

Perceptions, Organizational Outcomes and Challenges of Competency-Based Human Resource Development in Department of Public Works and Highways-Apayao and District Engineering Office

Abigail A. Addun

Apayao State College, Luna, Apayao, Philippines

Abstract

This study assessed employee perceptions, organizational outcomes, and challenges in implementing Competency-Based Human Resource Development (CBHRD) at the DPWH – Apayao 2nd District Engineering Office. Data were gathered from 27 respondents through a structured survey and analyzed using descriptive statistics. Findings revealed strong positive perceptions of CBHRD. Employees agreed that initiatives such as competency frameworks, targeted training, and performance evaluations improved their skills, motivation, and productivity. Organizational outcomes were also rated positively, highlighting enhanced work performance, public service delivery, and teamwork. However, major challenges hindered implementation, including training schedule conflicts, trainer shortages, and heavy workloads. Other issues included limited resources, low participation, and lack of management support. The study concludes that while CBHRD is effective and well-received, addressing implementation barriers is crucial. Strategic scheduling, resource allocation, and leadership support are recommended to sustain and improve CBHRD outcomes.

Keywords: Perceptions, Organizational Outcomes, and Challenges, Competency Based Human Resource Development

1. INTRODUCTION

In today's globalized and competitive environment, organizations across sectors are increasingly recognizing the need for robust human resource development (HRD) strategies that enhance workforce competencies and drive overall effectiveness. Competency-based HRD has emerged as a key approach for aligning employee skills and abilities with organizational goals, thereby improving performance, adaptability, and accountability in response to evolving demands. Countries and corporations worldwide have adopted competency-based frameworks to achieve sustainable development and retain talent in a competitive labor market.

The government sector, particularly agencies that are service-oriented and infrastructure-focused, has also made significant progress in adopting competency-based HRD practices. The Department of Public Works and Highways (DPWH), as one of the largest public service agencies in the Philippines, plays a critical

role in national development through the construction and maintenance of infrastructure. Within this context, the Apayao 2nd District Engineering Office serves as a vital unit whose effectiveness relies heavily on the perceptions and implementation of competency-based HRD strategies among its workforces.

Despite the recognized importance of competency-based HRD, there is limited research focusing on the perceptions, organizational outcomes, and challenges associated with its implementation in the Philippine government's infrastructure sector, particularly at the district level. This study aims to address this gap by examining the perceptions of employees, the organizational outcomes, and the challenges encountered in implementing competency-based HRD in the DPWH-Apayao 2nd District Engineering Office. By exploring these dimensions, the research seeks to provide insights into how competency-based practices can enhance service delivery, employee performance, and organizational effectiveness at a more localized level, addressing an area that has been largely overlooked in previous studies.

2. Objectives of the Study

- To determine the perceptions of employees regarding the implementation of Competency-Based Human Resource Development (CBHRD) practices in the DPWH-Apayao 2nd District Engineering Office.
- To identify the perceived organizational outcomes associated with the implementation of CBHRD programs in the DPWH-Apayao 2nd District Engineering Office.
- To examine the challenges encountered by employees in the implementation of CBHRD programs in the DPWH-Apayao 2nd District Engineering Office.

3. Methodology

This study employed a quantitative descriptive research design to assess employee perceptions, organizational outcomes, and challenges related to the implementation of Competency-Based Human Resource Development (CBHRD) practices at the DPWH-Apayao 2nd District Engineering Office, located in San Isidro Sur, Luna, Apayao. A total of 27 employees across various job roles participated in the study. Data collection was conducted through a structured survey questionnaire adapted from established HRD and competency models (e.g., Noe, Armstrong, Siddiqui & Zamir) and tailored to fit the local context.

Tools of Analysis

- Descriptive Statistical Tools – Mean, frequency, percentage, and rank for data analysis.
- 4-Point Likert Scale – Used to quantify agreement levels and perceptions.

4. Review of Literature

Competency-Based Human Resource Development (CBHRD) has gained recognition as a strategic approach to workforce capability building in both private and public sectors. It emphasizes aligning training and development with the specific competencies required to perform job roles effectively, ensuring that employees possess the knowledge, skills, and behaviors needed for high performance. Noe emphasized that competency-based training helps address skill gaps and prepares employees for current and future roles by directly linking learning objectives to organizational strategies. Similarly, Armstrong highlighted the importance of competency frameworks in driving HR practices such as recruitment,

performance management, and succession planning, enhancing overall organizational coherence. In the public sector, **Siddiqui and Zamir** found that competency-based training significantly improved employee performance and accountability in government institutions in Pakistan. Their study emphasized that such systems create more transparency and consistency in HR processes, resulting in better public service outcomes. A Philippine-based study by **Aranas** showed that implementing competency models in local government units improved employee motivation and alignment with strategic goals. However, the research also pointed out challenges such as poor management support, limited resources, and resistance to change. These findings are consistent with the present study's results, where practical barriers—like training conflicts, trainer shortages, and workload issues—were key hindrances. Moreover, a study by **Briscoe and Hall** noted that competency development leads to higher adaptability among employees and contributes to building leadership pipelines—outcomes also observed in the DPWH-Apayao 2nd District Engineering Office.

5. Results and Discussion

Table 1. Perceptions of Competency Based Human Resource Development (CBHRD) (N=27)

Perceptions of CBHRD	Mean	Verbal Description	Transposed Value
1. The office has a clear and well-defined competency framework for each position.	3.56	Strongly Agree	Strong Positive
2. Training programs provided are based on identified competency gaps.	3.67	Strongly Agree	Strong Positive
3. Undergone training that directly relates to the job functions.	3.67	Strongly Agree	Strong Positive
4. There is a systematic performance evaluation process aligned with required competencies.	3.59	Strongly Agree	Strong Positive
5. Received coaching or monitoring that helps improve job performance.	3.41	Strongly Agree	Strong Positive
6. CBHRD programs have improved skills and knowledge.	3.59	Strongly Agree	Strong Positive
7. Can apply what is learned from training in daily work tasks.	3.67	Strongly Agree	Strong Positive
8. CBHRD interventions increased motivation to perform better.	3.59	Strongly Agree	Strong Positive
9. More competent in fulfilling my job responsibilities after the training.	3.59	Strongly Agree	Strong Positive
10. Productivity has improved because of CBHRD programs.	3.59	Strongly Agree	Strong Positive
Overall Mean	3.59	Strongly Agree	Strong Positive

Table 1 shows that the respondents expressed a strong and consistently positive perception of the CBHRD practices in their office, with mean scores ranging from 3.41 to 3.67, all rated as "Strongly Agree." They believe that CBHRD initiatives—such as a clear competency framework, relevant training, aligned

performance evaluations, and effective coaching—have improved their skills, motivation, and productivity. The overall mean is 3.59.

Table 2. Perceived Organizational Outcomes of CBHRD (N=27)

Perceived Organizational Outcomes	Mean	Verbal Description	Transposed Value
1. CBHRD initiatives contributed to better work outcomes in our office.	3.63	Strongly Agree	Strong Positive
2. The quality of public service delivery has improved due to staff development.	3.59	Strongly Agree	Strong Positive
3. There is greater employee commitment and job satisfaction in the unit.	3.59	Strongly Agree	Strong Positive
4. CBHRD has enhanced teamwork and coordination in the office.	3.52	Strongly Agree	Strong Positive
5. The CBHRD programs help in identifying and grooming potential leaders.	3.48	Strongly Agree	Strong Positive
6. Employee productivity has increased because of CBHRD programs.	3.44	Strongly Agree	Strong Positive
7. Staff are more adaptable to changes in work processes after CBHRD implementation.	3.48	Strongly Agree	Strong Positive
8. There is improved communication among employees due to CBHRD activities.	3.59	Strongly Agree	Strong Positive
9. CBHRD has led to more efficient problem-solving in our office.	3.63	Strongly Agree	Strong Positive
10. Overall organizational performance has improved since the introduction of CBHRD programs.	3.63	Strongly Agree	Strong Positive
Overall Mean	3.56	Strongly Agree	Strong Positive

Table 2 shows that the respondents showed a strong and consistent agreement that CBHRD practices have positively impacted their organization. With mean scores ranging from 3.44 to 3.63 and an overall mean of 3.56 (Strongly Agree), they reported improvements in work outcomes, public service delivery, employee commitment, job satisfaction, teamwork, leadership development, productivity, adaptability, communication, and problem-solving. Overall, they believe CBHRD initiatives have significantly enhanced organizational performance and effectiveness.

Table 3. Challenges in implementing CBHRD (N=27)

Challenges in implementing CBHRD	Frequency	Percentage	Rank
Training schedules conflict with regular work duties.	27	100.00	1
There's a shortage of qualified trainers and facilitators.	26	96.30	2

Heavy workloads hinder staff from joining CBHRD activities.	25	92.59	3
Staff participation in competency programs is low.	15	55.56	4
Learning materials and resources are limited.	14	51.85	5
Management support for CBHRD is lacking.	14	51.85	5
Assessment tools lack accuracy and reliability.	12	44.44	6
Budget constraints limit CBHRD program implementation.	11	40.74	7
Follow-up on training outcomes is inadequate.	9	33.33	8
Some staff don't see CBHRD as relevant to their roles.	1	3.70	9

Table 3 shows that among 27 respondents, the biggest challenge in implementing CBHRD, is that training schedules often conflict with regular work duties as responded by everyone. This means staff find it hard to attend training because they are busy with their usual tasks. The next most common challenge is a shortage of qualified trainers and facilitators. This makes it difficult to deliver effective training sessions. Heavy workloads also prevent staff from joining CBHRD activities, showing that employees are already stretched with their responsibilities. Other issues include low participation in competency programs, limited learning materials and resources, and lack of management support. These challenges suggest that both resources and encouragement from leadership are lacking. Less common but still notable problems are unreliable assessment tools budget constraints, and inadequate follow-up on training outcomes. Only a few staff feel that CBHRD is not relevant to their roles, so most see its value but face practical barriers.

6. Conclusion

Employees of the DPWH-Apayao 2nd District Engineering Office hold strong, positive views toward Competency-Based Human Resource Development (CBHRD) practices, recognizing their impact on enhancing skills, job performance, motivation, and productivity. They also believe that CBHRD programs have brought significant organizational benefits, such as improved service delivery, stronger teamwork, leadership development, and overall performance enhancement. However, implementation challenges persist, including scheduling conflicts, lack of qualified trainers, heavy workloads, limited resources, weak management support, and inadequate follow-up, which hinder the full effectiveness of CBHRD efforts.

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