



OFFICE MANAGEMENT PRACTICES IN HUMAN RESOURCES: BASIS FOR PRIME HRM MANUAL ENHANCEMENT

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ABSTRACT

This study aimed to assess the office management practices and HR services in the Human Resource department of one state university and determine their impact on HR office management efficiency. The study sought to evaluate record updating, space utilization, communication, recruitment, training, and employee engagement, with the goal of proposing enhancements to the PRIME HRM Manual. The researcher used a quantitative-correlational research design. Data was collected through a validated questionnaire distributed to 174 respondents, composed of teaching and non-teaching personnel across a one-state university's four campuses. Purposive sampling focuses on regular employees with five or more years of service and regular interaction with HR. Findings revealed that office management practices regarding record updating, office space utilization, and communication were rated "highly effective." HR services were also rated "highly satisfactory." However, statistical analysis showed no significant relationship between these practices and the efficiency of HR office management in terms of operational efficiency, resource utilization, and communication effectiveness. It was concluded that although the HR office at the state university under study exhibits strong practices and services, these do not necessarily lead to significant improvements in HR efficiency. Thus, the study emphasizes the need for integrated, standardized systems and the consistent implementation of HR policies and procedures. The study recommends the development and adoption of a unified Office Management Manual that aligns with PRIME-HRM standards. Future research is encouraged to explore other internal and external factors that may influence HR management efficiency in multi-campus academic institutions.

KEYWORDS: *Office Management Practices, HR Management Efficiency, PRIME-HRM*

INTRODUCTION

Effective office management is essential for any organization to ensure the smooth and efficient flow of operations, particularly within the Human Resources (HR) department. HR offices manage vital functions such as personnel records, policy compliance, and internal communication, significantly contributing to an institution's overall productivity. In public institutions such as state universities, proper office management practices also help maintain transparency, compliance, and efficiency in handling personnel-related processes.

HR departments act as the administrative backbone of government institutions, including higher education institutions. Human Resource Management Offices are responsible for implementing policies that promote employee welfare, career development, and workplace discipline. Given these critical responsibilities, it is necessary to continuously evaluate and enhance HR office management practices to ensure alignment with national standards.

To strengthen human resource governance, the Civil Service Commission (CSC) introduced the Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM), which establishes maturity levels and competency indicators for government HR offices across four core areas: recruitment, performance management, learning and development, and rewards and recognition. This research examines how one state university's Human Resource Management Offices are currently managing their operations. The aim is to utilize these results to enhance the PRIME-HRM

Manual. Strengthening the manual enables the university to better meet CSC requirements and build a more responsive, effective HR system.

Human Resource (HR) management has evolved from basic administrative functions to a strategic role that supports organizational effectiveness. The effectiveness of HR offices directly impacts an institution's productivity and overall success. Today's HR departments are not only responsible for maintaining personnel records and handling documents but also for spearheading workforce planning, ensuring policy compliance, and fostering employee engagement. Given these expanding responsibilities, the significance of effective office management, particularly in HR, has become increasingly prominent in both public and private sectors.

Efficient office management includes systematic filing, effective communication systems, streamlined workflows, and digital technologies to enhance service delivery. Poor office practices can lead to misplaced records, delayed decision-making, and administrative bottlenecks that disrupt daily operations. Many organizations worldwide have adopted office management frameworks to guide how HR information is stored, accessed, and processed efficiently.

This study examines the current office management practices of the HR department at a state university. The goal is to use the findings to improve the university's PRIME-HRM Manual, so it better reflects an efficient, organized, and responsive HR system. Ultimately, this research supports the university's broader aim of delivering quality public service and



strengthening institutional performance through better HR governance. HR departments act as the administrative backbone of government institutions, including higher education institutions. Human Resource Management Offices are responsible for implementing policies that promote employee welfare, career development, and workplace discipline (Armstrong & Taylor, 2023). Given these critical responsibilities, it is necessary to continuously evaluate and enhance HR office management practices to ensure alignment with national standards.

MATERIALS AND METHODS

This study utilized quantitative-correlational research design. Data was gathered through a structured and validated survey questionnaire administered to a total of 174 respondents, comprising regular teaching and non-teaching employees from four campuses of one state university. The respondents were selected through purposive sampling, focusing on those with at least five years of service and regular interaction with the Human Resource Department.

The questionnaire was divided into three sections: (1) office management practices, including updating of records, utilization of office space, and communication and collaboration; (2) HR services, including recruitment and staffing, employee training and development, and employee relations and engagement; and (3) HR office management efficiency, focusing on operational efficiency, resource utilization, and communication effectiveness.

RESULTS AND DISCUSSION

Table 1. Level of Existing Office Management Practices of The HR Department at One State University in Terms of Updating Records

Indicator	Mean	SD	Interpretation
1. HR records are updated promptly to ensure accuracy.	3.39	0.72	Highly Effective
2. The record-keeping system is organized and easy to use.	3.38	0.67	Highly Effective
3. Employees can easily access updated records when needed	3.31	0.74	Highly Effective
4. Regular audits are conducted to ensure the reliability of HR records.	3.36	0.64	Highly Effective
5. The process of updating records minimizes errors and redundancies.	3.41	0.62	Highly Effective
Overall Mean	3.37		Highly Effective

Highly Effective 4.00-3.26, Effective 3.25-2.51, Less Effective 2.50-1.76, Ineffective 1.75-1.00

Table 1 shows that the level of existing office management practices of the HR department at one state university in terms of updating records is highly effective, with an overall mean of 3.37. The highest-rated item was the minimization of errors and redundancies in the record-updating process (M = 3.41), followed closely by prompt updates and an organized record-keeping system. Even the lowest-rated item—accessibility of

Each section used a Likert scale to assess the level of effectiveness or satisfaction. The gathered data were encoded, organized, and statistically analyzed. Descriptive statistics such as mean and standard deviation were used to determine the average ratings and distribution of responses. Furthermore, Pearson correlation was employed to assess the relationship between office management practices and HR services with HR efficiency. Hypothesis testing was conducted at a 0.05 level of significance to determine whether the observed relationships were statistically significant.

For analyzing the data collected, the researcher used various statistical tools. The mean was applied to determine the central tendency of responses in each section, while the standard deviation measured the spread or variability of those responses. Frequency and percentage were used to show how responses were distributed across categories. To assess the strength and direction of the relationship between variables, Pearson correlation was employed. Finally, hypothesis testing was conducted at a 0.05 level of significance to determine whether the relationships among the variables were statistically significant.

The research procedure involved securing approval from the appropriate university authorities, distributing the questionnaire to qualified respondents, retrieving the completed forms, and processing the data for interpretation. Ethical considerations, including informed consent and confidentiality of responses, were strictly observed throughout the data collection process.

updated records—was still rated highly (M = 3.31). These results suggest that the HR department maintains efficient and reliable practices that ensure accuracy and accessibility of records. This supports findings by Ghosh (n.d.), Ud Din et al. (2023), and Alqahtani & Ayentimi (2020), who emphasize that effective record management enhances decision-making, employee satisfaction, and overall institutional performance.



Table 2. Level of Existing Office Management Practices of The HR Department at One State University in Terms of Utilization of Office Space

Indicator	Mean	SD	Interpretation
1. The HR office layout promotes efficiency in daily operations.	3.36	0.62	Highly Effective
2. Office space is used optimally to accommodate necessary resources.	3.38	0.66	Highly Effective
3. The physical arrangement of the HR office allows for effective teamwork.	3.34	0.71	Highly Effective
4. Employees have adequate workspace to perform their tasks effectively.	3.39	0.62	Highly Effective
5. Storage spaces for documents and supplies are efficiently utilized.	3.36	0.61	Highly Effective
Overall Mean	3.37		Highly Effective

Highly Effective 4:00-3:26, Effective 3.25-2.51, Less Effective 2.50-1.76, Ineffective 1.75-1.00

Table 2 indicates that the level of existing office management practices of the HR department at one state university in terms of office space utilization is highly effective, with an overall mean of 3.37. All indicators ranging from layout efficiency to workspace adequacy and storage received high ratings, suggesting that the office environment is well-organized and supports productivity. These findings align with studies by Jones and Jones (2016) and Almandrez (2019), which

emphasize that an organized and collaborative workspace enhances workflow and reduces inefficiencies. Gensler (2014) further adds that thoughtful office design contributes to employee well-being and performance. Overall, the results affirm that strategic office space planning contributes significantly to the HR department’s operational effectiveness.

Table 3. Level of Existing Office Management Practices of The HR Department at One State University in Terms of Communication and Collaboration

Indicator	Mean	SD	Interpretation
1. Communication between HR staff members is clear and effective.	3.40	0.67	Highly Effective
2. Collaboration among HR staff enhances productivity.	3.39	0.64	Highly Effective
3. The HR office provides platforms for open discussions and idea – sharing.	3.29	0.67	Highly Effective
4. Regular meetings or updates help streamline office operations.	3.34	0.62	Highly Effective
5. Tools and technology for communication (e.g., emails, messaging apps) are utilized efficiently.	3.38	0.60	Highly Effective
Overall Mean	3.36		Highly Effective

Highly Effective 4:00-3:26, Effective 3.25-2.51, Less Effective 2.50-1.76, Ineffective 1.75-1.00

Table 3 shows that the level of existing office management practices of the HR department at one state university in terms of communication and collaboration is highly effective, with an overall mean of 3.36. The highest-rated item was the clarity and effectiveness of communication among HR staff (M = 3.40), followed closely by the impact of collaboration on productivity (M = 3.39). Respondents also agreed that communication tools, regular meetings, and platforms for idea-sharing contribute to a collaborative and well-coordinated work environment. These results support the findings of Daft (2016) and DeVries (2014),

who emphasize that effective communication and teamwork enhance coordination and decision-making. Moreover, openness and alignment with organizational goals as discussed by Clampitt et al. (2000), Allen et al. (2015), and Ulrich et al. (2008) are evident in the HR department’s communication practices. Overall, the results confirm that strong internal communication and collaboration are integral to the HR department’s efficiency and effectiveness.



Table 4. Level of HR Services Provided by The HR Department at One State University in Terms of Recruitment and Staffing

Indicator	Mean	SD	Interpretation
1. The recruitment process is efficient and timely.	3.37	0.67	Highly Satisfactory
2. Job openings are communicated clearly to all stakeholders.	3.44	0.63	Highly Satisfactory
3. HR ensures that qualified candidates are selected for vacant positions.	3.34	0.69	Highly Satisfactory
4. Recruitment efforts align with the organization's staffing needs	3.37	0.63	Highly Satisfactory
5. HR involves relevant departments in the staffing process	3.43	0.60	Highly Satisfactory
Overall Mean	3.39		Highly Satisfactory

Highly Satisfactory 4:00-3:26, Satisfactory 3.25-2.51, Less Satisfactory 2.50-1.76, Unsatisfactory 1.75-1.00

Table 4 reveals that the level of HR services in terms of recruitment and staffing at one state university is highly satisfactory, with an overall mean of 3.39. Respondents agreed that the recruitment process is efficient, transparent, and aligned with staffing needs. The highest-rated indicator was the clear communication of job openings (M = 3.44), followed by HR's collaboration with relevant departments (M = 3.43). The consistency of responses, as shown by low standard deviation values, suggests that recruitment practices are well implemented and widely supported. These findings align with

Armstrong and Taylor (2020), who stress the importance of transparency in attracting qualified candidates, and De Guzman and Torres (2019), who highlight interdepartmental collaboration for effective staffing. Supported further by Villanueva and Reyes (2017) and the Civil Service Commission (2017), the results affirm that timely, coordinated, and merit-based recruitment practices enhance employee satisfaction and institutional performance.

Table 5. Level of HR Services Provided by The HR Department at One State University in Terms of Employee Training and Development

Indicator	Mean	SD	Interpretation
1. The HR office provides adequate training opportunities for staff development	3.24	0.68	Highly Satisfactory
2. Training programs offered align with employees' professional growth needs	3.23	0.69	Highly Satisfactory
3. Learning opportunities are accessible and well-organized.	3.27	0.70	Highly Satisfactory
4. HR actively supports employees' career advancement initiatives.	3.31	0.66	Highly Satisfactory
5. Training sessions improve skills relevant to job performance.	3.31	0.69	Highly Satisfactory
Overall Mean	3.39		Highly Satisfactory

Highly Satisfactory 4:00-3:26, Satisfactory 3.25-2.51, Less Satisfactory 2.50-1.76, Unsatisfactory 1.75-1.00

Table 5 indicates that the level of HR services in terms of employee training and development at one state university is highly satisfactory, with an overall mean of 3.27. The highest-rated indicators HR's support for career advancement and the relevance of training to job performance (M = 3.31) highlight the department's strong commitment to staff development. Although training opportunities (M = 3.24) and alignment with professional growth needs (M = 3.23) received slightly lower

scores, they still fell within the "highly satisfactory" range. The consistency of responses reflects recognition of well-organized and accessible learning programs. These findings are supported by Noe (2010), De Guzman and Torres (2019), and Ng and Burke (2005), who emphasize that effective, competency-based training enhances employee motivation, performance, and organizational success.



Table 6. Level of HR Services Provided by The HR Department at One State University in Terms of Employee Relations and Engagement

Indicator	Mean	SD	Interpretation
1. HR addresses employee concerns in a timely manner	3.29	0.66	Highly Satisfactory
2. Initiatives to foster employee engagement are effective.	3.25	0.65	Highly Satisfactory
3. Recognition programs for employee achievements are implemented consistently.	3.32	0.66	Highly Satisfactory
4. HR actively promotes a positive and inclusive workplace culture.	3.32	0.60	Highly Satisfactory
5. Activities to improve relationships between employees are regularly organized.	3.32	0.64	Highly Satisfactory
Overall Mean	3.39		Highly Satisfactory

Highly Satisfactory 4:00-3:26, Satisfactory 3.25-2.51, Less Satisfactory 2.50-1.76, Unsatisfactory 1.75-1.00

Table 6 shows a Highly Satisfactory level of HR services in Employee Relations and Engagement, with a weighted mean of 3.30 and a standard deviation of 0.64. The highest-rated aspects—recognition programs, workplace culture, and relationship-building activities (Mean = 3.32)—highlight HR’s efforts in fostering a positive work environment. Employee

concerns are addressed promptly (Mean = 3.29), and engagement initiatives are effective (Mean = 3.25). The low standard deviation values indicate consistency in responses, reflecting strong HR practices in maintaining employee satisfaction and workplace harmony.

Table 7. Level of HR Management Efficiency in Terms of Operational Efficiency

Indicator	Mean	SD	Interpretation
1. HR tasks are completed effectively within allocated timeframes	3.29	0.62	Highly Efficient
2. HR operations are free from unnecessary delays or disruptions.	3.25	0.69	Highly Efficient
3. Daily administrative tasks are managed with minimal errors.	3.33	0.62	Highly Efficient
4. HR staff are efficient in managing workloads and responsibilities.	3.35	0.59	Highly Efficient
5. The HR office adapts well to changing priorities and demands.	3.31	0.60	Highly Efficient
Overall Mean	3.31		Highly Efficient

Highly Efficient 4:00-3:26, Efficient 3.25-2.51, Less Efficient 2.50-1.76, Inefficient 1.75-1.00

Table 7 shows a highly efficient level of HR management efficiency in terms of operational efficiency, with a weighted mean of 3.31. The highest-rated statement, "HR staff are efficient in managing workloads" (Mean = 3.35), indicates effective task management. HR also adapts well to changing priorities (Mean = 3.31) and completes tasks with minimal

errors (Mean = 3.33). Operations are free from delays (Mean = 3.25) and are completed within allocated timeframes (Mean = 3.29). The low standard deviation values suggest consistent responses, reflecting streamlined and effective HR operations.



Table 8. Level of HR Management Efficiency in Terms of Resource Utilization

Indicator	Mean	SD	Interpretation
1. The HR office uses available tools and equipment effectively.	3.29	0.64	Highly Efficient
2. Budget allocations for HR resources are utilized efficiently.	3.33	0.59	Highly Efficient
3. Office supplies and materials are managed with minimal waste.	3.30	0.62	Highly Efficient
4. Technology resources are maximized to streamline HR operations.	3.34	0.58	Highly Efficient
5. HR ensures that personnel are assigned tasks based on their expertise	3.32	0.63	Highly Efficient
Overall Mean	3.32		Highly Efficient

Highly Efficient 4.00-3.26, Efficient 3.25-2.51, Less Efficient 2.50-1.76, Inefficient 1.75-1.00

Table 8 shows a highly efficient level of HR management efficiency in terms of resource utilization, with a weighted mean of 3. The highest-rated statement, "Technology resources are maximized to streamline HR operations" (Mean = 3.34), highlights effective use of technology. HR also ensures efficient use of budget allocations (Mean = 3.33) and tools and

equipment (Mean = 3.29). Office supplies are managed with minimal waste (Mean = 3.30), and tasks are assigned based on personnel expertise (Mean = 3.32). The low standard deviation values suggest consistent responses, indicating efficient resource management in the HR department.

Table 9. Level of HR Management Efficiency in Terms of Communication Effectiveness

Indicator	Mean	SD	Interpretation
1. Information is communicated clearly within the HR office.	3.37	0.65	Highly Efficient
2. Updates from the HR office is timely and accurate.	3.37	0.70	Highly Efficient
3. HR staff have access to reliable communication channels.	3.34	0.68	Highly Efficient
4. Interdepartmental communication is effective in supporting HR goals.	3.38	0.61	Highly Efficient
5. Clear communication within the HR office enhances overall efficiency.	3.36	0.65	Highly Efficient
Overall Mean	3.32		Highly Efficient

Highly Efficient 4.00-3.26, Efficient 3.25-2.51, Less Efficient 2.50-1.76, Inefficient 1.75-1.00

Table 9 highlights the level of HR management efficiency in terms of communication effectiveness, based on several key statements. The mean scores for each statement range from 3.34 to 3.38, indicating strong agreement from respondents about the clarity, timeliness, and reliability of communication within the HR office. The standard deviation values, which range from 0.61 to 0.70, suggest that there is little variation in the responses, reflecting a consensus on the effectiveness of

communication. With a weighted mean of 3.36 and a standard deviation of 0.66, the verbal interpretation of "Highly Efficient" efficiency confirms that the HR office is seen as highly effective in communicating both internally and with other departments. This shows that communication is transparent, timely, and in support of overall HR objectives, which has a positive effect on the efficiency of the office.



Table 10. Significant Relationship Between the Existing Office Management Practices of The HR Department at One State University and the HR Management Efficiency

HR Services Provided by The HR Department at One State University		HR Management Efficiency		
		Operational Efficiency	Resource Utilization	Operational Efficiency
Updating Records	Pearson Correlation	0.4086	0.4113	0.4111
	Significance (2-Tailed)	0.1463	0.1967	0.8651
	N	218	218	218
	Analysis	Not Sig	Not Sig	Not Sig
Utilization of Office Space	Pearson Correlation	0.5117	0.3455	0.4459
	Significance (2-Tailed)	0.0978	0.2033	0.8725
	N	218	218	218
	Analysis	Not Sig	Not Sig	Not Sig
Communication and Collaboration	Pearson Correlation	0.5281	0.3788	0.4181
	Significance (2-Tailed)	0.065	0.1249	0.4912
	N	218	218	218
	Analysis	Not Sig	Not Sig	Not Sig

The findings said that there is no significant relationship between the two variables. Despite the moderate positive correlations observed in various aspects of office management practices such as updating records, utilization of office space, and communication and collaboration and HR management

efficiency, the significance values for all the correlations exceed the 0.05 threshold, indicating that these relationships are not statistically significant.

Table 11. Significant Relationship Between the HR Services Provided by The HR Department at One State University and the HR Management Efficiency

HR Services Provided by The HR Department at One State University		HR Management Efficiency		
		Operational Efficiency	Resource Utilization	Communication Effectiveness
Recruitment and Staffing	Pearson Correlation	0.4207	0.4430	0.4596
	Significance (2-Tailed)	0.0326	0.0428	0.4396
	N	218	218	218
	Analysis	Sig	Sig	Not Sig
Employee Training and Development	Pearson Correlation	0.6572	0.6299	0.5218
	Significance (2-Tailed)	0.3068	0.2134	0.0283
	N	218	218	218
	Analysis	Not Sig	Not Sig	Sig
Employee Relations and Engagement	Pearson Correlation	0.5465	0.4652	0.5249
	Significance (2-Tailed)	0.9191	0.7552	0.1292
	N	218	218	218
	Analysis	Not Sig	Not Sig	Not Sig

The results indicate that some HR services are significantly related to aspects of HR management efficiency, while others are not. Recruitment and staffing showed moderate, statistically significant correlations with operational efficiency and resource utilization, but not with communication effectiveness. Training and development had a significant positive impact on communication effectiveness, though not on operational efficiency or resource utilization. Meanwhile, employee relations and engagement did not show any significant correlation with HR efficiency indicators. Overall, the findings suggest that while certain HR services contribute to specific efficiency outcomes, their impact is not consistent across all areas.

CONCLUSIONS

The findings of this study conclude that although the Human Resource Management Office of one state university

demonstrates strong office management practices and satisfactory delivery of HR services, these do not consistently translate into improved HR management efficiency. While recruitment and staffing were found to have a significant relationship with operational efficiency and resource utilization, and training and development showed a positive link to communication effectiveness, other service areas such as employee relations and engagement did not reflect a measurable impact. These findings are aligned with the study of De Guzman and Torres (2019), who emphasized that compliance with structured HR frameworks such as PRIME-HRM improves credibility and performance but may not alone ensure full efficiency without complementary systems and organizational support.

This suggests that while HR practices and services provide foundational support, other variables—such as digital infrastructure, leadership style, and institutional policies—may



exert greater influence on management efficiency. Therefore, the study highlights the importance of creating a more integrated, system-driven approach by developing a PRIME-HRM-aligned HR manual that promotes consistency, documentation standards, and institutional coherence across all campuses.

RECOMMENDATIONS

To improve HR office efficiency, it is recommended that the university maintain its effective practices in record updating, office space use, and communication, while enhancing these through digital tools and flexible work systems. Recruitment, training, and engagement programs can be further improved through regular feedback, training needs assessments, and inclusive engagement strategies. The university should also align HR services with operational workflows by mapping processes and introducing a performance monitoring system. Lastly, a continuous improvement program is advised, including cross-campus collaboration, automation of HR functions, and regular audits. These steps will help create a more integrated and responsive HR system aligned with PRIME-HRM standard.

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