanding and performance (M=3.80, SD=0.40). The use of performance plans as a measure of success was particularly beneficial, with respondents expressing confidence in completing assigned tasks (M=3.63, SD=0.48) and reaching their full potential (M=3.63, SD=0.48). Moreover, the SPMS fostered commitment towards the goals and objectives of the university (M=3.62, SD=0.49), motivating employees to willingly take on additional responsibilities to achieve their personal performance goals.

According to Qureshi et al. (2013), various factors such as gender, marital status, age, education, experience, job satisfaction, affective commitment, organizational behavior, and physical environment collectively influence job performance. Meanwhile, Sharma et al. (2017) emphasizes that demographic variables, along with other engagement drivers, significantly impact employee engagement and commitment to an organization. These findings highlight the importance of an individual's personal profile and engagement drivers in determining their level of commitment and performance within an organization, with both internal and external challenges contributing to employee performance.



Table 3. Level of Effectiveness of the SPMS as to Performance Monitoring and Coaching

<i>Indicators</i>	<i>M</i>	<i>SD</i>	<i>Remarks</i>
1. Performance monitoring and coaching allows me to measure my progress and is helpful in identifying areas for improvement.	3.81	0.39	Highly effective
2. Performance monitoring and coaching is important for me to improve my job performance.	3.60	0.49	Highly effective
3. My supervisor provides me with adequate support during performance monitoring and coaching.	3.74	0.44	Highly effective
4. The coaching I receive from my supervisor during performance monitoring and coaching is beneficial.	3.62	0.49	Highly effective
5. Performance monitoring and coaching encourages me to take on new challenges.	3.59	0.49	Highly effective
6. Performance monitoring and coaching helps me to develop my skills.	3.56	0.56	Highly effective
7. Performance monitoring and coaching builds my confidence.	3.59	0.51	Highly effective
8. Performance monitoring and coaching allows me to identify my strengths and weaknesses.	3.61	0.49	Highly effective
9. Performance monitoring and coaching provides me with feedback on my job performance.	3.60	0.50	Highly effective
10. I am satisfied with the performance monitoring and coaching process.	3.39	0.49	Highly effective
Overall Mean	3.61		Highly Effective

Table 3 displays the effectiveness of the Strategic Performance Management System (SPMS) in terms of performance monitoring and coaching. Item 1 received the highest mean score, indicating that respondents found performance monitoring and coaching valuable for assessing their progress and identifying areas for improvement (M=3.81, SD=0.39), signifying a high level of effectiveness. Conversely, item 10 had the lowest mean score, showing that respondents were satisfied with the performance monitoring and coaching process (M=3.39, SD=0.49), still reflecting a highly effective

rating. The overall weighted mean and standard deviation for this aspect were 3.61 and 0.49, respectively, denoting a highly effective level of performance monitoring and coaching.

Research has found that age plays a role in an individual's development and may potentially influence changes in performance over time (Omori et al., 2019). However, Ng et al. (2013) discovered no significant age differences in core task performance between younger and older workers, prompting further investigation into the factors beyond core tasks that contribute to job performance.

Table 4. Level of Effectiveness of the SPMS as to Performance Review and Evaluation

<i>Indicators</i>	<i>M</i>	<i>SD</i>	<i>Remarks</i>
1. The feedback I receive during my performance evaluations is useful and helpful.	3.80	0.40	Highly effective
2. I am comfortable discussing my performance with my manager during yearly evaluations.	3.60	0.49	Highly effective
3. I am willing to receive constructive criticism during my performance evaluation.	3.76	0.44	Highly effective
4. I understand the reasons for my performance evaluation ratings.	3.59	0.52	Highly effective
5. I am provided with constructive feedback that I can use to improve my performance.	3.58	0.51	Highly effective
6. I am given adequate opportunities to discuss my performance with my manager.	3.57	0.55	Highly effective
7. I am confident that my performance is accurately assessed during my evaluations.	3.59	0.51	Highly effective
8. I receive recognition for my accomplishments during my yearly evaluation.	3.60	0.50	Highly effective
9. I receive sufficient feedback on areas of improvement during my performance evaluations.	3.60	0.50	Highly effective
10. I am given the opportunity to provide input on my job performance during my evaluation.	3.39	0.49	Highly effective



Table 4 presents the level of effectiveness of the Strategic Performance Management System (SPMS) in terms of performance review and evaluation. The highest mean score was obtained for item number 1, indicating that respondents found the feedback received during their performance evaluations to be useful and helpful (M=3.80, SD=0.40), signifying a highly effective rating. On the other hand, item number 10 had the lowest mean score, suggesting that respondents were open to feedback and suggestions for improving their performance plans (M=3.39, SD=0.49), still reflecting a highly effective rating. The overall weighted mean and standard deviation for this aspect were 3.61 and 0.50, respectively, denoting a highly effective level of performance review and evaluation.

Evaluation of individual performance is a crucial component of performance management, but its usefulness lies in taking action based on the evaluation results (SAGE, 2019). Evaluation mechanisms ensure that timely and appropriate steps can be taken to keep a program on track and effectively achieve its objectives (Civil Service Commission). Managers and supervisors play the role of coaches and mentors, creating an enabling environment to enhance team performance and develop individual potentials. The main purpose of performance evaluation is to acknowledge and reward strong employees, thereby creating incentives for performance improvement.

Table 5. Level of Effectiveness of the SPMS as to Performance Rewarding and Development Planning

<i>Indicators</i>	<i>M</i>	<i>SD</i>	<i>Remarks</i>
1. The performance reward system effectively motivates employees to reach their performance objectives.	3.80	0.40	Highly effective
2. The performance reward system is equitable and fair.	3.56	0.50	Highly effective
3. The performance reward system is linked to the organization's goals and objectives.	3.84	0.40	Highly effective
4. The performance reward system is easily understood by employees.	3.59	0.51	Highly effective
5. The performance reward system is regularly communicated to employees.	3.57	0.54	Highly effective
6. The performance reward system is consistently applied across all job roles.	3.58	0.52	Highly effective
7. The performance reward system is cost effective and financially viable.	3.58	0.52	Highly effective
8. The development planning system enables employees to reach their full potential.	3.60	0.50	Highly effective
9. The development planning system is tailored to individual employee needs.	3.58	0.52	Highly effective
10. The development planning system is well communicated to employees.	3.45	0.51	Highly effective
Overall Mean	3.61		Highly Effective

Table 5 displays the level of effectiveness of the Strategic Performance Management System (SPMS) in terms of performance rewarding and development planning. The highest mean score was obtained for item number 1, indicating that respondents found the performance rewarding system effectively motivated them to reach their performance objectives (M=3.80, SD=0.40), signifying a highly effective rating. On the other hand, item number 10 had the lowest mean score, suggesting that the development planning system was well communicated to employees (M=3.45, SD=0.51), still reflecting a highly effective rating. The overall weighted mean and standard deviation for this aspect were 3.61 and 0.50, respectively, denoting a highly effective level of performance rewarding and development planning.

departments that achieve specific goals or targets (Chandra et al., 2018). Such rewards enhance employee job satisfaction and subsequently improve their performance in various tasks (Martono et al., 2018). Rewards have been found to have a significant positive relationship with employee performance and motivation (Shahzadi et al., 2014). Training and development play a vital role in enhancing employee performance and overall organizational effectiveness (Motlokoa et al., 2018). Elnaga et al. (2013) found that training has a positive impact on employee performance and serves as a catalyst for improving skills and capabilities, ultimately increasing organizational productivity.

Rewarding performance goes beyond regular wages and serves as additional compensation for employees or



Table 6. Level of Employees' Performance as to Quality/ Effectiveness

<i>Statements</i>	<i>M</i>	<i>SD</i>	<i>Remarks</i>
1. Employees' work performance is improving over time.	3.56	0.50	Very high
2. Employees are productive and focused.	3.60	0.49	Very high
3. Employees produce quality work.	3.74	0.44	Very high
4. Employees show initiative.	3.59	0.52	Very high
5. Employees are good team players.	3.58	0.51	Very high
6. Employees are open to feedback and criticism.	3.57	0.55	Very high
7. Employees demonstrate strong problem-solving skills.	3.59	0.51	Very high
8. Employees are confident in their work.	3.60	0.50	Very high
9. Employees are reliable and dependable.	3.60	0.50	Very high
10. Employees are creative and innovative.	3.39	0.49	Very high
Overall Mean	3.58		Very High

Table 6 presents the level of employees' performance in terms of quality/effectiveness. The highest mean score was obtained for item number 1, indicating that respondents perceived employees as producing quality work (M=3.74, SD=0.44), signifying a very high level of performance. On the other hand, item number 10 had the lowest mean score, suggesting that employees were perceived as less creative and innovative (M=3.39, SD=0.49), still reflecting a very high level of performance. The overall weighted mean and standard deviation for this aspect were 3.58 and 0.51, respectively, denoting a very high level of employees' performance in terms of quality/effectiveness.

Effective training is an intentional intervention aimed at enhancing employee learning and improving their performance. It should be tailored to meet the specific needs and objectives of the organization. Investing in employee training can improve their performance and contribute to the overall success of the organization. Training also enhances employees' soft skills and personal attributes, which can inspire them to perform their work well. Performance appraisal plays a role in linking employee expectations with their contributions to the organization's success (Onyije, 2015).

Table 7. Level of Employees' Performance as to Efficiency

<i>Statements</i>	<i>M</i>	<i>SD</i>	<i>Remarks</i>
1. Employees are able to manage their workloads effectively.	3.73	0.46	Very high
2. My colleagues is able to recognize and capitalize on opportunities to improve their efficiency.	3.60	0.50	Very high
3. Employees have the necessary tools and technology to complete their work tasks.	3.80	0.40	Very high
4. Employees have a good understanding of their job roles and responsibilities.	3.59	0.51	Very high
5. Employees are well-trained and competent in their job roles.	3.58	0.53	Very high
6. Employees are productive and efficient in their work.	3.58	0.52	Very high
7. Employees show a strong commitment to their work tasks.	3.58	0.52	Very high
8. Employees are taking the initiative to identify and solve problems efficiently.	3.60	0.50	Very high
9. Employees are willing to go the extra mile to ensure the success of their tasks.	3.58	0.52	Very high
10. The overall efficiency of employee work performance has improved over the past year.	3.45	0.51	Very high
Overall Mean	3.61		Very High

Table 7 presents the level of employees' performance in terms of efficiency. The highest mean score was obtained for item number 3, indicating that respondents perceived employees as having the necessary tools and technology to complete their work tasks efficiently (M=3.80, SD=0.40), signifying a very high level of efficiency. On the other hand, item number 10 had the lowest mean score, suggesting that employees were perceived as lacking the necessary tools and technology for efficient work (M=3.45, SD=0.51), still reflecting a very high level of efficiency. The overall weighted mean and standard deviation for this aspect were 3.61 and 0.50,

respectively, denoting a very high level of employees' performance in terms of efficiency.

Studies have shown that performance management systems play a crucial role in setting goals and improving employee productivity. Employees should have a clear understanding of their roles and responsibilities, and performance appraisals should be properly conducted to positively impact employee performance (Onyije, 2015). Performance appraisal, along with other HR practices such as recruitment, selection, training, and compensation, has been found to be positively associated with employee job satisfaction (Ijigu, 2015; Absar et al., 2010; Rathnawera, 2010). Efficiency



in performance is measured by achieving goals with minimal waste, expense, or unnecessary effort. Employees' engagement and motivation are key factors that contribute to higher productivity, efficiency, and effectiveness (Aktar et al., 2012). Providing employees with the necessary tools and technology

can enhance their efficiency and overall performance. However, it is important to note that excessive working hours can negatively impact employee productivity (Civil Service Commission).

Table 8. Level of Employees' Performance as to Timeliness

Indicators	Mean	S.D.	Qualitative Interpretation
1. Employees are always punctual and timely in their work performance.	3.76	0.48	Very high
2. Employees are always on time to their shifts and complete their duties within the given timeframe.	3.71	0.50	Very high
3. Employees meet deadlines and submit their work on time.	3.88	0.39	Very high
4. Employees are consistently meeting expectations for timeliness in their work performance.	3.59	0.51	Very high
5. Employees are good at managing their time and completing tasks within the appropriate timeframe.	3.58	0.53	Very high
6. Employees are proactive in their approach to timeliness and always strive to be on time.	3.59	0.53	Very high
7. Employees are efficient in their approach to work and complete tasks within the allotted time.	3.58	0.53	Very high
8. Employees are aware of the importance of timeliness and always strive to be punctual.	3.60	0.50	Very high
9. Employees adhere to deadlines and are prompt in their completion of tasks.	3.58	0.52	Very high
10. Employees are timely and diligent in their work performance.	3.45	0.51	Very high
Overall Mean	3.63		Very High

Table 8 displays the level of employees' performance in terms of timeliness. The highest mean score was obtained for item number 3, indicating that respondents perceived employees as meeting deadlines and submitting their work on time (M=3.88, SD=0.39), reflecting a very high level of timeliness. Conversely, item number 10 had the lowest mean score, suggesting that employees were perceived as not meeting deadlines and submitting their work on time (M=3.45, SD=0.51), still representing a very high level of timeliness. The overall weighted mean and standard deviation for this aspect were 3.63 and 0.50, respectively, indicating a very high level of employees' performance in terms of timeliness.

Performance management systems play a crucial role in improving employee performance by setting clear objectives and allocating appropriate time frames for their completion (Mulwa et al., 2017). The performance of employees can be assessed based on various factors such as quantity of output, quality of output, timeliness of output, presence at work, and cooperativeness (Gungor, 2011). It is important for employees to understand that their performance is being monitored and evaluated periodically, which can have consequences based on the evaluation results. Meeting objectives within the specified time frames helps employees achieve their targets and contribute to overall organizational goals.

Table 9. Test of Difference in the Level of Employees' Performance based on their Profile

	Program	Age	Gender	Marital Status	Length of Service	Position
Effectiveness	F-value	325.23	2133.49	3510.18	328.74	258.27
	p-value	<.001	<.001	<.001	<.001	<.001
	Analysis	Significant	Significant	Significant	Significant	Significant
Efficiency	F-value	341.54	2310.05	4224.60	348.07	272.6
	p-value	<.001	<.001	<.001	<.001	<.001
	Analysis	Significant	Significant	Significant	Significant	Significant
Timeliness	F-value	349.98	2332.45	4200.59	357.55	280.00
	p-value	<.001	<.001	<.001	<.001	<.001
	Analysis	Significant	Significant	Significant	Significant	Significant

The results in Table 9 indicate that significant differences exist in the level of performance of the respondents in terms of quality or effectiveness, efficiency, and timeliness

based on various demographic and organizational factors. Regarding quality or effectiveness, there were significant differences observed based on age, gender, marital status,



length of service, and position (all $p < .001$). This suggests that factors such as age, gender, marital status, tenure, and position can influence the quality of performance among employees. Similarly, for efficiency, significant differences were found based on the same demographic and organizational factors (age, gender, marital status, length of service, and position; all $p < .001$), indicating that these factors play a role in determining the efficiency of employees' performance.

The level of effectiveness of the Strategic Performance Management System (SPMS) in terms of performance planning and commitment was found to have significant positive correlations with the level of performance in terms of quality, efficiency, and timeliness (all $p < .001$). These correlations ranged from weak to moderate degrees, suggesting that when employees understand their expectations and how to contribute

effectively to organizational goals, their commitment increases, leading to improved performance. This is reflected in their focus, initiative, creativity, productivity, and ability to complete tasks on time.

Additionally, there were significant correlations between the level of effectiveness of the SPMS in terms of monitoring and coaching and the level of performance in terms of quality, efficiency, and timeliness (all $p < .001$). These correlations ranged from strong to very strong, indicating that effective monitoring and coaching processes within the SPMS are associated with higher levels of performance. This suggests that providing support, feedback, and guidance to employees through monitoring and coaching activities can contribute to improved performance in terms of quality, efficiency, and timeliness.

Table 10. Test of Relationship between the Employees' Perceptions in the Effectiveness of the SPMS and their Level of Performance

Effectiveness of SPMS		Level of Performance		
		Quality	Efficiency	Timeliness
Planning and Commitment	<i>r</i> -value	0.399	0.392	0.414
	<i>p</i> -value	0.000	0.000	0.000
	Degree	<i>Weak</i>	<i>Weak</i>	<i>Moderate</i>
	Analysis	<i>Significant</i>	<i>Significant</i>	<i>Significant</i>
Monitoring and Coaching	<i>r</i> -value	0.810	0.740	0.685
	<i>p</i> -value	0.000	0.000	0.000
	Degree	<i>Very strong</i>	<i>Strong</i>	<i>Strong</i>
	Analysis	<i>Significant</i>	<i>Significant</i>	<i>Significant</i>
Review and Evaluation	<i>r</i> -value	0.839	0.688	0.625
	<i>p</i> -value	0.000	0.000	0.000
	Degree	<i>Very strong</i>	<i>Strong</i>	<i>Strong</i>
	Analysis	<i>Significant</i>	<i>Significant</i>	<i>Significant</i>
Development and Planning	<i>r</i> -value	0.673	0.854	0.890
	<i>p</i> -value	0.000	0.000	0.000
	Degree	<i>Strong</i>	<i>Very Strong</i>	<i>Very Strong</i>
	Analysis	<i>Significant</i>	<i>Significant</i>	<i>Significant</i>

Degree of Correlation:

- ±0.80- ±1.00 *Very strong*
- ±0.60- ±0.79 *Strong*
- ±0.40- ±0.59 *Moderate*
- ±0.20- ±0.39 *Weak*
- ±0.00- ±0.19 *Very weak*

Table 10 presents the significant relationship between employee's perceptions in the effectiveness of the SPMS and their level of performance. Based on the information provided, the findings indicate a significant relationship between employees' perceptions in the effectiveness of the SPMS (Strategic Performance Management System) and their level of performance. The computed correlation coefficient (*r*) values obtained from the tests show a very strong relationship between these variables. Additionally, the *p*-values obtained were less than the significance alpha of 0.05, indicating a significant result.

Therefore, based on the findings and the significance level of 0.05, we can conclude that the null hypothesis "There is no significant relationship between employees' perceptions in the effectiveness of the SPMS and their level of performance"

is rejected. This means that there is indeed a significant relationship between employees' perceptions of the SPMS effectiveness and their level of performance.

CONCLUSIONS

The study conducted at LSPU Santa Cruz provides valuable insights into the profile of employees, the effectiveness of the Strategic Performance Management System (SPMS) implementation, and the level of employee performance. The majority of employees are within the age range of 25-64, with a significant portion in the 33-40 age group. Female employees represent the majority, and most employees are married with educational qualifications ranging from bachelor's to doctoral degrees. The majority of employees



have less than 11 years of service, with teaching positions being the most common.

The SPMS implementation at LSPU Santa Cruz shows positive results in various aspects. Performance planning and commitment are highly effective in helping employees understand their job requirements. Performance monitoring and coaching are perceived as effective tools for measuring progress and identifying areas for improvement. Performance review and evaluation receive positive feedback, with useful feedback being received during evaluations. Performance rewarding and development planning effectively motivate employees to achieve their objectives.

Employees at LSPU Santa Cruz generally demonstrate quality work and have the necessary tools and technology to perform their tasks efficiently. They meet deadlines and submit their work on time. However, there is room for improvement in fostering creativity, innovation, and seeking feedback for performance improvement.

Overall, the findings indicate a significant relationship between employees' perceptions of the SPMS effectiveness and their level of performance. The strong correlation values and the statistical significance support the rejection of the null hypothesis, confirming the existence of a significant relationship. These findings suggest that the SPMS implementation positively influences employees' perceptions of effectiveness and their performance at LSPU Santa Cruz. Improving commitment, development planning communication, and encouraging creativity and innovation could further enhance employee performance.

RECOMMENDATIONS

Based on the conclusions drawn from the study at LSPU Santa Cruz, several recommendations can be made to further improve the effectiveness of the Strategic Performance Management System (SPMS) and enhance employee performance:

1. Strengthen commitment and development planning communication: While the SPMS has shown positive results in performance planning and monitoring, there is room for improvement in commitment and development for skills and abilities. It is recommended to enhance communication channels to ensure that employees clearly understand their development plans and are committed to their goals. Regularly communicating the importance of development and providing resources and support can further engage employees in their professional growth.

2. Foster creativity and innovation: Although employees at LSPU Santa Cruz generally demonstrate quality work, there is an opportunity to enhance creativity and innovation. Encouraging employees to think outside the box, providing them with opportunities to share ideas, and creating an environment that supports innovation can lead to improved performance and contribute to the overall growth of the organization. Implementing programs or initiatives that promote creativity and recognize innovative contributions can further motivate employees.

3. Establish a culture of feedback and continuous improvement: While performance review and evaluation receive positive feedback, it is crucial to foster a culture of feedback throughout

the organization. Encouraging employees to seek feedback from supervisors, colleagues, and even students can provide valuable insights for performance improvement. Establishing feedback mechanisms, such as regular check-ins, peer evaluations, or 360-degree feedback, can create a culture of continuous improvement and support employees in their professional development.

4. Provide opportunities for skill development and training: To further enhance employee performance, it is important to invest in their skill development and provide relevant training opportunities. Identify specific areas where employees may benefit from additional training or professional development programs and ensure that resources and support are available to facilitate their growth. This can include workshops, seminars, online courses, or mentoring programs tailored to individual needs and career aspirations.

By implementing these recommendations, LSPU Santa Cruz can build upon the positive aspects of the SPMS implementation and foster a culture of continuous improvement, innovation, and professional development. This, in turn, can lead to higher levels of employee performance and contribute to the overall success of the organization.

REFERENCES

1. Civil Service Commission, *Guidebook on the Strategic Performance Management System*. Philippines.
2. Absar, M. M. N., Azim, M. T., Balasundaram N. & Akhter S. (2010). *Impact of Human Resources Practices on Job Satisfaction: Evidence from Manufacturing Firms in Bangladesh*. *Economic Science Series*. LXII, 31- 42
3. Aktar S., Sachu M.K., Ali E. (2012). *The Impact of Rewards on Employee Performance in Commercial Banks of Bangladesh: An Empirical Study*. *IOSR Journal of Business and Management (IOSR-JBM) ISSN: 2278- 487X*. Volume 6, Issue 2 (Nov. - Dec. 2012), PP 09-15
4. Aktar, S. (2015). *Factors Influencing Employees' Work Performance in Insurance Company: A Case Study on MetLife Alico in Bangladesh*. *ASA University Review*, Vol. 9, No. 2.
5. Chandra, R.G and Saraswathi. (2018) *Impact of Performance Management System on Employee Performance – A Conceptual Framework for IT Organizations*. *International Journal of Civil Engineering and Technology (IJCIET) Volume 9, Issue 6, pp. 412–420, Article ID: IJCIET_09_06_048*<http://www.iaeme.com/ijciyet/issues.asp?JType=IJCIET&VType=9&ITyp e=6> ISSN Print: 0976-6308 and ISSN Online: 0976-6316
6. Elnaga, A. and Imran A. (2013). *The Effect of Training on Employee Performance*. *European Journal of Business and Management*. ISSN 2222-2839. Vol. 5, No. 4, 2013. www.iiste.org
7. Ijigu, A. W. (2015). *The Effect of Selected Human Resource Management Practices on Employees' Job Satisfaction in Ethiopian Public Banks*. *Emerging Markets Journal*. ISSN 2158-8708. Volume 5. No. 1.
8. Joseph, R. D. (2014). *Age Diversity and Its Impact on Employee Performance in Singapore*. *International Journey of Research and Development Technology and Management Science – Kailash*. Volume 21, Issue 5. ISBN-1-63102-449-3.
9. Martono S, Khoiruddin M., Wulansari N A (2018). *Remuneration Reward Management System as a Driven*



- Factor of Employee Performance. International Journal of Business and Society, Vol. 19 S4, 2018, 535- 545*
10. Motlokoa, M. E. (2018). *The Impact of Training on Employees' Performance: The Case of Banking Sector in Lesotho. International Journal of Human Resource Studies ISSN 2162-3058 2018, Vol. 8, No. 2.*
 11. <http://www.macrothink.org/journal/index.php/ijhrs/article/view/12812/10144>
 12. Motlokoa, Sekantsi, Monvolo (2018). *The Impact of Training on Employees' Performance: The Case of Banking Sector in Lesotho. International Journal of Human Resource Studies ISSN 2162-3058 2018, Vol. 8, No. 2.*
 13. <http://www.macrothink.org/journal/index.php/ijhrs/article/view/12812>
 14. Mulwa M.N. and Weru J. M. (2017). *The Influence of Performance Management System on Employee Performance in Commercial Banks in Kitui Town, Kitui County, Kenya. International Journal of Humanities and Social Science Vol. 7, No. 6.*
 15. Ng, T. W. H., & Feldman, D. C. (2010, Autumn). *The Relationships of Age with Job Attitudes: A Meta Analysis. Personnel Psychology, 63(3), 677-718*
 16. Omori A. and Basse P. (2019), *Demographic Characteristics and Workers; Performance in Public Service in Nigeria. International Journal of Research and Innovation in Social Science (IJRISS) ISSN 2454-6186 Volume III, Issue II, February 2019.*
 17. www.rsisinternational.org
 18. Onyije Oroma Chioma Onyije (2015) *Effect of Performance Appraisal on Employee Productivity in a Nigerian University. Department of Office Technology Management. Journal of Economics and Business Research, ISSN: 2068 - 3537, E – ISSN (online) 2069 – 9476, ISSN – L= 2068 – 3537 Volume XXI, No. 2. pp. 65-81*
 19. Sharma, S. and Gangwani, S. (2017). *The Impact of Demographic Variables on Employee Engagement in Public and Private Service Sector in India. International Journal of Research in Economics and Social Sciences. Vol. 7, Issue 5. Pp. 299-313/ ISSN(o): 2249-7382*
 20. Rathanaweera R. R. N. T. (2010). *Do HRM Practices Impact Employee Satisfaction, Commitment or Retention? Empirical Studies of Sri Lankan Public Sector Banks. Masters Thesis. University of Agder.*
 21. Qureshi M. I., Bashir S., Saleem A., Javed A., Saadat U. M., Safdar M. Z. (2013). *Analysis of Various Determinants Which Affect on Job Performance: (A Case Study on Private and Public Universities Employees of D. I. Khan). Gomal University Journal of Research, 29(1).*