



# Adopting Competency Assurance Management System (CAMS) in Performance Appraisal of Employees of DOST - ITDI: An Analysis

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**Abstract :** This study explored the adoption of the Competency Assurance Management System (CAMS) in performance appraisals at DOST-ITDI, focusing on employee awareness, challenges, benefits, and implementation strategies. Using a descriptive research design, data from 135 senior employees and division heads were analyzed through descriptive statistics, the Mann-Whitney U test, and Spearman's rho correlation. Results showed that while CAMS is viewed as beneficial for competency development and evaluation transparency, awareness remains limited, indicating a need for improved communication and training. Key challenges included resource constraints, workload, and career development concerns. Perceptions of CAMS did not significantly differ between employee groups, but higher awareness strongly correlated with perceived benefits. These findings highlight the need to enhance employee education and leadership engagement to optimize CAMS implementation and better support organizational and developmental goals.

**IndexTerms -** *competency assurance, performance appraisal, employee development, human resource management, organizational strategy*

## INTRODUCTION

Efficient organizations recognize the significance of performance management in achieving their goals. On a regular basis, organizations must monitor the performance of their workers. Employee performance is assessed formally through performance appraisals. Performance appraisals provide a systematic approach for managers to assess employee strengths and weaknesses, provide feedback, and establish performance goals. By aligning individual goals with the organization's strategic objectives, performance management ensures that workers are aware of their roles and responsibilities as well as how their work affects the performance of the company as a whole. Furthermore, performance management helps employees realize their full potential by providing clarity and setting clear, measurable goals. The process provides a methodical method for managers to examine strengths and weaknesses, offer criticism, and establish performance goals. Clear and quantifiable goals for employees can be established with the help of performance management.

Performance appraisal is a systematic evaluation process used within an organization to assess and communicate how employees perform their work. It involves comparing the outcomes of an employee's work with a set of standards or performance indicators. These indicators may include input, output, outcome, benefit, and impact measures. The appraisal process is typically conducted at specific intervals and serves as a foundation for studying and analyzing an employee's performance. By comparing the outcomes of an employee's work with a set of standards, performance appraisal is a process utilized by people within an organization to assess and communicate how employees perform their work. It was created at a specific time period and is the foundation for a study of activities in the workplace. Performance appraisal, as a result of a systematic evaluation, relies on a set of activity performance indicators, including input, output, outcome, benefit, and impact measures (Thuy, 2020).

The Industrial Technology Development Institute (ITDI), an agency under the Department of Science and Technology (DOST), serves as a research and development institute focusing on five key areas: food processing, materials science, chemicals and energy, environment and biotechnology, and packaging technology. The ITDI's programs are specifically designed to foster industrial growth by creating technologies that align with DOST's strategic outcomes. Through its initiatives, ITDI actively supports DOST's mission to advance science and technology for the nation's development.

By implementing these initiatives, ITDI strives to develop and promote innovative technologies and processes that enhance the quality and efficiency of industrial operations, while also contributing to sustainable development and environmental protection.

By doing so, ITDI aims to contribute to the overall growth and competitiveness of Philippine industries, as well as enhance the country's capacity for scientific and technological innovation.

The human resource management section of DOST-ITDI manages four key HR systems: recruitment, selection, and placement; learning and development; performance management; and rewards and recognition. In this discussion, the focus is on the performance management system and its role in assessing employee competencies. The HRM section consists of both permanent employees under the DOST-ITDI plantilla and contract employees under various projects. As of 2023, the HRM section has currently six permanent employees and four contract of service employees. The permanent employees are under the DOST – ITDI plantilla and the contract of service employees are under various projects.

The Civil Service Commission mandates all government agencies to transition from transactional HRM to strategic HRM, as outlined in CSC Memorandum Circular 03-2012, titled "Program to Institutionalize Meritocracy and Excellence in Human Resource Management."

Employee competencies have a significant impact on how well an organization performs. Organizations would not be able to achieve their goals without competent workers. (Elbaz et al., 2018). A company's ability to succeed in the contemporary, global economy, which has been shaped by rivalry and severe economic crises, is believed to be largely dependent on its human resources. (Dzwigol et al., 2020). According to the World Economic Forum, the evolution of jobs due to augmentation with technology has caused the need for new skillsets. Organizations need to adapt to these changes to maintain their competitive advantage.

### NEED OF THE STUDY.

This study on the importance of competency assurance management system will benefit the employees of DOST - ITDI and its employers bearing in mind the initiatives exerted human resource management practices. This study may also be helpful to the government, students, researchers, and future researchers, as described below:

**DOST – ITDI.** This study will help the agency in identifying the key competencies and proficiency levels required for each position through the competency based human resources system. The identification of key competencies will provide insights to the top management when making a human resource development plan. This study will also help in complying with the CSC's suggestion in making a Competency Based Human Resource Management System, with a more effective platform.

**Other government agencies in the Philippines.** This study can serve as a valuable reference for organizations that do not yet have a competency-based human resource management system in place. It offers insights and a comprehensive understanding of competencies, which can inform policy and practice in this field. Other agencies can benefit from this study's findings to develop their own effective and tailored competency-based HR systems.

**Academe.** This study will provide professionals specializing in human resources a deeper and better understanding of how a competency based human resource works in a government agency.

**The researcher.** By conducting this study, the researcher will develop a deep understanding of the concept on competency-based HR management. This in-depth understanding will equip the researcher with the knowledge and insights needed to effectively apply this concept within their workplace. They will be able to utilize the findings and recommendations from the study to design and implement a competency-based HR system that aligns with the specific needs and goals of their organization. The study will provide the researcher with valuable information and strategies to ensure the successful integration of competency-based approaches into their workplace practices.

**Future researchers.** This study can be a helpful tool for comparing the effectiveness of competency-based HR programs and identifying best practices across different organizations. It will provide a framework for analyzing and determining the success of such programs, enabling organizations to pinpoint areas for improvement and draw insights from successful strategies. Additionally, this study can help organizations stay updated with new trends and developments in the field of competency-based HR programs, enabling them to incorporate innovative practices and continuously enhance their programs for optimal results.

### 3.1 Population and Sample

The scope of this study encompasses all permanent employees of the Industrial Technology Development Institute (ITDI). As of May 12, 2023, there are a total of 304 permanent employees distributed among the agency's 12 divisions. The assessment conducted by the human resource management section covers various facets, including performance management, recruitment, selection, and placement, learning and development, as well as rewards and recognition.

### 3.2 Data and Sources of Data

In addition to evaluating the overall HR processes, this study specifically includes the assessment of division heads due to their involvement in HR-related activities. To gather the necessary data, a survey questionnaire will be administered to the participants. Furthermore, interviews will be conducted to supplement and enrich the information obtained from the survey responses.

The comprehensive data collection methods of survey questionnaires and interviews will provide valuable insights into the HR processes within ITDI and enable a thorough assessment of the organization's competency-based HR management system.

### 3.3 Theoretical framework

Theoretical frameworks related to competency assurance management systems (CAMS) in performance appraisal can draw upon various theoretical perspectives. Here are three potential theoretical frameworks that can inform the study:

1. **Competency-Based Approaches:** This framework focuses on the concept of competencies as the foundation of performance appraisal. It draws on theories such as the competency-based approach, which emphasizes the identification and assessment of specific knowledge, skills, and behaviors required for effective performance. This framework emphasizes the alignment of employee competencies with organizational goals and objectives, ensuring that performance appraisal is based on measurable and observable competencies. The competency-based approach theory is used to analyze and develop skills, knowledge, and abilities required for successful performance in a particular domain or work role. It focuses on finding and describing the precise talents

required for individuals to flourish in a certain situation. Overall, the competency-based approach idea offers an organized and systematic approach to assessing, developing, and managing competencies across multiple domains. It assists companies and individuals in aligning their skills and capabilities with desired results and promotes personal and professional development.

2. Social Cognitive Theory: This framework explores how individuals learn and develop through observation, modeling, and social interaction. Within CAMS, social cognitive theory suggests that performance appraisal should include opportunities for employees to observe and learn from others who demonstrate desired competencies. It highlights the role of feedback, coaching, and social support in fostering competency development and performance improvement. Social cognitive theory can be used in the workplace to study how people learn, develop abilities, and alter their behaviors through observation, self-belief, and social interactions. Social cognitive theory is a psychological framework that highlights how the social environment shapes motivation, learning processes, and self-regulation (Schunk & Usher, 2019). According to social cognition theory, individuals gain competences through observational learning and modeling. Individuals can learn and mimic the actions, abilities, and attitudes of those who have the required competencies by observing them. Motivation is important in learning and skill development, according to social cognitive theory. Individuals are more inclined to engage in learning activities and build their abilities when they perceive a favorable relationship between their efforts, competency acquisition, and desired outcomes.

3. Equity theory: posits that people evaluate the fairness of their outcomes by comparing the ratio of their rewards (such as salary or benefits) to their inputs (like skills or qualifications) against the ratios of others they deem comparable. For instance, dissatisfaction may arise if an individual perceives that a less qualified colleague receives equal pay, or if someone with similar qualifications earns more. This comparison can lead to feelings of inequity, depending on whether the coworker is deemed similar or dissimilar in terms of qualifications.

According to Chen et al. (2023), when performance incentives are seen as equitable and in line with company goals, they increase motivation and output. The viewpoint uses equity-based frameworks and cognitive evaluation (motivation theories) to explain behavior. To guarantee equity and optimize efficacy, the authors advise carefully crafting incentive schemes.

### 3.4 Statistical tools and econometric models

Mean – This refers to the average value of a data set, calculated by summing all the values and dividing by the total number of observations. In this study, the mean was used to assess the level of performance management at DOST–ITDI.

Frequency and Percentage Distribution – This method involves listing all possible values of a variable along with the number (frequency) and proportion (percentage) of observations for each value. It was employed to analyze respondents' demographic profiles, including age, gender, and position.

Kolmogorov-Smirnov (K-S) Normality Test – This test was applied to determine whether the dataset followed a normal distribution by measuring the maximum difference between the observed and expected cumulative distributions.

Cronbach's Alpha – This statistical tool was used to evaluate the internal consistency and reliability of the Likert scale items in the survey, ensuring that the questions accurately measured the intended constructs.

Mann-Whitney U Test – A non-parametric test used to compare two independent groups and identify any significant differences between them. It was selected due to the non-normal distribution of the data.

Spearman's Rho Correlation – This non-parametric test measured the strength and direction of the association between two variables. It was also chosen because the data did not meet the assumptions of normality.

## IV. RESULTS AND DISCUSSION

This chapter presents the survey findings, organized in accordance with the study's objectives. Each section offers a thorough analysis and interpretation of the data, following the order established by the research goals. The discussion focuses on key aspects of the competency assurance management system (CAMS) and is divided into the following sections: (1) the demographic profile of respondents, detailing their age, gender, educational attainment, and length of service; (2) the level of awareness among senior-level employees regarding CAMS; (3) the challenges they associate with its implementation; (4) the assessed benefits of CAMS; (5) the strategies identified for its effective execution; and (6) a comparative analysis of the assessment of senior employees and division heads regarding CAMS. Relevant theories and previous studies are included to support and explain the results. The majority are female (60%), while 40% are male, indicating a predominantly female workplace. Most employees fall within the 31-40 age group (37%), followed by those aged 21-30 (31%), while only 12% are 51 and above, reflecting a mix of early-career and experienced professionals. The workforce is also highly educated, with 58% holding bachelor's degree, 38% holding master's degree, and 4% holding doctorate, demonstrating strong academic qualifications.

With an overall weighted mean of 3.96, the findings suggest that employees generally recognize CAMS as beneficial. However, a closer look at individual responses highlights a disconnect between their awareness of CAMS and their perception of its advantages.

The lowest-rated statement, "I am aware of what a competency assurance management system (CAMS) is" (3.35 - Moderate), indicates that while employees acknowledge CAMS' potential, many lack a clear understanding of its structure and implementation. This suggests that awareness efforts may not be sufficient, leading to limited familiarity with CAMS despite overall positive attitudes toward its benefits.

On the other hand, employees strongly agree that CAMS can improve performance (4.08), support targeted training (4.07), and align competencies with organizational goals (4.05). These results show that they see CAMS as a useful tool for professional growth and performance evaluation, even if they are not completely familiar with its details. Furthermore, employees agree that CAMS supports career advancement (4.02 - High) and fosters continuous learning (4.00 - High). However, its assessed role in improving collaboration (3.96 - High) is slightly lower, suggesting that while CAMS is considered useful, its direct impact on teamwork and cross-functional cooperation remains unclear.

With an overall weighted mean of 3.53, the results suggest that employees see several obstacles that could make CAMS difficult to implement.

The most significant concern is “insufficient resources (e.g., budget, time, or technology) may delay CAMS implementation” (4.04 - High), suggesting that employees believe a lack of funding, tools, or time could slow down the adoption of CAMS. Another key issue is “There may be concerns about how CAMS affects promotions and rewards” (3.65 - High), meaning that some employees are uncertain about how CAMS will influence career progression and performance evaluations. Additionally, “The organization may lack a clear strategy for implementing CAMS effectively” (3.62 - High) indicates that employees feel there is no well-defined plan to guide the system’s implementation. This was also showed in the study of Madhuri et al. (2024) that policies exist but lack strong implementation strategies to foster inclusivity.

With an overall weighted mean of 3.99, the results indicate that employees view CAMS as beneficial, particularly in career growth, targeted training, and fair performance evaluations.

The highest-rated statement, “CAMS will help employees feel more prepared for career advancement” (4.07 - High), suggests that employees see CAMS as a tool for professional development, equipping them with the skills needed for career progression. Similarly, “CAMS will ensure that training programs focus on specific skill gaps” (4.02 - High) highlights its role in providing structured and relevant learning opportunities that address both individual and organizational needs.

Employees also agree that CAMS clarifies job expectations (4.01), improves performance review transparency (4.00), and enhances employee engagement through clear goals (3.99). HR policies increase employee engagement, enhance commitment and motivation by providing clear guidelines for work expectations which also leads to improved overall engagement levels (Firliandini et al., 2022). These findings suggest that employees perceive CAMS as a system that fosters fairness, accountability, and motivation in the workplace.

With an overall weighted mean of 4.43 (Very High), the results indicate that employees consider clear communication, strong leadership, and sufficient resources as essential factors in ensuring the successful adoption of CAMS.

The highest-rated strategy, “CAMS goals and benefits should be communicated clearly to all employees” (4.56 - Very High), highlights the need for better awareness and understanding of CAMS among employees. Similarly, “Managers should receive training to effectively support CAMS implementation” (4.52 - Very High) stresses the importance of equipping leaders with the right knowledge and skills to guide employees through the process. When employees are not fully aware of HR policies, it leads to inconsistencies in understanding and application. If employees are not actively engaged in the development of the policy, it leads to reduced compliance (Divya et al., 2024).

The analysis showed that all p-values—awareness (0.106), challenges (0.224), benefits (0.274), and strategies (0.368)—are greater than the 0.05 level of significance. Therefore, the null hypothesis is not rejected for all variables.

This indicates that there is no statistically significant difference in the way the two groups perceive CAMS. Both senior employees and division heads share similar views about its value, the challenges it presents, and the strategies needed for its implementation. This consistent perception suggests that CAMS is being communicated and introduced uniformly across different levels in the organization.

The correlation between awareness and benefits was found to be strong and statistically significant ( $\rho = 0.731$ ,  $p = 0.000$ ), so the null hypothesis is rejected. This suggests that employees who are more aware of CAMS are also more likely to see its benefits. This finding supports Sushmitha (2025), who noted that awareness of HR policies increases job satisfaction, commitment, and performance. Similarly, Sree M et al. (2023) emphasized the importance of employee involvement and understanding of workplace policies, especially in areas such as safety and compliance.

There were also moderate and significant correlations between awareness and strategies ( $\rho = 0.350$ ,  $p = 0.000$ ), challenges and strategies ( $\rho = 0.409$ ,  $p = 0.000$ ), and benefits and strategies ( $\rho = 0.507$ ,  $p = 0.000$ ). For these variable pairs, the null hypotheses were also rejected. This indicates that employees who recognize the benefits of CAMS are more likely to support its implementation strategies, and those who acknowledge existing challenges also recognize the need for well-structured solutions. As supported by Gowtham et al. (2024), aligning HR strategies with employee feedback and expectations helps improve engagement and performance outcomes.

In summary, the study rejects the null hypothesis in relationships where awareness, benefits, and strategies are involved, indicating that greater awareness can improve how employees perceive and support CAMS. Meanwhile, the null hypothesis is not rejected in cases involving challenges, which appear to persist regardless of awareness or perceived benefits. This highlights the need for leadership involvement and practical solutions to overcome those challenges during CAMS implementation.

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