



# Managing & Sustaining Transformation in LGUs through HRM and OD

Ateneo Center of Research and Organization  
Development (CORD)

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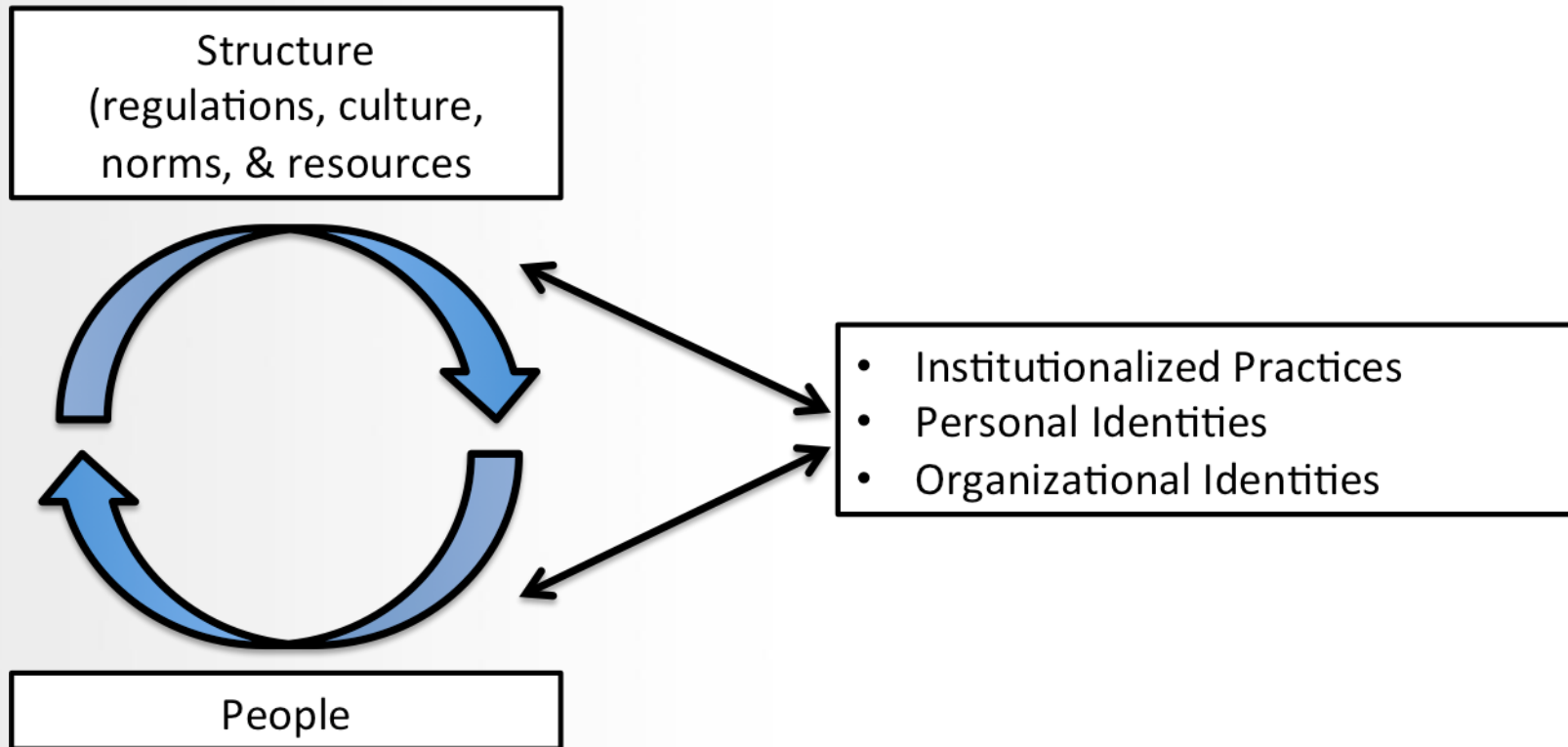
# Research Questions

- What are the **organizational narratives on transformation** that pertain to human resource management (HRM) and organization development (OD)?
  - What are the organizational HRM & OD practices related to managing transformation?
  - What are the organizational HRM & OD practices related to sustaining transformation?

# Research Questions

- What **employee attitudes, identities, and behaviors** are shaped by the organizational narratives on transformation in the context of HRM and OD programs/initiatives?
  - What are the employee attitudes, identities, and behaviors related to managing transformation?
  - What are the employee attitudes, identities, and behaviors related to sustaining transformation?

# Framework of the Study



# Methodology

- Sampling: 4 LGUs\*
- Data Collection: eliciting narratives from
  - a. at least 5 semi-structured interviews (Local chief executive and/or department heads/division chiefs)
  - b. two focus group discussions among rank and file employees;
  - c. document review

# Definition of Terms

- **Managing Transformation (MT)** – organizational practices aiming to stabilize or normalize impact of institutionalized changes through *reduction of initial resistance among employees vis-à-vis external regulatory institutions.*
- **Sustaining Transformation (ST)** – organizational practices intending to strengthen or cultivate acquired norms or ways of doing work in light of *continuous improvement of organizational performance.*



# Definition of Terms (MT)

- **Facilitator of Change** – identity evoked through practices such as but not limited to *implementing new policies, developing new strategies, and methods to facilitate change.*
- **Motivated Learner** – identity evoked through practices such as but not limited to *applying learning from training programs or scholarship opportunities to improve one's work.*

# Definition of Terms (MT)

- **Passive Enabler** – identity evoked through practices such as but not limited to *allowing changes in the organization* (with minimal resistance).
- **Resource Expert** – identity evoked through practices such as but not limited to *facilitating improvement and learning with other members of the organization*.



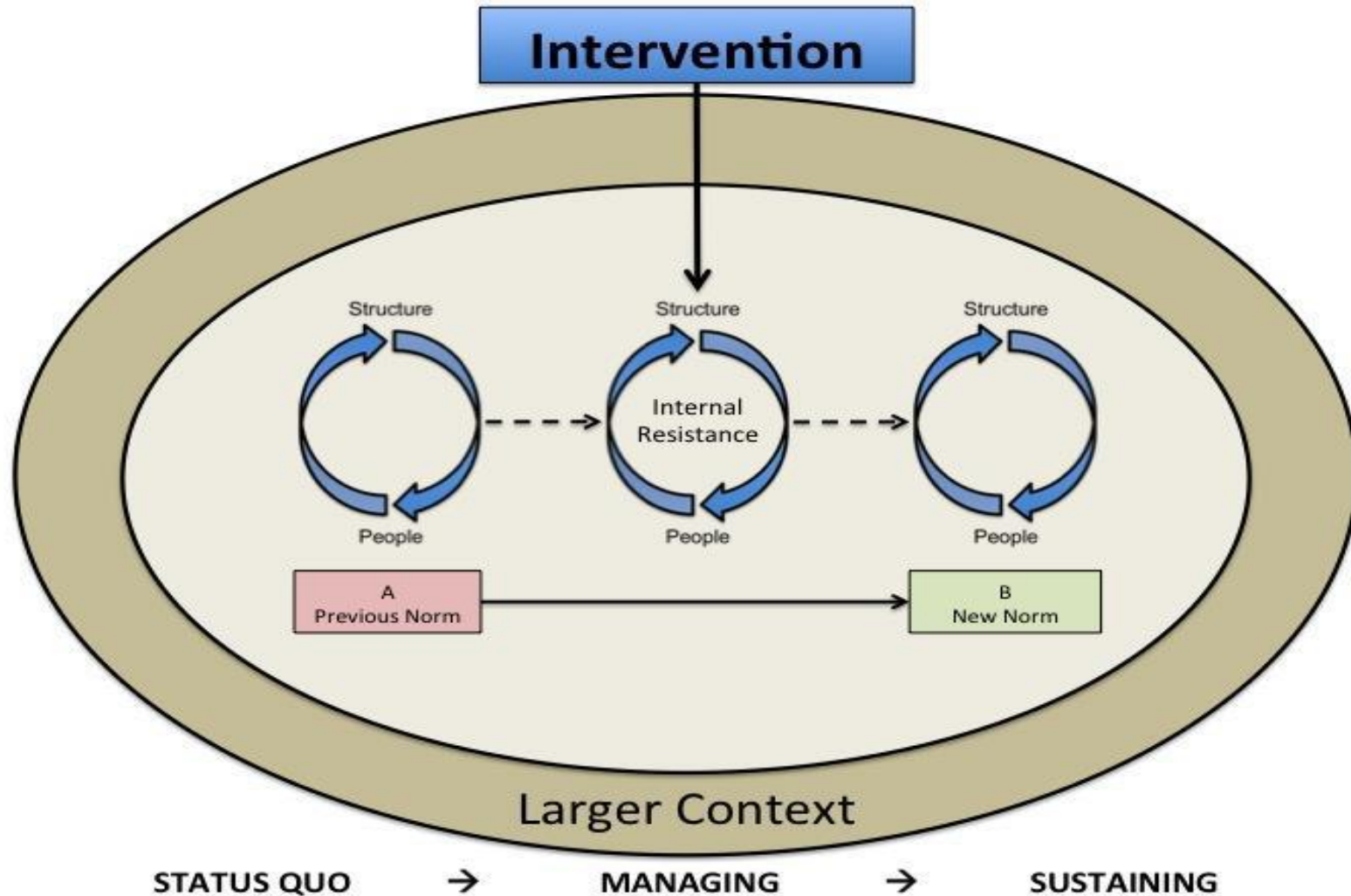
# Definition of Terms (ST)

- **Sustainability Enabler** – identity evoked through practices such as but not limited to *consistent enhancement of organizational systems, debugging system errors, demonstrating good role model behaviors, and consistent implementation of policies.*
- **Culture Builder** – identity evoked through practices such as but not limited to *maintaining good internal working relationships, and institutionalizing norms, values, and standards.*

# Definition of Terms (ST)

- **Network Builder** – identity evoked through practices such as but not limited to maintaining *good external working relationships*.

# Integrative Findings



STATUS QUO →

MANAGING →

SUSTAINING



# Previous Norm (Status Quo)

- Before the change, the LGUs seem to be at a relatively fixed interplay between elements of structure and people (practices unchallenged, habitual performance)

# Previous Norm (Status Quo)

- Interventions (e.g., TRACS) and change initiatives (e.g., executive order to form a human resource council) propel the re-direction (e.g., strategic planning), re-tooling (e.g., capacity building), and re-alignment (e.g., shared identity as change champions) of structures and people in the LGUs.

# Managing Transformation

- In the early periods of “flux” or “loosening” the default organizational process, internal resistances among employees are more evident which may seem to indicate early signs of structural and psychological change

# Managing Transformation

- In the interplay of available structures and people, four emergent identities assumed to manage transformation (i.e., *change facilitators, motivated learners, resource experts and passive enablers*)

# Managing Transformation

*“Lahat sila resistant talaga. Siyempre matanda na daw sila, matagal na sila dito, wala silang computer training bakit pa ipa-handle ng computer. Pero part man ng training talaga sa itong project... bago nag-training pinalaro ko sila ng mga games para mahasa sila sa mouse using mouse so okay naman kay Assessor na maglaro for the use...na ma-use lang so so far okay naman.”*

*(General Santos City, Division Chief)*



# Managing Transformation

*““Tsaka yung the way people do things, parang hindi naka-box na sa inyo lang yan, sa amin 'to. We changed the way we think, let's work these things out together. Yan din ang ginagawa ko sa barangay system. Una yung mindset nila is pag merong workshop it's just a compliance of the old process. Nang nag-engage ako sa kanila, sabi ko sa kanila, ito yung gagawin niyo at ito ang gagawin namin. These things ang mapupunta sa inyo, ito rin yung bagay na galing sa inyo na mapupunta sa amin. Kung baga shared responsibility.”*

# Sustaining Transformation

- With more exposure, practice, and avenue for application to “new” ways of working, acquired systems and processes slowly crystallized to form new norms within the LGUs.
- In the interplay of structures and people, three emergent identities assumed to sustain transformation (i.e., *sustainability enabler*, *culture builder*, and *network builder*)

# Sustaining Transformation

*“Pero mabuti naman talaga itong ano ng chief executive ngayon, kase ano siya, kailangan open siya. Pagkatapos, meron naman silang mga sharing, and then very consultative siya. Sabi niya sa akin, ‘Day, ano ka na dito, ilang taon ka na dito. Anong dapat nating gawin?’ Parang ganun ba.”*

*(Iligan City, Department Head)*

# Sustaining Transformation

*“We are facing great challenges...the challenge that all of us will grow, our values will improve, and our performance, and accomplishments will be excellently done because I’m not only afraid of the governor. Bat ginawa lang natin ito para sa governor? What if he’s no longer the governor? But it’s for the people...we must sustain...work for the people, because the next generation will be, might be coming from our own family.”*

*(Davao del Norte, Division Chief)*

# Conclusion

- Using the lens of structuration theory allowed the researchers to examine the dynamic interplay of structural components and people in the context of LGU transformation
- Able to describe the process of managing and sustaining transformation through highlighting salient elements at work at different points in time (e.g., from norm A to norm B).

# Recommendations

- *Developing a critical mass of change champions and technical experts.*
- *Institutionalizing change through policy reforms*
- *Having more deliberate culture building efforts*

# Thank You!