The International Association for Public Human Resource Development
4th International Conference

Advancing Strategic and Humanistic Public HR Governance for Innovation and Public Value

SungKyunKwan University; Seoul, Korea

April 11, 2018
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Schedule

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8:00AM – 9:00AM: Registration (Business School, Room 33B101)
9:00AM – 10:00AM: Opening Ceremony (Business School, Room 33B101)

EMCEES: Reginald Ugaddan (Sungkyunkwan University, Korea)
Joan T. Carinunan (Isabela State University, Philippines)

Welcome address and introduction of the IAPHRD: EMCEE

Opening remarks and acknowledging the visitors: Sung Min Park
Director, Center for Teaching and Learning; Director, Research Center for Public Human Resource Development, Sungkyunkwan University, Korea; President, The International Association for Public Human Resource Development

Message: Geun-Ju Lee
President, The Korean Society for Public Personnel Administration

Closing Remarks: Juanito P. Rosini
Vice President, Isabela State University
Echague, Isabela, Philippines

10:00AM – 12:00PM: Sessions 1 & 2

Session 1: Managing Public Organization and Organizational Innovation (Korea 21+ Session)

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<td>Determinants of Job Satisfaction and its Impact on Employee Performance and Turnover Intentions</td>
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<td>- Niyonzima Gad Karangwa (Rwanda Education Board, Rwanda) and Pierre Celestin Bimenyimana (Social Affairs of Gicumbi District, Rwanda)</td>
<td>(Dongguk University, Korea)</td>
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<td>10:15-10:30</td>
<td>Organizational Innovation and Performance Outcome in Public Sector Organization</td>
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<td>- Janiscus Pieter Tanesab (Department of Education, East NusaTenggara Province, Indonesia), Jun Jung Park, Reginald G. Ugaddan, and Sung Min Park (Research Center for Public Human Resource Development, Sungkyunkwan University, Korea)</td>
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<td>10:30-10:45</td>
<td>Research on Sustainable and Innovative Organization: With a Focusing on Leadership, Motivation and Trust in the Ministry of Education in Haiti</td>
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<td>- Hyo Joo Lee (Research Center for Public Human Resource Development, Korea), Jean Alain Bernadel (National Commission Against Illegal Drugs, Haiti) and Kassim Jumaa (Vocational Education and Training Authority, Tanzania)</td>
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### Session 1: Accountability and Good Governance

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<td>10:45-11:00</td>
<td>Determinants and Outcomes of Organizational Culture: Evidence from Ecuador – National Agency to Control and Regulate Land Transportation, Transit, and Road Safety</td>
<td>Fabian Moscoso (Service of Government Real Estate Management, Ecuador) and Rubyann Smith (Public Treasury Department, Bahamas)</td>
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**11:00-11:20** Q & A

**11:20-11:45** Awarding of Certificates of Appreciation to the Presenters

### Session 2: Human Capital Innovation and Local Governance

**Philippine Special Session**

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<td>Impact of the College of Arts and Sciences Extension Activities on the Residents of Arabiat, Echague, Isabela</td>
<td>Hilda A. Manzolim (Isabela State University, Philippines)</td>
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**10:15-10:30** Implementation of the Customized Degree Program for Local Government Units by Isabela State University

**10:30-10:45** Seal of Good Local Governance (SGLG): The Blueprint in Defining and Directing Department of the Interior and Local Government (DILG) Region 02 Programs, Project and Activities

**10:45-11:00** A Study on the Implementation of the Provision of the Local Government Code (LGC) on People’s Enforcement Board (PLEB) Relative to the Handling of Citizen’s Complaint Against Members of the Philippine National Police in the City of Santiago

**11:00-11:20** Q & A

**11:20-11:45** Awarding of Certificates of Appreciation to the Presenters

### Session 3: Ethical Culture and Public Value Governance

**KOSPPA Session**

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<td>Research on Accountability in the Korean NGOs: Exploring the Roles of NPM-driven and Confucian-driven Culture</td>
<td>Min Young Kim, Hyo Joo Lee, &amp; Sung Min Park (Research Center for Public Human Resource Development, Sungkyunkwan University, Korea)</td>
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**1:15-1:30** Corruption Prevention Mechanisms towards a Humanistic Environment for better Public Administration

**1:30-1:45** Level of Awareness on the Rights of the Accused among the Selected Detainees at the Bureau of Jail Management and Penology in Santiago City

**1:45-2:00** BESPREN: A Governance Response for the Empowerment of Santiaguenos

**2:00-2:20** Q & A

**2:20-2:45** Awarding of Certificates of Appreciation to the Presenters

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12:00PM – 1:00PM: Lunch

1:00PM – 3:00PM: Sessions 3 & 4
### Session 4: Public Management and Local Governance
(Research Center for Public Human Resource Development Session)

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<td>How Does Diversity Management Enhances Creative Climate? The Importance of Organizational Cooperative Climate</td>
<td>Reginald G. Uyadder (Research Center for Public Human Resource Development, Sungkyunkwan University, Korea), Kyeong Ryoul Min (National Institute of Meteorological Sciences, Korea), and Sung Min Park (Research Center for Public Human Resource Development, Sungkyunkwan University, Korea)</td>
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<td>Leadership Effectiveness of Key Officials in the Local Government Unit of Cabatuan, Isabela</td>
<td>Julie Ann M. Dela Cruz (Institute of Public Administration and Governance, Isabela State University, Philippines) and Chanda G. Usje (Isabela State University, Philippines)</td>
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<td>Leadership, Trust and Job Satisfaction in Public Sector Organizations: Case Researches in Korea and Ecuador</td>
<td>Sara Narvaez (Coordinating Ministry of Production, Employment and Competitiveness, Ecuador) and Mahendra Budhram (Environmental Protection Agency, Guyana)</td>
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<td>Evaluation of the Merit Selection and Promotion Plan of Tarlac State University for Non-Teaching Personnel: Basis an Enhanced Merit Plan</td>
<td>Grace N. Rosete and Feliciano M. Rosete Jr., (Tarlac State University, Philippines)</td>
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### 3:00PM – 3:30PM: Closing Ceremony (Business School, Room 33B101)

#### Welcome address

**EMCEE**

#### Opening Remarks

**Sung Min Park**  
Director, Center for Teaching and Learning;  
Director, Research Center for Public Human Resource Development, Sungkyunkwan University, Korea;  
President, The International Association for Public Human Resource Development

#### Congratulatory Message

**Gi-Heon Kwon**  
Dean, Graduate School of Governance, Sungkyunkwan University, Korea

#### Awarding of Best Papers and Practice

**Gi-Heon Kwon, Sung Min Park and Juanito P. Rosini**

#### Closing Remarks

**Juanito P. Rosini**  
Vice President, Isabela State University, Echague, Isabela, Philippines

### 3:30PM – 3:45PM: Conference Photo Opportunity  
3:45PM: Campus Tour
Session 1.
Managing Public Organization and Organizational Innovation
(Brain Korea 21+ Session)
Job satisfaction or lack of it by employees affects productivity, and also affects the end outcome, accomplishing relationship between staff (Employees) and management, the successful organizations depends on employees who enjoys their jobs and feel rewarded for their efforts. Many researchers have done research on job satisfaction and performance, but in most cases the findings show that it remains a challenge in many organizations, thus the purpose of this research paper is to examine the satisfaction level of employees and this helps organizations to know about the elements that influence job satisfaction, specifically employee empowerment and workplace environment, the effects of job satisfaction on job loyalty, job performance and turnover intention. Theoretical and imperial studies as assessed to review factors that was likely to affect employee retention. Unfortunately, until today job satisfaction has not been taken as a priority by the majority to receive attention scholars no managers in various organizations.

This paper presents the relationships between organizational innovation and organizational performance mediated by work resources of Korean public-sector organizations. Previous studies have addressed innovation performance. This study aimed to find the causal effect relationship among those constructs through performance work resources that empowered the impact on the performance outcome of organizations. The issue of public-sector organizations in terms of organizational innovation, work resources and organizational performance are discussed, and the variables are briefly explained in the study. Through the survey data from the Korean Institute of Public Administration (KIPA), we applied structural equation modeling to analyze the data. The results found that organizational innovation positively influenced organizational performance, which was empowered by the mediation effect of performance work resources in Korean public-sector organizations. Finally, the implications and contributions are discussed.
Education is a public good that every citizen has the right to have and plays a key role in a country’s development. However, in Haiti, the majority of the children are enrolled in private schools. Moreover, the quality of the education is somewhat poor due to lack of standardization and control on the supply of schools. The Ministry of Education of Haiti administrative and management structure is highly centralized and bureaucratic, and has a strong urban bias. Red tape is usually encountered in this organization. This leads to poor Organizational Citizenship Behavior and poor Creative Behavior (CB) within employees. In addition, the Ministry of Education in Haiti seems to not outperform its mission of assuring quality education for all over the years. Yet, this ministry received from this year annual budget 14% (MEF, 2017) of the total and it is one of the ministries that have the most public servants for its functioning. 36,385 employees are working for internal service of this ministry. In order than to understand the underperformance of this ministry, we should investigate on the motivation of its employee and leadership of their supervisor. Using interview to key public servant within the Ministry, the Study reveals that many employees are skeptical about their organizational climate and ethical values. Even when they talking about CB, they stated that the intention of the behavior should be considered. By the large, the efforts to build ethical and public value in the organization are necessary with a long-term perspective.
This paper aims to shed light over the importance of any institution that represents committed/engaged employees, as well as, it seeks to establish the importance about the constant development of leadership, motivation, training, and team building, among the employees; a situation that can be applied for both public and the private sector. The Ecuadorian agency under analysis, carry an enormous responsibility to deliver efficient services to the citizens related to the transportation sector at national level. One of its core businesses is granting drivers permission vehicles, including light and heavy transportation. Besides the enormous investments from the central government to provide enough human resources, modern facilities, and the latest technology; regarding the quality of the delivered service, the citizen’s perception defines it as the worst, too many steps, an excess of bureaucracy, and time-consuming. Therefore, this study sought to gather qualitative and quantitative data to determine the factors that influence the behavior of the ANT’s employees. The top and middle-level leaders were interviewed, and a structured survey was conducted among ANT’s employees. The survey’s results showed the employees’ perception regarding the organizational culture was adequate, however; the findings showed there is a poor commitment from the employees regarding its organizational performance. The preliminary conclusion helps us to realize that employees are not motivated to efficiently perform their tasks neither to deliver a “good” service. The finds also revealed that the employees were mainly motivated by extrinsic factors, particularly seeking only to address “job security”. We concluded the ANT agency must focus on strengthening their inoperative organizational structure, which is encompassed with inefficient processes; overall, the agency should focus on implementing a strategy to enhance the public service motivation, PMS, among the employees, and to avoid the constant staff turnover/employee transfers, particularly at the team leaders level, which drove an absence of effective leadership, even though the head is performing a transactional leadership.
Session 2.
Human Capital Innovation and Local Governance
(Philippine Special Session)
MODERATOR:
David O. Kasdan
Sungkyunkwan University, Korea

Topic 1
Impact of the College of Arts and Sciences Extension Activities on the Residents of Arabiat, Echague, Isabela
Hilda A. Manzolim
Isabela State University, Philippines

This paper evaluated the impact of the College of Arts and Sciences extension activities on the residents of Arabiat, Echague, Isabela and assessed the level of implementation of CAS community extension activities. The descriptive evaluative method was utilized to describe the profile of the respondents and to determine the level of the implementation and the impact of the community extension activities of CAS to the residents of Arabiat, Echague, Isabela. The Statistical Package for Social Sciences applying the tools such as frequency counts, percentage and weighted mean were used in analyzing the information and data gathered. Results indicate that the community extension activities of CAS were implemented and the respondents agreed that the extension activities have contributed a lot to the partner community on enhancing the skills and augmented the income of the residents. Respondents also agreed that the CAS extension activities have influenced their lives. The respondents also perceived the necessity of improving the community extension programs of CAS. The trainings must be planned, organized, continuous, and systematically be implemented in order to have great impact to the clienteles and to the community. Also needs assessment survey must be done first in order to suit the interests of the clienteles.

Topic 2
Implementation of the Customized Degree Program for Local Government Units
by Isabela State University
Jessica Managueolod
Institute of Public Administration and Governance
Isabela State University, Philippines

This study was conducted to assess the implementation of the Customized Degree Program for Local Government Units (LGUs) by Isabela State University (ISU) in partnership with the Philippine Councilors League- Legislative Academy (PCLLA). The study aimed to (1) determine the level of implementation of the program for LGUs as implemented by ISU and PCLLA; (2) assess the perception of respondents on the teaching effectiveness of the program as to the knowledge of the subject matter, preparation, commitment, classroom management and teaching for independent learning, and instructional skills and management of learning; (3) determine if there is a difference in the assessment of implementation of the program between the two groups of respondents: the implementers and the students; (4) identify the problems encountered in the implementation of the program; and (5) identify measures and recommend policy options that can be done to strengthen or to improve the implementation of the Customized Degree Program. These were consisted of two groups of respondent: the graduates of the program and the implementers both from ISU and its partner, PCLLA. It utilized a Descriptive Research Design in conducting the study, using qualitative and inferential methods of data gathering. As to the assessment of the Customized Degree Program for Local Government Units by the university, it was rated “Highly Implemented” by the respondents which implies that it generally demonstrates excellent performance in the delivery of the Capacity
Degree Program. Pertaining to the assessment of the two groups of respondents on the implementation of the program as carried out by the university, the data revealed that the null hypothesis is rejected which indicates that there was a significant difference on the perception of the graduates and implementers wherein the former gave a higher rating than the latter. In line with the assessment of the two groups on the implementation of the program as executed by the PCLLA, the null hypothesis is accepted which means that there is no significant difference on their perceptions on the implementation of the program as managed by the PCLLA. On the problems encountered, “on time payment of students for school fees are paid upon completion of every class” gained the highest mean of 3.36 described as Moderately Serious by the respondents.

**Topic 3**

**Seal of Good Local Governance (SGLG): The Blueprint in Defining and Directing Department of the Interior and Local Government (DILG) Region 02 Programs, Project and Activities**

Maybelle E. Anog  
Kelinda A. Vidad  
Ricarte M. Castro  
Department of the Interior and Local Government, Philippines

As the catalyst for excellence in local governance, DILG is at the fore of developing and implementing programs, projects, and activities all aimed in making local government units Mapagkalinga at Maunlad. The very dynamic political landscape and the continuing demands of governance make the Department’s task more daunting and challenging. It begs the question of how do we start in the first place? What areas of governance do we need to focus on and give technical assistance? In 2014, the Department conceptualized the Seal of Good Local Governance (SGLG), where LGUs are assessed in certain standards or criteria in the different areas of governance. Overtime, the SGLG evolved with the inclusion of other standards and criteria as well as the process and methodology of assessment. Presently, it can be said that SGLG has been a successful mechanism of the Department in inspiring LGUs to become champions of good governance – where service delivery efforts and initiatives are focused and anchored. DILG R2 sees the importance of SGLG, both as a Program, Project and Activities and as a performance assessment tool to guide and direct actions of the Region. Regarded as the mother of all Awards, all LGUs will endeavor to be passers of the Seal. Ultimately, DILG R2’s capacity development interventions, technical assistance provision, monitoring activities and policy formulation will be based on SGLG. It is along this line that the Local Government Monitoring and Evaluation Division (LGMED), thru this Paper, has developed and concretized the mechanism and strategy of making SGLG indeed the blueprint in defining and directing DILG Region 02’s actions.
Topic 4
A Study on the Implementation of the Provision of the Local Government Code (LGC) on People’s Enforcement Board (PLEB) Relative to the Handling of Citizen’s Complaint Against Members of the Philippine National Police in the City of Santiago

Marcelino C. Cabucana Jr.
Center for Leadership, Communication and Governance, Inc., Philippines

The paper presents the findings on the implementation of the provision of the Local Government Code (LGC) on People’s Law Enforcement Board (PLEB), relative to the handling of citizen’s complaint against members of the Police in the City of Santiago. Members of the Police Office as well as officials and citizens from different Barangays of the City of Santiago were selected as respondents in the study. The results of the study indicate that the implementation of the LGC provision on PLEB in the City of Santiago is moderately effective. The parties in citizen’s complaint against members of the Police are convinced on the effectiveness of the PLEB as a dispute settlement mechanism. The problems, issues and concerns identified in the study are lack of necessary training on the processing, appreciation and evaluation of evidence adduced by the parties in citizen’s complaints, lack of political will on the part of the complaints to prosecute their cases against erring policemen, and lack of awareness on the method and on the process of the PLEB. The need for additional funds for the implementation of the LGC provision on PLEB is also noted as a problem. The aforementioned problems, issues and concerns are qualitatively described as serious. The research recommends that trainings on members of the PLEB must be taken to harness their skills relative to the reception, appreciation and evaluation of evidence presented by parties in a citizen’s complaint. Additional funds must be appropriated for the effective and efficient implementation of the PLEB, through appropriation by the City Council (Sangguniang Panlungsod) of such funds.
Session 3.
Ethical Culture and Public Value Governance
(The Korean Society for Public Personnel Administration [KOSPPA] Session)
In recent years, public service has broadened beyond work directly for the government to include other forms of employment that serve the community. This change has manifested in an increasing interest in governance rather than just government (Brinkerhoff & Brinkerhoff, 2002). The traditional public service model delivered to citizens by government employees and protected by civil service provisions applies only to modern public administration in very limited settings. Most public service is delivered through contracts carried out by non-profit organizations (NPOs) that share some but not all of the characteristics of traditional public service (Park & Word, 2012). Thus, accountability plays a major role in improving and boosting organizational effectiveness in the NGOs. In general, an organization in which human resources are highly accountable and responsible could be more sustainable and resistant to internal and external turbulences, as "they" (referring to the human resources) positively impact the organizational productivity and effectiveness. However, expansion, specification, and specialization of administrative functions have been observed to lead to/create limitations in external administrative control. Therefore, internal control in the form of “subjective and voluntary accountability” becomes more important. In fact, they are the key elements of a new paradigm in management of administrative organizations, which can support the conventional result- and customer-oriented New Public Management (NPM). Under this circumstance, it is evident that a set of such emotional and internal mechanisms as 1) intrinsic motivation (such as high levels of affective and normative PSM, altruistic motivation or autonomous motivation) and 2) organizational values and norms would strengthen the determination to overcome these negative attitudes (e.g., perceived red tape) and in fostering positive job attitudes (e.g., perceived accountability and engagement) (Kim, 2012; Scott & Pandey, 2005, Steijn, 2008). In line with those arguments, we expect that high levels of PSM would significantly enhance the level of pro-social and positive dispositional behaviors (i.e., accountable and responsible behaviors) of the Korean NGOs employees. Also, we empirically investigate the moderating effects of organizational culture among PSM and accountability. Finally, we discuss the results of our analyses and provide useful implications for the development of theories and policies for the NGOs.
**Topic 2**  
**Corruption Prevention Mechanisms towards a Humanistic Environment for better Public Administration**

Eugenio Ferrer Santiago III  
De La Salle University, Philippines

The Integrity Development Review (IDR) is the pioneer corruption prevention tool rolled out by the Philippines Office of the Ombudsman (OMB) in 2005 to 2013. The data and narratives are all published in the OMB website for public consumption. IDR is composed of two parts: Corruption Resistance Review (CRR) and Corruption Vulnerability Assessment (CVA). The CRR is the first part of the entire report composed of ten dimensions, amongst are: Leadership, Code of Conduct, Gifts Policy, Human Resources, Financial Management, Performance Management, Procurement Management, Corruption Risk Management, Whistleblowing and internal reporting and Interface with External Environment. It must be bear in mind that corruption prevention such as the IDR-CRR is a proactive approach and should not be misled as a phishing tool of the government’s anti-corruption agency. This study shall determine if performance management corruption resistance review level of achievement is affected by corruption resistance review levels of human resource, leadership and corruption risk management towards a humanistic environment in public administration. Chi Square Test was used in this study to determine the correlation of IDR-CRR Performance Management Level of Achievement against IDR-CRR dimensions – Human Resources, Leadership and Corruption Risk Management each. The distribution of levels of achievement in the IDR participating agencies, makes chi-square method help the researcher have a scientific analysis of the data. The contribution to knowledge of this study shall create observations, recommendations as to its findings of correlation of performance management corruption resistance mechanisms to human resources, leadership and the fight of corruption in a government agency.

**Topic 3**  
**Level of Awareness on the Rights of the Accused among the Selected Detainees at the Bureau of Jail Management and Penology in Santiago City**

Ma. Rita A. Reario  
Institute of Public Administration and Governance, Isabela State University, Philippines

The study focused on the level of awareness of the selected detainees at the Bureau of Jail Management and Penology in Santiago City on their rights as an accused in relation to their profile variables. The descriptive research design was used in the study. The study utilized two hundred forty (240) respondents using the Slovin’s Formula. It was found out that majority of the respondents were at the age bracket of 31 and above, most of them were secondary graduates, majority of the detainees were about 1-5 years in the penology, majority of the respondents’ families source of income is through labor work. It was found out that the respondents differ in the level of awareness on the rights of the accused. The respondents assessed eighteen rights in which all items are assessed with qualitative description of “Moderately Aware”. “The right against self-incrimination” got the highest mean, while “The right to be informed of the nature and cause of the accusation against him” and “The right to meet the witnesses face to face” garnered the lowest mean in terms of awareness. These imply that the detainees need a thorough explanation of their rights as an accused. Likewise, the hypothesis, which is “there is no significant difference in the level of awareness on the rights of the accused among selected detainees when grouped according to the profile variables” was rejected.
Culturally speaking, Filipinos are ‘relationship-oriented’ and core values are deeply rooted in closely-knit family ties and relationships within the community. Values are translated into the larger social sphere creating a culture of interconnectedness. “Bespren” is a Filipino colloquial term for bestfriend—a friend through thick and thin, a confidante, a sibling-like relationship that transcends over blood affiliation. The City of Santiago, an Independent Component City is a melting pot and hub of culture, trade, tourism and industry. The population of 134,830 (PSA, 2015) is distributed among the 37 barangays in the City and into different income classifications. A study revealed and identified that a regular Santiagueño has three (3) minimum basic needs: (1) Survival (Health, Nutrition, Water and Sanitation) (2) Security (Income and Security, Shelter and Peace and Order) (3) Enabling Needs (Basic Education and Literacy and Participation). These demands alongside with the persistent challenge of addressing poverty reduction and fast-changing environment—social, physical, economic and cultural challenged the City Government of Santiago for a responsive strategy for the holistic development of an individual. Crafted under the leadership of the Bespren ng Bayan, City Mayor Joseph Salvador Tan specifically capitalizing on closer ties among Santiagueños, the BESPREN (Barangay Entrepreneurial Services and Poverty Reduction Network) Program is a governance response encompassing 21 different programs and strategies to promote equal rights and opportunities along with easy access to government services and empowerment towards improvement of the quality of life of Santiagueños. This paper will be qualitative in nature and aims to describe and analyze how the innovative BESPREN program addresses the socio-economic problems in the City of Santiago, Philippines.
Session 4.
Human Capital Innovation and Local Governance
(Philippine Special Session)
Creativity in the workplace is a growing distinct construct and an important issue in the public organizational management. In this article, the authors tried to determine the antecedent role of diversity management and cooperative climate as well as the relationship of creative climate in the employees’ satisfaction and organizational performance. Employing the 2017 Federal Employee Viewpoint Survey (FEVS) conducted by the U.S. Office of Personnel Management (OPM), we developed a conceptual model showing the relationships of the variables. The findings indicate that diversity management produced a mixed result on creative climate. Cooperative climate relates significantly and positively to creative climate. When mediated by creative climate, diversity management correlates positively with the outcome variables—employee satisfaction and organizational performance. The result on the relationship between creative climate and the outcome variables is significant and positive. Implications for research and practice in the public management context are provided in the concluding section as well as the limitations and recommendations for future research.

The study is focused on the assessment of the leadership styles and effectiveness of the key officials of the Local Government Unit of Cabatuan, Isabela. Specifically, the study aimed to: 1) Identify the demographic profile of the respondents in terms of a) Age, b) Gender, c) Civil status, d) Highest Educational Attainment, e) Position in the Government, and f) Length of Service; 2) Determine the level of leadership effectiveness of the key officials in the performance of their duties with the following leadership styles: a) directive, b) participative, c) achievement-oriented and e) supportive; 3) Determine the level of seriousness of the problems encountered by the key officials in the performance of their duties; and 4) recommend solutions to improve the leadership capabilities of the key officials of the Local Government Unit of Cabatuan, Isabela. The respondents of the study are elected Barangay Officials and LGU Department Heads in Cabatuan Isabela who are selected randomly. The research study used quantitative and descriptive method of research. Based on the findings of the study, leadership of LGU Officials is moderately effective as manifested by the rating of the
respondents. Moreover, the directive style of leadership, result shows that strong and firm leadership ability of a leader was believed to be needed in the LGU of Cabatuan. On the Participative Style of leadership, it shows that participation and involvement of leadership should also be practiced in the LGU. On the Achievement-Oriented Style of Leadership, results show that respondents believed that leaders should dedicate himself on meeting the set objectives. On the Supportive type of leadership, item results show that leaders should always be ready to extend help especially to the needy.

**Topic 3**

**Leadership, Trust and Job Satisfaction in Public Sector Organizations: Case Researches in Korea and Ecuador**

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Leadership attributes contribute significantly to organizational culture and performance in public sector organizations. Several studies have expounded upon the various types of leadership and have ascribed possible reactions to them. This study sought to determine whether two of these leadership types (transformational and transactional) were present in two public sector organizations, which were the Korea Productivity Center (KPC) in Korea and the Ministry of Industries and Productivity (MIPRO) in Ecuador. The study employed a descriptive case research methodology to obtain the required data, as its purpose was exploratory in nature, i.e. to determine whether prevailing theories regarding the consequences of the identified leadership types were observed at the two organizations. It was expected that Transformational Leadership (TL) and Transactional Leadership (TSL) would be present in both organizations, with the possibility of a greater presence of TL in MIPRO. It was also expected that Job Satisfaction (JS) and Trust in Leadership (LT) would be related to the presence of TL and TSL at the organizations. Questionnaires were distributed to participants from both organizations, the data collected was analyzed using regression analysis (t-test); and correlation analysis was used to establish the relationship between the variables. The results indicated that there is a strong positive correlation between transformational leadership and trust in leadership at MIPRO. There is a positive but weaker correlation between transactional leadership and trust in leadership at MIPRO. There is also a strong positive correlation between transactional leadership and job satisfaction at KPC. There is a positive but weaker correlation between transformational leadership and job satisfaction at KPC. It is recommended that future studies should include Laissez Faire Leadership style in the survey instrument as these may be present at the institution for better job satisfaction in order to diminish turnover intention in public sector organizations.
This study was conducted to evaluate the implementation of the existing merit selection and promotion plan of Tarlac State University for non-teaching personnel. Specifically, this study described and evaluated the different areas of the merit plan. It also determines the different problems encountered in the implementation of the plan. Both direct and indirect methods were used in gathering data in the form of questionnaire, interview and documentary analysis. The study was conducted in three (3) campuses of Tarlac State University covering one hundred two (102) permanent non-teaching personnel of the University. Descriptive survey method was employed in gathering the needed data regarding the evaluation on the implementation of the merit selection and promotion plan as to basic policy, objective, scope, rating system, procedure, grievance as well as the problems encountered in the implementation of the Merit Selection and Promotion Plan. Out of the one hundred two (102) distributed survey questionnaires, eighty-six (86) were retrieved. The information derived from the survey was analyzed, summarized, and interpreted and findings of the study were used as basis to improve and enhance the proposed merit plan of Tarlac State University for the non-teaching personnel. Findings of the study revealed that a typical administrative aid in her middle adulthood, has attained bachelor’s degree with masteral units and had served for at least one and half decade from the service. The data shows that the Basic Policy of the plan were perceived by the non-teaching employees to be “sometimes”, Objectives, Scope, Rating System and Procedure to be “always”, while “never” on Grievance. The level of extent in the implementation to be “implemented” on objectives, scope, rating system, procedure respectively; while “less implemented” and implemented on grievance and basic policies respectively. Lastly, findings also revealed that there are problems encountered in the implementation of the MSPP.