

A Structural Equation Model on Human Performance of State Universities and Colleges in Region XI

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ABSTRACT

The purpose of this quantitative study was to determine the best-fit model on human performance of State Universities and Colleges in Davao region as influenced by public leadership behavior, good governance practices, and trust. The research design was descriptive causal using structural equation modeling, correlation research design, and regression analysis. The data were obtained from 400 non-teaching staff of five state universities and colleges in Davao region, Philippines. From the outcomes of the study, found out that public leadership behavior, good governance practices, and trust have significant relationship towards human performance. The best-fit model (Model 4) established the human performance based on training & development and diversity management was expressively influenced by public leadership behavior built on accountability and network governance leadership, meaningfully supported by good governance practices that was recognized by strategic alliance and audit and strongly anchored on trust that was highly defined by ability/competence. The analysis shows that all of the exogenous variables are the key predictors of human performance but among the indicators of trust variable, the ability/competence indicators is the strongest predictor that best influences human performance and create to be the best model on human performance of non-teaching personnel of state universities and colleges.

Keywords: human performance, public leadership behavior, good governance practices, trust, structural equation model, Philippines

1. INTRODUCTION

1.1 Rationale

In many ways, non-teaching employees from state universities and colleges were

one of the most essential and influential individuals in any university to enhance service delivery, challenge criticisms and quick actions on complaints as front-line service workers to the public sector. The majority of the non-teaching staff of state universities and colleges is non-regular employees with large responsibilities. It is important to enhance the involvement of employees as tools to sustain organizational human output by means of their goals. However, therefore calls for supervisors to ensure an adequate supply of staff that is technically and socially competent and capable of career development into expert departments or management positions (Afshan, Sobia, Kamran & Nasir, 2012). This research will investigate the relationship between the leader's behavior, good governance practices, and trust on employee's productivities to increase performance. Poor delivery of services constitutes obligations, policy gaps and insufficient communication between government agencies, according to Lyer (2011).

Recent research, according to Siddiquee (2006), shows that criticisms of the long-term inefficiency, bureaucracy, flexibility, inefficient accountability and negative results continue in the public sector. Specifically, the significance of human performance relates to the connection between the organization and its workforce that is essential to the efficiency of many elements of State Universities and Colleges (SUC) functioning successfully. Human capital, is not only physical or financial capital But it is clear as the knowledge, skills, creativity and health (Huselid, 2001). So in the organizations, development of human resource by education as intimate process that creates ability and talent, increase knowledge, change attitudes and eventually stimulus on behavior and performance; has a significant role in the growth of the organization (Tehran, 2005).

In addition, to recognize the effects of leadership on performance, it is significant that leadership play a key role in developing the performance of the organization (Obiwuru, T. C., Okwu, A. T., Akpa, V. O., & Nwankwere, I. A., 2011). The enhancement of organizational performance requires the progress of management, and a sustainable competitive advantage requires leadership (Avolio, 1999; Rowe, 2001). Hence, primarily by keeping the principles of the Republic Act No. 6713 that being a public servant of which an act of creating a code of behavior and ethical norms for government officials. The staff upholds the time-honored principle that government office is a public trust, offering incentives and benefits for exemplary service, listing forbidden acts and transactions and offering penalties for infringements and other purposes. Moreover, past studies measure and provide an impression of the discussion on conceptualization and trust definition within organizations and refer to the organization's connection with its workforce (Chang & Chi, 2007).

The aspects of ability, benevolence, and integrity for the top management team and

plan executives of a company have shown to be favorably associated with trust (Mayer & Gavin, 2005). Some media, politicians, and proponents often highlight the inefficiency and hampering of public sector organizations through administrative procedures. Leaders have generally received suggestions that they are grateful for using to boost performance (Allen & Dennis, 2010; Hall, Blass, Ferris, & Massengale, 2004; McCall, 2012). The problem on low human performance of its workforce in terms of accuracy, completeness and efficiency will signify gaps on service delivery like slow response to work requests, untimely completion of assignments, poor prioritizing, timing, scheduling of work. Thus, this leads to differences in mechanisms for understanding human resource strategies and results and calls for empirical literature studies (Becker & Gerhart, 1996; Takeuchi, Chen, & Lepak, 2009; Wright & Gardner, 2003).

The absence of attention on the research gap as mentioned above and the examinations in terms on human performance of non-teaching personnel of SUC's in Region XI inspired the researcher to conduct the study. Hence, the researcher decided to investigate the extent of tools of public leadership behavior, good governance practices, and trust to ensure effectiveness, equity, and efficiency in contradicting some of the challenges that exist. This is done by applying the model on human performance to public service delivery to determine the most reliable variable that best fits the study. However, there is inadequate literature in the study on human performance that the non-teaching staff involvement is essential in sustaining organizational human performance. The study has therefore suggested a more realistic research to set expectations for upcoming accomplishments to ensure adequate supply of staff that is technically with ability and socially competent as future leaders.

1.2 Research Objective

The study focused on the examination of the structural models that best fit for human performance of non-teaching personnel of SUC's in Region XI, Philippines as influenced by public leadership behavior, good governance practices and trust. Indeed, this learning trailed to achieve the subsequent research purposes.

1.3 Hypothesis

The following null hypotheses tested at a significance level of 0.05.

1.3.1 There is no significant relation between:

1.3.1.1 public leadership behavior and human performance;

1.3.1.2 good governance practices and human performance; and,

1.3.1.3 trust and human performance.

1.3.2 Public leadership behavior, good governance practices, and trust have no significant influence on the human performance of SUC's.

1.3.3 There is no structural model that best-fits the human performance of SUC's non-teaching personnel.

1.4 Review of Related Literature

This section contains the review of related literature and research in global and local settings that make a significant contribution to this study's conceptualization. The following literature review theories, concepts, ideologies, studies, and assessments related to public leadership behavior, good governance practices and trust.

1.4.1 Public Leadership Behavior

In a current works analysis on administrative leadership, Van Wart (2013) notes that there had been a major development in which the perspective on leadership performance is focused on relationships, the actions and leadership function to improve employee performance. The non-teaching employees have a significant role to play, accountable for the operations that take place in and around the university. It was comparable to the leaders who set the tone of the university, the climate for practice or coaching, and the level of professionalism and morale of staff. Larsson and Vinberg (2010) indicated, "Leadership is an important factor for organizations", which displays the role that leadership plays in the journey of success in accomplishing the plans and achieving the goals to make a visible change.

This also makes it critically important to have standardized communication tools, shaping an environment in which people can talk, communicate worries, and share common thoughts (Leonard, Graham, & Bonacum, 2004). The use of theoretical leadership constructs or specific leadership models to represents set of leading behavior or competencies has been widely employed (Bass, 2008; Northouse, 2013). Given that public leadership measurements represent leadership structures, anticipate them to be absolutely linked to recognized leadership structures, such as transformative governance (Bass & Riggio, 2006) and perceived quality of leadership efficacy (Van Knippenberg & Van Knippenberg, 2005).

The first indicator under public leadership behavior is *accountability leadership*. Social responsibility makes stakeholders feel the institution is a responsible leader that promotes good causes and demonstrates accountability to the environment and society. The second indicator under public leadership behavior is *lawfulness leadership*. In the perspective of relation-based leadership, lawfulness concerns assisting employees to act in accordance with governmental rules and regulation. The third indicator is in the background of relation based ethical leadership, shaped upon the 'ethical guidance' dimension of Kalshoven et al. (2011) as this highlights how leaders encourage their employees to follow ethical codes of conduct. The fourth indicator of public leadership behavior is political loyalty leadership. The relationship between politicians and

officials can be seen as a relationship between leaders and agents (Gailmard & Patty, 2012). The fifth indicator of public leadership behavior in the context of relation-based leadership behavior, network governance leadership is then defined as encouraging employees to keenly connect with stakeholders (outside their own department). In addition, Furnham (2002) upholds that leadership is the effectiveness attained by means of reaching the organizational outputs and objectives, which are indicators for the quality of the leadership. Ullah, Ullah and Durrani (2011) indicate that leadership is related to the performance of employees and the contribution of employees which is essential for organizational development.

1.4.2 Good Governance Practices

The survey of Siddiquee (2006), recently shown that the public sector is still being blamed over a long time for its lack of efficiency, bureaucracy and lack of flexibility. In addition, poor delivery of services is due to obligations, policy formulation inequalities and lack of government-wide cooperation (Lyer, 2011). Governance can be defined as laws, rules, judicial decisions, and an administrative practice that suggest and enable the provision of publicly supported goods and services and regulates government performance (Lynn, Heinrich, & Hill 2001). The government plays a key role for governance, while others rely on their government position. Good governance practices have nine assessment variables with specific evaluation criteria for each factor.

The first indicator of good governance practices is *strategic alliance*. In order to achieve this diversity in strategic alliances, the need to mix these organizations through joint culture, vision, and purposes may be highlighted (Maciariello & Linkletter, 2010). The second indicator of good governance practices is *strategic planning*. Strategic planning is important as it sets up operational processes aimed at accomplishments of business goals, in both public and private organizations. The third indicator of good performance practices is *quality performance*. The backgrounds of performance management lie in a basic agency theory framework, where an owner hires managers and workers to produce profits with the owner or manager acting as principal, and the workers as agents.

The fourth indicator of good governance practices is *risk management*. Risk management for good governance is important since the control system requires strategic and organizational decision-making, relying largely on the understanding and acceptance of companies and the entry into mandatory information through electronic or external means (Barret, 2007). The fifth indicator of good governance practices is *fraud control*. Nevertheless, the study of Martin, Linda, Joyce, and Max (2007) suggested that a well-planned and considered strategy would contribute to confirming effective implementation of financial control and provide the organization with a powerful

anti-fraud mechanism. Martinov–Bennie (2007) indicated that control environments involving governance and management roles are accountable for anticipation and detection of fraud and error.

The sixth indicator of good governance practices is *auditing*. In the study of Okpala (2012) it has revealed that the internal auditing committee has a major role in corporate auditing although external auditors have strong organizational positions. Through implementing social auditing to ensure good governance and sustainable development engagement, various organizations and governments have demonstrated their recognition (Ghonkrokta & Lather, 2007).

The seventh indicator of good governance practices is *human resource management*. In the study of Siddiquee (2006) it notes that governance can be seen as a tool for improving law-making and policy-making in public administration, and for preparing excellent quality legislation, delivery of services and enhancing alliances through the implementation of the Human Resources Program. The eighth indicator of good governance practices is *financial resourcing*. It was shown by Peda, Argento, and Grossi (2013) that the production and use of governance instruments is essential for defining the trade between monetary and non-financial executives of organizations, public and private mixed ownership. The last indicator of good governance practices is *infrastructure and facilities*. In the study of Akanbi (2013), the possession, good governance shows a major role in the growth of infrastructure. By ensuring good management and implementing a proper assessment system, the public sector must become a reliable and effective sector.

1.4.3 Trust

In an organization, the greatest critical kind of relationship is in the case of the needs of the workers and the shortcomings of their superiors, the trust between a subordinate and a supervisor plays a dangerous role in such hierarchical interaction (Wei, 2003). In the study of Mayer and Davis's (1999), determines trustworthiness which involves the interpretation of employees' insight of their supervisor's ability/competence, benevolence, and integrity.

The first indicator of Trust is ability/competence. In the study of Gillespie and Dietz (2009); Searle et al. (2011) organizational trust is derived from employees' assessments of whether the organization has the competence to reliably meet goals and responsibilities (ability), signals positive intentions regarding stakeholders' well-being (benevolence), and adheres to commonly accepted moral principles (integrity) in its relationships with different stakeholders. The second indicator of trust is benevolence. Benevolence is the extent to which a trustee classifies that in his partnership, the trustee wants to do well as a trustee (Davis, Schoorman, Mayer & Tan, 2000). Logically, if

employees believe that their supervisor has their interests at heart and cares about their well-being, they would be willing to place their trust in the supervisor.

The third indicator of trust is *integrity*. In order for staff to trust their leader, they need to be equipped to act not only with competence and benevolence but also with integrity. In practice, integrity is loyalty to common beliefs and forms the foundation for a trusting relation between leaders and supporters (Locke, 2000).

1.4.4 Human Performance

Relating to knowledge with the understanding that an organization has diverse human resources, human resource supervision is committed to ensuring the creation and retention of a skilled, productive and empowered workforce. The first indicator of human performance is *training and development*. Training has been shown to generate performance development related benefits for the employee as well as for the organization by confidently impelling employee performance through the improvement of employee knowledge, skills, ability, competencies, and behavior (Guest 1997). Moreover, Bates, Cannonier and Hatala (2014) acknowledged that the transfer of learning to the workplace is a critical problem for organizations, professionals, and researchers. Performance is likely to enhance if the beginners are encouraged to use and efficiently apply the new knowledge, abilities, and attitudes or behavior at the workplace (Baldwin & Ford, 1988; Bates, Cannonie, & Hatala, 2014).

The second indicator of human performance is *performance support*. Current organizations progressively rely on understanding of the workforce (Senge, 2006), on the transfer of learning for continuous improvement and organizational achievement (Suttapong, Srimai & Pitchyadol, 2014). The third indicator of human performance is human resource policy. Guest (1987) argues that policies are necessary to ensure that employee performance is assessed, which in turn ensures that the appropriate training and development take place. Job tools are the degree to which people have the means of achieving working goals (Rousseau & Aube, 2010). Human factors experts may obviously benefit from an enhanced knowledge of dynamics, mechanisms, and computer science such as artificial intelligence but they should at least find ways to work with technician's in the area of studies, conceptual design, and assessment (Sheridan, 2016). When assessing potentials of employee has perceived the presence of structured participation mechanism when determining employee participation capacity (Sun, Aryee& Law, 2007). Extra job remains to assess the role of the views of workers on HR activities in determining their HR attitude and behavior outcomes (Nishii & Wright, 2008); and to evaluate the finders of employee recognition performance (Nishii, Lepak & Schneider, 2008).

The last indicator of human performance is diversity management. An overview of

several design models aim to explain mechanisms by which HR activities eventually affect the efficiency of the organizations (Becker, Huselid, Pinckus & Spratt, 1997; Guest, 1987, Purcel, Kinnie, Hutchinson, Rayton & Swart, 2003; Nishi & Wright, 2008). Yet regular contact of information sharing and the growing sense of involvement and credibility of employees with affection to organizational complications (Combs, Liu, Hall, & Kitchen, 2006). Other developments include access to quickly emerging technologies and the need to create a versatile workforce that adapts to changes and possesses the abilities to perform the needed job (Salas et al., 2012).

1.4.5 Correlation between Measures

Numerous researches have been conducted by some scholars to conclude how public leadership behavior, good governance practices, and trust correlate human performance in an organization. The efficacy of any group of individuals depends mainly on the quality of their leadership; efficient management behavior promotes the fulfilment of the desires of followers resulting in competent performance (Fiedler & House, 1988; Ristow, Amos, Staude, 1999). Recent study of Larssona and Vinberg (2010) stated, "Leadership is an important factor for organizations", which shows the role that leadership plays in the journey of success in accomplishing the plans and achieving the goals to make a visible change. Performance management training and preparation are also related to expected performance (Cavalluzzo & Ittner, 2003; de Lancer Julnes & Holzer, 2001; Moynihan & Kroll, 2015).

Moreover, other studies for example one by Swart, Mann, Brown, & Price (2005) elaborate on training as a means of dealing with skill shortages and performance gaps as a technique of enlightening employee performance. Meanwhile, in the study of Dyer and Reeves (1995) proposed that HR practice should work outward (and upward) through these levels, at its highest instance, driven and inspired by their effect on employee roles and behavior. Lin, Lee and Tai (2012) also acknowledged the important and positive effects of human resource types on market access, integrity-related competencies and functionality related skills. Maintaining a well-planned approach to financial control, Martin, Linda, Joyce and Max (2007) recommend that a strong and powerful anti-fraud program is used to check the efficiency of financial control.

In the study of Siddiquee (2006) it notes that governance may be considered as tool for enhancing the drafting of legislation and policies in the public administration, and providing good quality service delivery, and enhancing alliances through the implementation of human resource program. Strategic human resource management researchers, however, brightly urged a system perspective and presented important proof that certain human resource practices technologies have a substantial effect on individual and organizational performance (Savaneviciene, & Stankeviciute,

2010). According to Wright & Geroy (2001), employee competencies change through effective training platforms. It not only improves the overall performance of the employees to effectively perform the current job but also enhance the knowledge, skills and attitude of the workers essential for the future job, thus contributing to superior organizational performance. The establishments of a mutual investment-based employment relationship is a further analysis on high-performing HR schemes that includes an organization investing in employee skills and chances and in effect, expecting workers to be prepared for beneficial work-related investment in the organization (Huselid, 1995). Many believe that trust is a key element of organizational usefulness, and its position in the workplace receives more and more attention from organizational scholars.

1.5 Theoretical Framework

There are limited theories and propositions and studies in the field of human performance. However, these literatures can be anchored in the study similar on the theory of human motivation that according to Maslow (1943) such a theory should stress and focus on ultimate or essential objectives rather than partial or artificial ones, ends rather than means to these conclusions. Such stress would imply a more significant place for insensible than for sensible motivations and any motivated behavior, whether preliminary or consummator, must be understood as a channel through which many basic needs can be expressed or satisfied at the same time. Such categories include the theory of need (Herzberg, 1966; Hackman & Oldham, 1975), the theory of value at job level (Maslow, 1954; Alderfer, 1972; & McClelland, 1965). The style of transformational leadership theory has important interactions with performance outcomes; work efficiency, satisfaction, additional effort and reliability. The authors discovered leadership transformational behavior had a considerably favorable connection with job performance in the research of Piccolo and Colquitt (2006). They discovered motivation and engagement to mediate considerably the relationship between transformational leadership behavior and job performance.

Some investigation into Leader Member Exchange theory has also found on how exchanges between leaders and followers can be used for leadership making ((Graen & Uhl-Bien, 1991). The welfares for employees who develop high-quality leader member relationships include privileged dealing, increased job-related communication, ample access to supervisors, and increased performance related feedback (Harris, Wheeler & Kacmar, 2009). The disadvantages for those with low quality leader member interactions include narrow trust and support from supervisors and few benefits outside the employment contract (Harris et.al. 2009).

In the study of Graen and Uhl-Bien, 1995 piercing out that leader-member

exchange is related to performance, organizational commitment, job climate, innovation, organizational citizenship behavior, empowerment, practical and distributive justice, career progress, and many other important organizational variables. Scholars found that high-quality leader-member exchanges produced less employee turnover, more positive performance evaluations, higher occurrence of promotions, greater organizational commitment, more desirable work assignments, better job attitudes, more consideration and support from the leader, greater contribution, and faster career progress over years (Buch, Kuvaas, Dysvik & Schyns, 2014; Graen & Uhl-Bien, 1995; Liden, Wayne, Stilwell, 1993; Malik, Wan, Ahmad, Naseem, & Rehman, 2015). However, change approach theory also focuses on the important premise of development programs that will change individuals through a set of learning activities and experiences. As such, the change strategy theory had described as a good fit for evaluating effectiveness of leadership programs and vital for sound programming (Rennekamp & Arnold, 2009).

Furthermore, conferring to Beer and Nohria (2000), numerous organizations fail in their change creativities since some senior personnel tend to rush these initiatives in their organizations, losing emphasis and flattering astounded by the literature recommending on why organizations should change, what organizations should struggle to achieve and how organizations should implement change. From the understandings of Kanji and Moura (2003) and Lycke (2003), state that change can be various and could also comprise changes to procedures, structures, rules and regulations, technology, training and development and client needs within organizations.

1.6 Conceptual Framework

A theoretical overview means the literature combination of the investigator on how to explain a phenomenon. It maps the operations needed in the course of the study given this prior understanding of the point of perspective and interpretations on the topic of the study. Figure 1 is the conceptual framework of the study.

The research conceptual framework comprises three specific autonomous variables: First, to evaluate five dimensions, a method known as construct validity, the public leadership behavior was accepted (DeVellis, 2003) with its indices namely; *accountability, lawfulness, ethical, political loyalty, and network governance leadership*. *Accountability leadership* is a factor on how a leader encourages employees to justify, explain behavior, and publicly communicate with stakeholders towards the organization.

Leadership in *lawfulness* concerns the ability of employees to comply with public legislation and regulations. *Ethical leadership* emphasizes how leaders encourage their employees to follow ethical codes of behavior. Leadership in *political loyalty* concerns supervisors who allow workers to align their actions with politicians' desires even if they are costly and *network governance* relates supervisors encouraging employees

actively communicate with stakeholders, to create networks.

Subsequently, the second exogenous variable is the *good governance practices* are the product of Corporate Integrity Assessment Questionnaire (CIAQ), implemented by the Malaysian Institute of Integrity (2012) with the indices: *strategic alliance, strategic planning, risk management, audit, fraud control, quality performance, financial resourcing, human resource management, and infrastructure & facilities*. *Strategic alliance* relates to institutional collaboration, contracts and full mergers between organizations. *Strategic planning* relates to the vibrant, universal, participatory and collective method used to define the institution's objectives, policies and procedures.

Risk management relates to the competitive advantage of an organization in enhancing strategic thinking and ethical principles, codes, roles, and duties. The *audit* relates to the identification of the audit committee's procedures and the integrity of the financial statements. *Fraud control* encompasses environmental control, which involves management roles for the prevention, identification and eradication of fraud. *Quality performance* relates to a beneficial connection with organizational performance measures. *Financial resourcing* includes financial, physical, human, and organizational capital. Human resource management relates to human strategies and procedures aimed at facilitating the success of organizational objectives, developing integrity, and creating innovations. *Infrastructure & facilities* relates to the improved command, operation, roles of legislations, regulations and other infrastructural development.

Lastly, the third exogenous variable is trust that was implemented using Mayer and Davis's (1999) with indices namely: *ability/competence, benevolence, and integrity*. Ability/competence refers to the other abilities to carry out obligations in terms of skills and knowledge. Benevolence reveals gentle motives and a personal mark of kindness towards others and a genuine concern for the welfare of employees. While, integrity includes loyalty to a set of thoughts adequate to the other party, covering honesty and fair dealing, and the avoidance of insincerity and probability relates specifically to reliability and consistency of behavior.

The latent endogenous variable is human performance to determine the impact, its causal relationship taken based on the results of the focus groups and the Delphi Panel with indices in particular; *training and development, performance support, HR policy and interconnected diversity management*. *Training and development* refers to effective development of expertise and abilities through teaching and learning. *Performance Support* means to illustrate the process by which human resource process by which human resource practices ultimately improve the efficiency of the organization. HR-Policy that would assist organizations to perform duties more efficiently and *Diversity Management* on strategic views on human resource practices

and performance.

Hypothesized model 1 (Figure1), shows conceptual model the direct causal relationship towards the endogenous variable and the correlation between the three exogenous variables. This is demonstrated through a single headed arrow attached from public leadership behavior, good governance practices and trust. The rectangular shapes signifies the indicators of the corresponding latent independent and dependent variables.

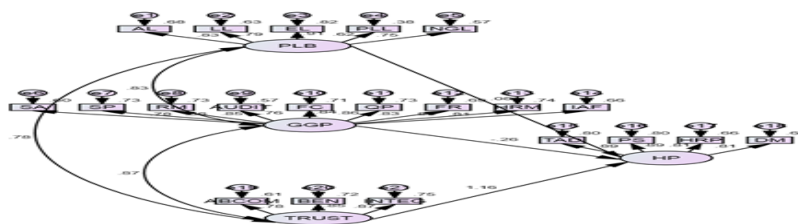


Figure 1. Conceptual Framework of the Study

Legend:	SA –Strategic Alliance	ABCOM –Ability/Competence
AL –Accountability Leadership	SP –Strategic Planning	BEN –Benevolence
LL –Lawfulness Leadership	RM –Risk Management	INTEG – Integrity
EL –Ethical Leadership	Audit –Audit	Trust – Trust
PLL –Political Loyalty Leadership	FC –Fraud Control	TAD –Training and
NGL –Network Governance	QP –Quality Performance	Development
Leadership	FR –Financial Resourcing	PS –Performance Support
PLB –Public Leadership	HRM –Human Resource Management	HRP –HR-Policy
	IAF –Infrastructure and Facilities	DM –Diversity Management
	GGP –Good Governance Practices	HP –Human Performance

1.7 Significance of the Study

The research would be explicitly useful to raise awareness on human performance through the opinions of the non-teaching personnel on the conduct of government supervision of public leadership behavior, good governance practices and trust. Furthermore, this human performance study refers to the global challenge of criticizing front-line service employees in any university. This will enhance global knowledge of human performance and create plans that need to be conceptual in the strategic framework and remain connected to the vision of shaping the future of sustainable development. Although much work is required but confident, practices and skills are significant steps beyond cognitive and humanistic management learning and education models (Allen & Shehane, 2016).

The research also provides advantages to organizations in improving human performance by providing quality and effective services or as a standard-setting model by seeing a person of outstanding character, with significant job and by creating characteristics of goodness and learning to treat other people well. In addition, this objective is to confirm that the organization obtains and maintains a qualified, engaged and well-motivated workforce at all colleges and universities.

1.8 Definition of Terms

The following terms defined to provide a clear understanding of the terms.

Public Leadership Behavior. In this study, it refers to accountability, lawfulness, ethical, political loyalty, and network governance.

Good Governance Practices. This refers to the practices of strategic alliance, strategic planning, risk management, audit, fraud control, quality performance, financial resourcing, human resource management and infrastructure & facilities.

Trust. It applies to the ability/competence, benevolence and integrity.

Human Performance. This refers to performance in terms of training & development, performance support, hr-policy, and diversity management.

2. METHOD

The outline method of the study used in the analysis is in this section. This includes the research design, research locale, population and sample, research instrument, data collection, statistical treatment of data or data analysis, data collections, and ethical considerations.

2.1 Research Design

The study used methods of quantitative, non-experimental research using causal modelling. Using SEM not only implies causal relationship but also addresses causality. (Kline, 2005). This causal structure mainly refers to establishing a best fit model of State Universities and Colleges' human performance as affected by public leadership behavior, good governance and trust.

2.2 Research Locale

The study was conducted in the Philippines, specifically the research in five state universities and colleges in the Davao region (formerly known as Southern Mindanao) referred to as Region XI that shows the vicinity map of the area. The area covers the Gulf of Davao located in the regional City of Davao. The region of Davao on the south eastern portion of Mindanao, which comprises the five provinces: Davao Del Sur, Davao Del Norte, the newly created province of Compostela Valley recently called Davao De Oro, Davao Oriental and Davao Occidental.

2.3 Population and Sample

The research participants were the 400 non-teaching staff with permanent, casual, contractual employment with State Universities and Colleges (SUC) in Region XI



Figure 2. The Locale of the Study

located in the Philippines. However, the faculty or the teaching staffs of the organization of each SUC institution excluded owing to the relevant justification that the non-teaching employees fit the model as research participants. The number of SEM appropriate participants that should be at approximately 400 respondents (Yuan, 2010).

2.4 Research Instrument

Questionnaires used to examine the factor consist of four primary data used in gathering information about the study namely: public leadership behavior, good governance practices, trust, and human performance subject for expert validation and shows pilot testing using Cronbach Alpha of .90. As rule of thumb, the higher the reliability value and the more consistent the measure.

The researcher went to initial test 40 samples of non-respondents with the following measures: public leadership behavior (0.937), good governance (0.979), trust (0.964), and human performance (0.962). When the results surpass or are equivalent to 0.9 they are excellent; if greater than or equal to 0.8 they are good; greater than or equal to 0.7 they are acceptable; greater than or equal to 0.6 is questionable; greater than or equal to 0.5 is poor and greater than or equal to 0.4 is unacceptable. Since all the values are greater than 0.700 then it lingers with the administration of the questionnaires.

The selection of the best-fit path model was grounded on the Goodness of Fit

Statistics for the Alternative Model through Analysis of Moment Structure (AMOS). In order to identify the best fit model, all the values of the given indices must fall with each criterion namely: Chi Square/Degree of Freedom (CMIN/DF) $0 < \text{value} < 2$; P Value > 0.05 ; Normative Fit Index (NFI) > 0.95 ; Comparative Fit Index (CFI) > 0.95 ; Goodness of Fit Index (GFI) > 0.95 ; Tucker-Lewis Index > 0.95 ; Root Mean Square Error of Approximation (RMSEA) < 0.05 ; P close > 0.50 .

2.5 Data Collection

The collections of information gathered through several processes. First was to secure a letter of permission to the state universities and college's heads to conduct the study that duly signed by the Dean of the graduate school and after the acquisition with the consent secured and approved for the administration of the study. Second, the reproduction of adequate and Survey Questionnaires distributed to the non-teaching staff of every State Universities and Colleges in Region XI. The collation and encoding for the tabulation was performed gradually and analysis then carried out. The information was based on the purpose of the study evaluated and interpreted to assess the effect on the performance of the human factors and structural equation model, which predicts the relation between construct variable by using statistical instrument in order to produce results using the Mean, Pearson-r, Multiple Regression Analysis and Structural Equation Modelling.

2.6 Statistical Tool

Distinguishing general features of the analysis and interpreting the correlations and sample of the hypothetical studies using the following statistical tools.

Mean. It was used to measure the levels of public leadership roles, good governance practices, trust and human performance of SUC's in Region XI.

Pearson-r. It was applied to determine the significance of the interrelationships between the public leadership roles, good governance practices, trust and human performance.

Structural Equation Model. A multivariate statistical analysis technique used to analyze *structural* relationships. Using SEM not only implies causal relationship but also addresses causality. (Kline, 2005). In this methodology, the structural relationship between measured variables and latent constructions analysed. Generates and utilizes the AMOS (Analysis of Moment Structure) research techniques (Orongan, 2007), which is to better fit the model for human performance and connection between the hypothesized model.

3. RESULTS

The results of the study using the Statistical Package for the Social Sciences

(SPSS), version 21 package program and the reliability of the items asked in the questionnaire were tested using Cronbach Alpha and were determined entirely in the study by 400 respondents from the non-teaching staff of SUC's of Davao Region. The questionnaires created in English and administered to the participants of the research using a Likert scale of 5 points. The multiple regression analysis was done and conducted to determine the relationship that influences exogenous variable towards human performance as endogenous variable. Lastly, the best-fit model that predicts human performance of SUCs in testing Structural Equation Model from the collected data with standard deviation below 1.00 showing the consistency of answers (Reiners et. al., 2018).

3.1 Significance on the Relationship between Levels of Public Leadership Behavior and Human Performance

The information in Table 1 indicates the correlation of the Public Leadership Behavior of State Universities and Colleges (SUC's) as an exogenous variable with the Human Performance as an endogenous variable. The general result of R-value with the correlation coefficient, $r=0.677$ as reflected by the P-value that is less than 0.05 hence significant and the null hypothesis was rejected that there is no significant relationship between the public leadership behavior of SUC's in Region XI and human performance. This inferred that SUC's high public leadership behavior would essentially increase human performance.

Table 1

Significance on the Relationship between Levels of Public Leadership Behavior and Human Performance

Public Leadership Behavior	Human Performance				Overall Human Performance
	Training and Development	Performance Support	HR-Policy	Diversity Management	
Accountability Leadership	0.589*	0.590*	0.470*	0.454*	0.576*
	(0.000)	(0.000)	(0.000)	(0.000)	(0.000)
Lawfulness Leadership	0.558*	0.509*	0.421*	0.460*	0.534*
	(0.000)	(0.000)	(0.000)	(0.000)	(0.000)
Ethical Leadership	0.651*	0.615*	0.509*	0.502*	0.624*
	(0.000)	(0.000)	(0.000)	(0.000)	(0.000)

Political Loyalty Leadership Network Governance Leadership Overall Public Leadership Behavior	0.519* (0.000)	0.527* (0.000)	0.420* (0.000)	0.437* (0.000)	0.523* (0.000)
	0.553* (0.000)	0.531* (0.000)	0.416* (0.000)	0.447* (0.000)	0.533* (0.000)
	0.695* (0.000)	0.673* (0.000)	0.542* (0.000)	0.558* (0.000)	0.677* (0.000)

*Significant at 0.05 significance level.

In addition, as indicators of public leadership behavior when correlated with training and development, the overall R-value is 0.695 with $p < 0.01$ hence, significant. When the indicators are correlated to performance support, the overall R-value is 0.673 meaning $p < 0.01$. When the said indicators correlated with HR policy, the overall R-value is 0.542 with $p < 0.01$ hence, significant. Lastly, the above indicators correlated with diversity management, the overall R-value is 0.558 with $p < 0.05$ henceforth, is also significant.

3.2 Significance on the Relationship between Levels of Good Governance Practices and Human Performance

The data in Table 2, demonstrates the correlation of Good Governance Practices of State Universities and Colleges (SUC’s) as exogenous variable with the

Table 2

Significance on the Relationship between Levels of Good Governance Practices and Human Performance

Good Governance Practices	Human Performance				Overall Human Performance
	Training and Development	Performance Support	HR-Policy	Diversity Management	
Strategic Alliance	0.566* (0.000)	0.546* (0.000)	0.454* (0.000)	0.488* (0.000)	0.564* (0.000)
Strategic Planning	0.607* (0.000)	0.600* (0.000)	0.516* (0.000)	0.503* (0.000)	0.612* (0.000)
Risk Management	0.578* (0.000)	0.585* (0.000)	0.481* (0.000)	0.520* (0.000)	0.595* (0.000)

Audit	0.558*	0.557*	0.458*	0.455*	0.557*
	(0.000)	(0.000)	(0.000)	(0.000)	(0.000)
Fraud Control	0.630*	0.610*	0.502*	0.508*	0.617*
	(0.000)	(0.000)	(0.000)	(0.000)	(0.000)
Quality	0.686*	0.666*	0.483*	0.536*	0.647*
Performance	(0.000)	(0.000)	(0.000)	(0.000)	(0.000)
Financial	0.661*	0.659*	0.478*	0.502*	0.628*
Resourcing	(0.000)	(0.000)	(0.000)	(0.000)	(0.000)
Human	0.725*	0.712*	0.644*	0.615*	0.743*
Resource	(0.000)	(0.000)	(0.000)	(0.000)	(0.000)
Management					
Infrastructure	0.657*	0.655*	0.523*	0.538*	0.651*
and Facilities	(0.000)	(0.000)	(0.000)	(0.000)	(0.000)
Overall Good	0.741*	0.731*	0.595*	0.611*	0.735*
Governance	(0.000)	(0.000)	(0.000)	(0.000)	(0.000)
Practices					

*Significant at 0.05 significance level.

human performance as endogenous variable, the overall result of R-value with the correlation coefficient, $r=0.735$ as represented by the P-value that is less than 0.05 hence significant, and rejects the null hypothesis that no significant relationship exists on good governance practices of SUC's in Region XI and human performance.

This infers that SUC's high good governance practices would essentially increase human performance. In addition, as indicators of good governance when correlated with *training and development*, the overall R-value is 0.741 with $p < 0.05$ hence, significant. When the indicators correlated with *performance support*, the overall R-value is 0.731 with $p < 0.05$ hence, significant. When the said indicators correlated with *HR policy*, the overall R-value is 0.595 with $p < 0.05$ hence, significant. Lastly, the above indicators correlated with *diversity management*, the overall R-value is 0.611 with $p < 0.05$ henceforth, is also significant.

3.3 Significance on the Relationship between

Levels of Trust and Human Performance

The data in Table 3, shows the correlation of Trust in State Universities and Colleges (SUC's) as exogenous variable with the Human Performance as endogenous variable. The overall result of R-value with the correlation coefficient, $r=0.827$ as represented by the P-value that is less than 0.05 hence significant and the null hypothesis was rejected stating that there is no significant relationship between the trust of SUC's in Region XI and human performance. This inferred that SUC's high trust would essentially

increase human performance.

Table 3

Significance on the Relationship between Levels of Trust and Human Performance

Trust	Human Performance				
	Training and Development	Performance Support	HR-Policy	Diversity Management	Overall Human Performance
	0.673*	0.660*	0.623*	0.585*	0.701*
Ability/Competence	(0.000)	(0.000)	(0.000)	(0.000)	(0.000)
	0.728*	0.732*	0.680*	0.678*	0.779*
Benevolence	(0.000)	(0.000)	(0.000)	(0.000)	(0.000)
	0.751*	0.748*	0.671*	0.665*	0.782*
Integrity	(0.000)	(0.000)	(0.000)	(0.000)	(0.000)
	0.786*	0.782*	0.721*	0.706*	0.827*
Overall Trust	(0.000)	(0.000)	(0.000)	(0.000)	(0.000)

*Significant at 0.05 significance level.

In addition, as indices of trust when correlated with training and development, the overall R-value is 0.786 with $p < 0.05$ hence, significant. When the mentioned indicators correlated to performance support, the overall R-value is 0.782 with $p < 0.05$ hence, significant. When the said indicators correlated with HR policy, the overall R-value is 0.721 with $p < 0.05$ hence, significant.

Lastly, the above indices correlated with diversity management, the overall R-value is 0.706 meaning $p < 0.05$. The value of probability showed significant correlations. The assessment of human performance as regressed on public leadership behavior, good governance practices, and trust which revealed a significant influence on human performance as reflected in the F-value of 332.98 at ($p < 0.00$). The calculated R² value is 0.846, which implies that 84.6 per cent of the human performance variance was due to the variance in public leadership behavior, good governance practices, and trust, which further implies that 15.4 per cent attributed to other variables not covered in this research. As disclosed in the F-value of 332.98, ($p < 0.00$) on public leadership behavior, good governance practices, and trust.

The regression table demonstrates that among the three exogenous variables, trust has the highest influence (0.655) with p-value 0.000, subsequently the public leadership behavior (0.174) with p-value 0.000, and lastly the lowest is good governance practices (0.172) with p-value 0.005. The result is significant; therefore, the null hypothesis is

rejected that has no significant influence.

3.4 Structural Model Testing

Reliant on the model being tested, exogenous and endogenous variables can perceived or overlooked, in the context of structural modelling, those structures that influence other structures under study and that are not influenced by other factors in the quantitative model represent exogenous variables. For such constructs that are known as endogenous influence exogenous and other factors in the model. This aspect is assessment on the interrelationships among the research factors. Four models were generated in an attempt to obtain the best-fit model of human performance.

Table 4

Summary of Goodness of Fit Measures of the Four Structural Models

Model	CMIN/DF 0<value<2	P-Value > .05	NFI > .95	TLI > .95	CFI > .95	GFI > .95	RMS EA < .05	P-Close > .05
1	4.095	0.000	0.906	0.917	0.927	0.834	0.888	0.000
2	3.792	0.000	0.950	0.949	0.962	0.925	0.084	0.000
3	2.414	0.000	0.977	0.978	0.987	0.972	0.060	0.204
4	1.828	0.058	0.989	0.988	0.995	0.988	0.046	0.535

Legend:

CMIN/DF - Minimum discrepancy, divided by its degree of freedom

GFI- Goodness of Fit

P-value - probability value

RMSE - Root Mean Square Error of Approximation

NFI - Normed Fit Index

TLI - Tucker Lewis Index

TLI - Tucker Lewis Index

P-close - Test of Close Fit

CFI - Comparative Fit Index

Generated Model 1

Presented the fitness of the measurements, the results in Table 4 showed the descriptive statistics correlations matrix of the measured variables. First step, the data were screened in order to find outliers and to examine missing data, as well as to assess the linearity and normality of the data that the model did not match the data. The indications of CMIN/DF = 4.095 with its conforming p-value = 0.000. RMSEA = 0.888 with P-close = 0.000. Similarly, GFI, CFI, NFI, and TLI indices are proposing a poor fit model, as it does not fall within the criterion.

The first generated structural model displayed in Figure 3, showed the interrelationships of the exogenous variables: public leadership behavior, good governance practices and trust and its causal relationships on the endogenous variable which was the human performance of which indices did not reach the acceptable ranges.

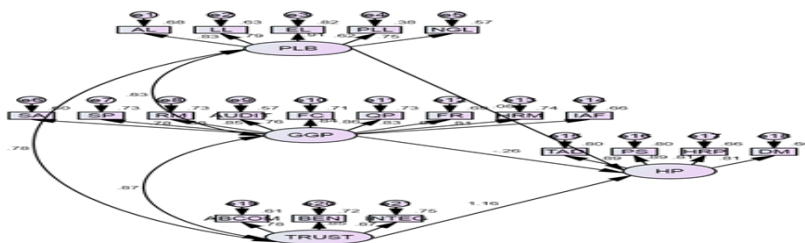


Figure 3. Structural Model 1 in Standardized Solution.

Legend:	SA –Strategic Alliance	ABCOM –Ability/Competence
AL –Accountability Leadership	SP –Strategic Planning	BEN –Benevolence
LL –Lawfulness Leadership	RM –Risk Management	INTEG – Integrity
EL –Ethical Leadership	Audit –Audit	Trust – Trust
PLL –Political Loyalty Leadership	FC –Fraud Control	TAD –Training and Development
NGL –Network Governance Leadership	QP –Quality Performance	PS –Performance Support
	FR –Financial Resourcing	HRP –HR-Policy
	HRM –Human Resource Management	DM –Diversity Management
	IAF –Infrastructure and Facilities	HP –Human Performance

Generated Model 2

The generated model 2 in Figure 4 displays the interrelationships of the exogenous variable and its causal relationship to the human performance as endogenous variable. A model variation approach (Kline, 2005) was acceptable by testing the hypothesized model and removing indicators or variables to improve the fit of the data. Shown in Table 4, that fit model 2. The CFI was 0.962, NFI was 0.950, and TLI was 0.95, which meant fit for the model and the GFI, RMSEA and CMIN/DF with the p-value 0.000. The model discovered to be a poor fit because not all its indices reached the acceptable ranges. Therefore, it was a bad fit model.

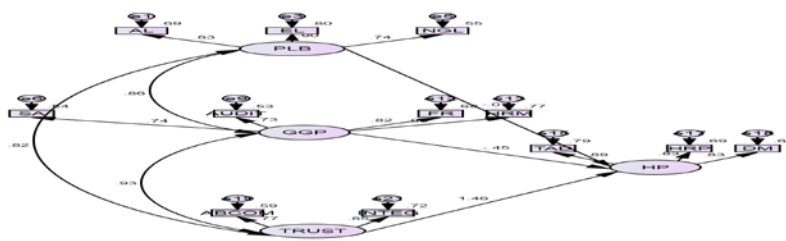


Figure 4. Structural Model 2 in Standardized Solution

Generated Model 3

The third generated model produced in Figure 5 presents a direct causal link between exogenous variables and the endogenous variable, which is human performance. Still bearing the method Kline’s (2005) modification approach, shown in Table 4, Although GFI, CFI, NFI, and TLI are greater than 0.95 signified fit for the model but CMIN/DF has a value of 2.414 with p-value of 0.000 and p-close of 0.204 that must be >0.05, RMSEA is 0.060 must be less than 0.05 that failed to meet the criterion, so model 3 was a poor fit.

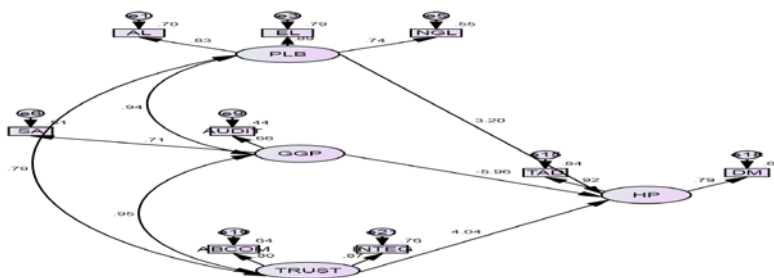


Figure 5. Structural Model 3 in Standardized Solution

Generated Model 4

The fourth generated model that is Structural Model 4, the best fit model on human performance of SUC’s non-teaching personnel which still using (Kline, 2005) to improve the goodness of fit measures was shown in Table 4, the chi-square divided by the degrees of freedom is 1.828 with the probability level of 0.535.

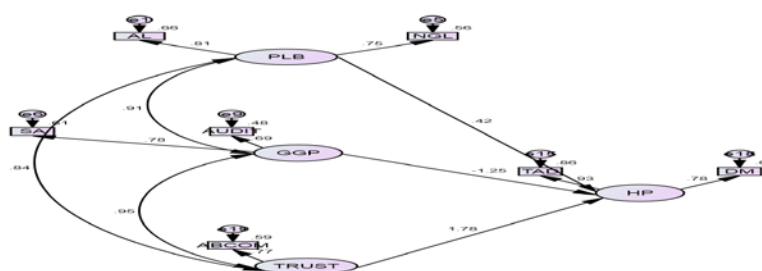


Figure 6. The Best Fit Model on Human Performance of SUC’s Non-Teaching Personnel

Legend:	SA –Strategic Alliance	ABCOM –Ability/Competence
AL –Accountability Leadership	Audit –Audit	Trust – Trust
NGL –Network Governance Leadership	GGP –Good Governance Practices	TAD –Training and Development
PLB –Public Leadership Behavior		DM –Diversity Management
		HP –Human Performance

This signified a very fit model for the data. This model was intensely supported by its RMSEA that is less than 0.05. Likewise, the GFI, CFI, NFI, and TLI were greater than 0.95 that means they reached the acceptable ranges.

However, the latent exogenous variable, public leadership behavior was found to be reasonably representative of the measured variables namely: *accountability leadership and network governance leadership*. While, the latent exogenous variable, good governance practices was found to be reasonably representative of the measured variables namely: *strategic alliance and audit*; while trust was found to be reasonably representative of the measured *ability/competence*. In addition, the combined *ability/competence* impact was considerably depicted by trust as an exogenous variable having a causal relationship that could increase SUC’s human performance as the endogenous variable.

4. DISCUSSION

This section provides an insight into the findings. This chapter identifies the correlations among the behavior of public leadership, good governance practices, and trust inhuman performance. Furthermore, the regression analysis was also addressed, the affect that influence public leadership behavior, good governance practices, and trust inhuman performance. Finally, the best-fit model that which predicts SUC’s human performance in Region XI based on data results collected findings and recommendations.

4.1 Significance on the Relationship between Levels of Public Leadership Behavior, Good Governance Practices, Trust, and Human Performance

The analysis showed that the relationship between the conduct of public leadership was important and optimistic, since high standards often manifested, good governance implies high standards often observed and trust implies high standards often practiced. The correlation analysis showed that the human performance was significantly and positively influenced by public leadership behavior, good governance practices and trust as reflected in human performance. The findings of the study on the level of public leadership behavior are parallel to the results of the study of Larsson and Vinberg (2010) that leadership behavior has a critical role in the creation of successful organizations. Likewise in the study of Bass and Bass (2008); Northouse (2013) that the use of theoretical leadership constructs or specific leadership models to represent a set of leading behavior or competencies has been widely employed.

The outcome of the study is also parallel to the results of the study of Ullah, Ullah and Durrani (2011) which specified that leadership is related to the performance of employees and the participation of employees is important for organizational development. In addition, Furnham (2002) upholds that leadership is the effectiveness achieved by means of reaching the organizational outputs and objectives, which are indicators for the quality of the leadership.

The findings is similar also to the results of the study of Yukl (1994) that leaders have shown a climate that would affect employee attitudes, motivation, and behavior is critical for achieving organizational goals. While, given that public leadership measurements represent leadership structures, anticipate them to be absolutely linked to recognized leadership structures, such as transformative governance (Bass & Riggio, 2006) and perceived quality of leadership efficacy (Van Knippenberg & Van Knippenberg, 2005).

The findings of the study on significant relationship of good governance practices is parallel to the result of the study of Siddiquee (2006) that governance can be seen as a tool for improving law-making and policy-making in public administration, and for preparing excellent quality legislation, delivery of services and enhancing alliances through the implementation of the Human Resources Program. However, the interdisciplinary approach in the strategic planning process is associated with the sustainable development discourse that clarifies the negative and positive effects of certain policies and practices toward other development phases (Sumpor and Dokic, 2013). The findings also relates the significant relationship to the results of the study of Lin, Lee, and Tai (2012) showed a significant and helpful impact on market access

capabilities, competencies associated with integrity and functionality-based competencies in human resource management.

The findings on the significant relationship on trust shows confirmation to the results of the study of Mayer and Davis's (1999) wherein it determines that trustworthiness involves the interpretation of employees' insight of their supervisor's ability/competence, benevolence, and integrity. Furthermore, the outcome of the study is in consonance to the study of Gillespie and Dietz (2009); Searle et al. (2011) that organizational trust is derived from employees' assessments of whether the organization has the competence to reliably meet goals and responsibilities (ability), signals positive intentions regarding stakeholders' well-being (benevolence), and adheres to commonly accepted moral principles (integrity) in its relationships with different stakeholders.

However, in the study of Currall and Judge (1995) that a construct validation research that assessed trust between borderline roles creates a trusting character that is clearly linked to a desire to participate in trusting behavior. Trust in government may be simpler to assess, but it links with good governance which is far from vibrant. Even if trust in government is indeed restrained, it is not at all evident whether the level of trust is genuinely affected by government-related factors. In practice, integrity is loyalty to common beliefs and forms the foundation for a trusting relation between leaders and supporters (Locke, 2000). In order for staff to trust their leader, they need to be equipped to act not only with competence and benevolence but also with integrity.

4.2 Correlation Measures between Public

Leadership Behavior and Human Performance

The assessment of relationship between variables reveals a significant relationship between public leadership behavior and human performance that leads to rejecting the null hypothesis of the study. There is therefore a relationship between the public leadership behavior and human performance that when the quality of leadership was effective, public leader behavior enables the achievement of human desires, which has resulted in an increase in performance. The findings of the study are supported from the correlation between measures in the study of Fiedler and House (1988); Ristow, Amos, and Staude (1999) that the efficacy of any group of individuals depends mainly on the quality of their leadership; and efficient management behavior that promote the fulfilment of the desires of followers resulting in competent performance. The success of an organization depends on the ability of the leader to maximize human resources.

The outcome is parallel to the study in correlation of measures in the study of Dyer and Reeves (1995) that HR practice should work outward (and upward) through these levels, at its highest instance, driven and inspired by their effect on employee roles and behavior. Although much work is required but confident, practices and skills are

significant steps beyond cognitive and humanistic management learning and education models (Allen & Shehane, 2016). The result of the correlation is compatible to the declaration of performance management training and preparation are also related to expected performance (Cavalluzzo & Ittner, 2003; de Lancer Julnes & Holzer, 2001; Moynihan & Kroll, 2015).

4.3 Correlation Measures between Good

Good Governance Practices and Human Performance

The assessment of relationship between the variables reveals a significant relationship between good governance and human performance that leads the rejecting of null hypothesis of the study. This infers that SUC's significant relationship on good governance practices would essentially increase human performance. The result of the findings is parallel with the study in correlation of measures to the result of the study of Lin, Lee, and Tai (2012) which also acknowledged the important and positive effects of human resource types on market access, integrity-related competencies, and functionality related skills. Training has been showed to generate performance enhancement related benefits for the employee as well as for the organization by absolutely influencing employee performance through the growth of employee knowledge, skills, ability, competencies, and behavior (Guest 1997).

The result is also supported from the correlation of measures in the study of Ghonkrokta and Lather, 2007 that various organizations and governments have proved awareness in the application of social audits to ensure a commitment to good governance and sustainable development. Likewise, maintaining a well-planned approach to financial control. Martin, Linda, Joyce, and Max (2007) recommend that a strong and powerful anti-fraud program is used to check the efficiency of financial control.

However, according to Huselid (1995) that employment relationship is a further analysis on high-performing HR schemes that includes an organization investing in employee skills and chances and in effect, expecting workers to be prepared for beneficial work-related investment in the organization. From the outlooks of Kanji and Moura (2003) and Lycke (2003), state that change can be countless and could also include changes to procedures, structures, rules and regulations, technology, training and development and client needs within organizations.

4.4 Correlation Measures between Trust and Human Performance

The test of relationship between the variables reveals a significant relationship on human performance and trust that leads to rejecting the null hypothesis of the study.

This entails that SUC's significant relationship on trust would essentially increase human performance. The effects of the study support the correlation of measures of the results of the study of Gillespie and Dietz (2009); Searle et al. (2011) that organizational trust is derived from employees' valuations of whether the organization has the competence to consistently meet goals and responsibilities (organizational ability), signals positive objectives regarding stakeholders' well-being (organizational benevolence), and adheres to commonly recognized moral principles (organizational integrity) in its interactions with different stakeholders.

The outcome of the study is parallel of the study in correlation of measures of the study of Wright and Geroy (2001) that employee competencies change through effective training platforms. It not only improves the overall performance of the employees to effectively perform the current job but also enhances the knowledge, skills, and attitude of the workers essential for the future job, thus contributing to superior organizational performance. While trust is vital for government to operate, public trust gained through good government results, and they model trust relationships that enable government to behave, but government action influences the degree of trust.

4.5 Best-Fit Model that Predicts Human Performance

Figure 6, in Chapter 3 displays the generated structural Model 4, which shows the direct causal relationship of the exogenous variable on the endogenous variable as best fit model. The endogenous variable is the human performance (HP) which is measured in terms of *training and development* (TAD), and *diversity management* (DM). The exogenous variable are: public leadership behavior (PLB) with the indicators *accountability leadership* (AL) and *network governance leadership* (NGL) as measures; good governance practices (GGP) which is measured in terms of *strategic alliance* (SA) and *audit* (Audit); trust (trust) which is measured in terms of *ability/competence* (ABCOM).

The results of the indices in structural generated model 4, it could be seen from the model that out of the four indicators only *training and development*, and *diversity management* remained as the measurement construct of human performance. *Training and development*, as indicator of human performance, refers to display a very high level of effective development of expertise and abilities through teaching and learning. The finding is parallel to the study of Swart, Mann, Brown, and Price (2005) that to elaborate on training as a means of dealing with skill shortages and performance gaps as a technique of enlightening employee performance. Likewise, according to McCourt and Dereck (2003), identification of the needs for training and development are done by selecting methods and programs suitable for these needs and planning how to implement by evaluating the outcome results.

However, Guest (1987) disputes that policy are necessary to ensure that employee performance is evaluated to ensure appropriate training and development that takes place with the help of the performance appraisal reports and findings to be able to identify development needs. Performance is likely to enhance if the beginners are encouraged to use and efficiently apply the new knowledge, abilities, and attitudes or behaviors at the workplace (Baldwin & Ford, 1988; Bates, Cannonie, & Hatala, 2014). According to Wright & Geroy (2001), employee competencies change through effective training programs. It not only develops the overall performance of the employees to successfully perform the current job but also enhance the knowledge, skills and attitude of the personnel necessary for the future job, and causal to higher organizational performance.

Diversity Management as another indicator of human performance is characterized to display high on strategic views on human resource practices and performance. This connects to the study of Dyer and Reeves (1995) that HR practice should work outward (and upward) through these levels, at its highest instance, driven and inspired by their effect on employee roles and behavior. Hence, relating to knowledge with the understanding that an organization has diverse human resources, human resource supervision is committed to ensuring the creation and retention of a skilled, productive and empowered workforce.

Meanwhile, only two of the indicators of public leadership behavior as the exogenous variable remained in best fit model. *Accountability Leadership* which is a factor shows high on how a leader encourages employees to justify, explain behavior, and publicly communicate with stakeholders towards the organization. The findings is parallel to the study in correlation of measures in the study of Lamm, Lamm, and Carter (2015) with opinion of leaders who discovered that there might be gaps in understanding or consciousness that may hamper the effectiveness of leadership efforts. However, according to Torrington, Hall, and Taylor (2005) mentoring deals with a wide-ranging advantage for development of the responsibility and relationship building. This is achieved through regular contact of information sharing and the growing sense of involvement and credibility of employees with affection to organizational complications (Combs, Liu, Hall, & Kitchen, 2006).

Network governance leadership is another indicator of public leadership behavior variable that remains in best fit model. *Network governance* which displays high that relate to supervisors encouraging employees to actively communicate with stakeholders to create networks. The findings is parallel to the result of the study of Leonard, Graham, and Bonacum (2004) that makes it critically important to have standardized communication tools, shaping an environment in which people can talk, communicate

worries, and share common thoughts. However, effective communication between employees that fosters favorable attitudes does not only lead to job satisfaction, organizational success and the achievement of organizational goals (Bartoo & Sias, 2004; Rosenfeld, Richman & May, 2004).

Strategic alliance is another indicator of good governance practices variable that remains in best fit model, *strategic alliance* displays *very high* institutional collaboration, contracts and full mergers between organizations. The findings is parallel to the results to the study of Siddiquee (2006) which notes that governance can be seen as a tool for improving law-making and policy-making in public administration, and for preparing excellent quality legislation, delivery of services and enhancing alliances through the implementation of the human resources program.

Moreover, *audit* is another indicator of good governance practices variable that remained as best fit model; *audit* displays *high* that relates to the identification of the audit committee's procedures and the integrity of the financial statements. This connects to the study of Ghonkrokta and Lather (2007) that implementing social auditing ensures good governance and sustainable development engagement; various organizations and governments have demonstrated their recognition (Ghonkrokta & Lather, 2007). However, Alleyne and Howard (2005) establish that well- controlled organizations, auditors and strong auditing committees can treat fraud in full in any practice.

Trust as exogenous variable depicts human performance remains with the indicator of *ability/competence* which displays *very high* that refers to the other abilities to carry out obligations in terms of skills and knowledge. The findings is parallel to the results of the study of Gillespie and Dietz (2009); Searle et al. (2011) that organizational trust is derived from employees' valuations of whether the organization has the competence to consistently meet goals and responsibilities on organizational ability. Perhaps the exercise of truly constructing abilities requires training, time, coaching, and comment especially because the non-teaching staff with high values on the examined trust show better human performance. Whereas, according to Lewicki and Wiethoff (2000) that the ability to trust in a relation is based on willingness to trust a person, experience, other people reputations, and real experience.

4.6 Conclusion

The following conclusion taken in the light of the research, the respondents felt that there was high level of public leadership, which frequently manifested SUC's public leadership behavior. Respondents contended that the level of good governance practices was high which implies that a good governance practice of SUC was often perceived. The participants also identified the level of trust mentioned as high, which implies that level of trust of SUC is often practiced. Meanwhile, the respondents

demonstrated that the level of human performance was high which means that level of human performance of SUC is often perceived.

On the other hand, the results of the study indicate that SUC's human performance is influenced by public leadership behavior, good governance practices and trust. Lastly, the best-fit model on human performance of SUC's in Region XI was the structural model 4, which established the human performance based on training and development and diversity management was expressively influenced by public leadership behavior built on accountability leadership and network governance leadership, meaningfully supported by good governance practices that was recognized by strategic alliance and audit and strongly anchored on trust that was highly defined by *ability/competence*. The analysis shows that all of the exogenous variables are the key predictors of human performance but among the indicators of trust exogenous variable, the *ability/competence* indicator is the strongest predictor that best influences human performance and creates to be the best model on human performance of non-teaching personnel of state universities and colleges.

The results of the study supports the propositions of Gillespie and Dietz (2009); Searle et al. (2011) that organizational trust is derived from employees' assessments of whether the organization has the competence to reliably meet goals and responsibilities (ability). Thus, the findings supports also the study of Sun, Aryee and Law (2007) when assessing potentials of employee has perceived the presence of structured participation mechanism when determining employee participation capacity.

4.7 Recommendation

The researcher proposes the following recommendations based on the results of the study: The high level rating of these variables namely: public leadership behavior, good governance practices, trust and human performance of non-teaching personnel of SUC's in Region XI may continue to show the process of improving the levels of each variables. The least mean score of HR-Policy, as one of the indicators of human performance, recommends a key partnership between HR policies and its workforce in order to enable HR leaders to schedule plans, ensure that employee's development programs exist and are of value, and that performance held accountable to improve efficient outcomes to achieve greater human performance.

The non-teaching staff must supported by trainings for employee developments to build up skills and enhance employees' confidence. The least mean score is infrastructure and facilities in good governance practices; hence, the researcher recommends implementing buildings and facilities control, planned maintenance management, asset replacement financing plans and up-to-date list of properties. The important correlation of the exogenous variables namely: public leadership behavior,

good governance practices, and trust with the endogenous variable which is human performance understands that these variables may be given emphasis that the bigger the strength of these exogenous variables, the greater the human performance.

The best fit model showing public leadership behavior, good governance practices, and trust as predictors of human performance suggest to support the model as framework on human performance of non-teaching personnel of SUC's in Region XI. Finally, further research should explore more tools of public leadership behavior, good governance practices, and trust. Steps to ensure fair, equal, and efficient delivery of public services in light of some of the biggest challenges must be undertaken.

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