Integration of Strategic Performance Management Information System (SPMIS) in Local Government Unit Performance Management and Its Implications for Service Delivery

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ABSTRACT

The integration of automation in public sector management has become increasingly important in improving organizational efficiency, transparency, and accountability. In the Philippine public sector, the Civil Service Commission promotes the Strategic Performance Management System (SPMS) to ensure results-based performance evaluation in government institutions. As part of efforts to strengthen human resource management practices and advance PRIME-HRM maturity, the Local Government Unit of San Francisco, Agusan del Sur implemented the Strategic Performance Management Information System (SPMIS) to automate performance management processes. However, despite its implementation, limited empirical evidence exists regarding the extent to which automation influences the effectiveness of performance management within the LGU. This study therefore aimed to determine the influence of automation on the effectiveness of performance management in LGU-SFADS.

This study employed a descriptive–correlational research design using a structured survey questionnaire administered to 206 permanent and casual employees of the LGU. Data were analyzed using weighted mean, Pearson Product–Moment Correlation, and regression analysis. The findings revealed that the level of automation in the LGU's performance management system is generally implemented to highly implemented in terms of system usage, accessibility of automated tools, and user competence. The results further indicated that performance management in LGU-SFADS is effective to highly effective in terms of efficiency, accuracy of records, and transparency. Regression analysis identified system usage, accessibility of automated tools, user competence or training, quality of decision-making, and cost-effectiveness as significant predictors of performance management effectiveness. The study concludes that automation contributes to improving performance management practices when supported by operational functionality and user capability. The findings provide evidence-based insights that may guide LGU management in enhancing automated performance management systems and strengthening service delivery.

Keywords: Automation, Performance Management, SPMIS, Local Government Unit, Service Delivery

INTRODUCTION

Increasing expectations for responsive and efficient public service have encouraged government institutions to enhance how performance is managed and monitored across offices. In practice, managing performance is no longer confined to periodic evaluations but is treated as an ongoing activity that supports planning, monitoring, and improvement. In this context, the integration of digital technologies has become increasingly important, as it enables more systematic tracking of outputs, timely feedback, and data-driven decision-making.

In the Philippine public sector, the Civil Service Commission introduced the Strategic Performance Management System (SPMS) to promote a results-based approach in managing employee performance. The system aims to align individual outputs with organizational goals, enhance accountability, and improve service delivery. However, despite the structured framework provided by SPMS, its effectiveness largely depends on how performance data are managed, monitored, and utilized within agencies. In practice, manual or semi-automated

processes may limit the accuracy, timeliness, and accessibility of performance information, which can affect the overall efficiency of the system.

To address these challenges, government institutions have begun integrating automated platforms such as the Strategic Performance Management Information System (SPMIS). This system supports the digitalization of performance management processes, including data recording, monitoring, and evaluation. The use of such technology has the potential to improve transparency, reduce administrative workload, and provide more reliable information for decision-making. However, the extent to which these benefits are realized depends on factors such as system utilization, accessibility, and user competence within the organization.

In the case of the Local Government Unit of San Francisco, Agusan del Sur, the adoption of SPMIS reflects an effort to modernize performance management practices and strengthen compliance with Civil Service Commission standards. As a developing municipality with an expanding workforce and increasing service demands, the LGU requires efficient systems that can support performance monitoring and enhance service delivery. While the implementation of SPMIS is a significant step toward digital transformation, there remains a need to examine how well the system is integrated into actual performance management practices and how it influences organizational outcomes.

Existing studies have explored the role of automation and digital technologies in improving organizational efficiency and human resource management practices. However, there is limited empirical evidence focusing on the integration of SPMIS within local government units, particularly concerning to its impact on performance management effectiveness and service delivery. This gap highlights the need for a localized analysis that considers the specific context, challenges, and operational realities of LGUs.

In view of these considerations, this research examines the integration of the Strategic Performance Management Information System (SPMIS) in the performance management practices of the Local Government Unit of San Francisco, Agusan del Sur and to determine its implications for service delivery. By providing empirical insights, the study seeks to support improvements in system implementation, contribute to the enhancement of performance management practices, and inform policy and administrative decisions in the public sector.

Legal Bases

This research is guided by key laws and policy frameworks that shape performance management and human resource practices in the Philippine public sector. These frameworks collectively emphasize accountability, transparency, efficiency, and results-oriented governance. For local government units (LGUs), they provide direction in establishing systems that support effective employee performance and quality service delivery.

Republic Act No. 7160, also known as the Local Government Code of 1991, provides LGUs with the authority to manage their internal administrative systems in a manner that promotes efficient and accountable governance. This law enables local government units to establish mechanisms that improve organizational performance and enhance service delivery. In practical terms, it supports the adoption of structured performance management systems that allow LGUs to monitor employee outputs, align individual performance with institutional goals, and ensure that public resources are utilized effectively.

In addition, Republic Act No. 6713, or the Code of Conduct and Ethical Standards for Public Officials and Employees, reinforces the importance of integrity, professionalism, and accountability in public service. The law emphasizes that government employees must demonstrate competence and uphold ethical standards in the discharge of their duties. This implies that performance management systems are necessary tools for assessing employee performance in a fair, transparent, and objective manner. Through these systems, organizations are able to promote accountability while encouraging excellence and responsible public service among employees.

To operationalize these legal mandates, the Civil Service Commission (CSC) established the Strategic Performance Management System (SPMS), which serves as a results-based framework for linking organizational goals with individual employee performance. The SPMS provides a structured approach to performance planning, monitoring, evaluation, and feedback. By aligning individual targets with organizational objectives, the system ensures that employees contribute directly to the achievement of agency goals. It also allows

government institutions to track performance outputs more systematically and address identified gaps through appropriate interventions.

Further reinforcing these initiatives, the Civil Service Commission introduced the Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM), which aims to modernize HR systems across government agencies. This framework encourages the adoption of strategic and technology-driven approaches in managing human resources, including performance management. It highlights the importance of integrating digital systems to improve efficiency, transparency, and accountability in HR processes. In the case of the Local Government Unit of San Francisco, Agusan del Sur, the attainment of PRIME-HRM Level II status reflects ongoing efforts to strengthen HR systems through the use of automated tools such as the Strategic Performance Management Information System (SPMIS).

Overall, these laws and policy frameworks establish the foundation for strengthening performance management systems and integrating technology in public sector organizations. They support the adoption of digital tools that improve administrative processes and reinforce accountability in service delivery. In this study, these frameworks justify the examination of the Strategic Performance Management Information System (SPMIS) as a mechanism for enhancing performance management practices in the Local Government Unit of San Francisco, Agusan del Sur.

REVIEW OF RELATED LITERATURE AND STUDIES

This section synthesizes selected studies to explain how automation influences performance management practices, employee experience, and organizational outcomes. The synthesis of these studies helps establish the relevance of examining automated systems within the context of local government operations.

Performance Management

Within organizations, performance management is generally treated as an ongoing process that aligns individual outputs with institutional objectives through continuous monitoring and feedback. This approach allows organizations to identify performance gaps early and implement corrective actions that support both employee development and organizational effectiveness.

Scholars have emphasized that performance management systems function as a bridge between individual contributions and broader organizational objectives. For instance, Varma and Budhwar noted that collaborative goal-setting plays a crucial role in translating organizational priorities into measurable targets. Similarly, Andreev described performance management as a strategic mechanism that sustains continuous improvement while reinforcing organizational alignment.

In the Philippine public sector, the Strategic Performance Management System (SPMS) provides a structured framework that promotes transparency and accountability. According to Torneo et al., the system enhances the alignment of individual outputs with agency mandates. However, the effectiveness of such frameworks often depends on the availability of efficient systems for monitoring and managing performance data. Without reliable data systems, evaluation processes may become inconsistent and less responsive to actual organizational needs.

Automation in Human Resource Management

The integration of digital technologies has significantly changed how human resource functions are performed. Many organizations now rely on automated systems to manage processes such as performance tracking, data management, and employee evaluation. This shift reflects a broader movement toward digital transformation in organizational management.

According to Strohmeier, digital human resource management involves embedding technology into HR processes to enhance both efficiency and strategic decision-making. Automated systems enable organizations to store and analyze workforce data more effectively, allowing managers to access real-time information for planning and monitoring purposes.

In addition, the use of analytics has strengthened evidence-based decision-making in HR practices. Margherita highlighted that data-driven systems allow organizations to identify trends, evaluate performance, and design targeted interventions. In practical terms, this means that performance management becomes more consistent and less dependent on subjective judgment.

Contribution of Automation to Performance Management Practices

The use of automation has introduced significant changes in how performance management systems operate. Compared to traditional approaches that rely on periodic reviews, automated systems allow continuous tracking and analysis of employee performance. This provides a more comprehensive understanding of performance trends over time.

Research suggests that digital technologies improve both the accuracy and efficiency of performance monitoring. Vrontis et al. emphasized that automated platforms enable organizations to generate reports, monitor key indicators, and evaluate productivity more effectively. As a result, managers are better equipped to identify high-performing employees and areas requiring improvement.

Moreover, automation contributes to consistency and transparency in evaluation processes. Nawaz et al. pointed out that automated systems support standardized data processing, reducing inconsistencies often associated with manual documentation. At the same time, the reduced administrative workload allows managers to focus more on coaching and employee development.

Influence of Automation on Employee Experience

Beyond improving system efficiency, automation also affects how employees interact with organizational processes. Employee experience includes access to information, feedback mechanisms, and overall engagement with workplace systems. The introduction of digital platforms has made these interactions more accessible and responsive.

Studies indicate that automated systems improve communication and transparency within organizations. Margherita explained that digital platforms allow employees to access performance-related information more easily, which enhances understanding of expectations and outcomes. This accessibility contributes to a more transparent work environment.

Similarly, Vrontis et al. noted that continuous feedback mechanisms supported by technology help employees improve performance and maintain motivation. By minimizing delays and errors associated with manual processes, automation fosters greater trust in organizational systems.

The reviewed literature consistently shows that automation plays a critical role in strengthening performance management systems. The integration of digital technologies improves efficiency, enhances the accuracy of performance data, and supports more informed decision-making. These systems enable organizations to streamline monitoring, evaluation, and reporting processes, resulting in more structured and transparent practices.

At the same time, automation influences employee experience by improving access to information, facilitating communication, and supporting continuous feedback. However, the effectiveness of these systems is not solely determined by technology. Factors such as user competence, accessibility, and organizational readiness also play a significant role in determining successful implementation.

These insights highlight the importance of examining automation within specific organizational contexts. In this study, the focus is on the Strategic Performance Management Information System (SPMIS) in the Local Government Unit of San Francisco, Agusan del Sur, particularly regarding to its impact on performance management effectiveness and service delivery.

Figure 1. Schematic Diagram of the Study

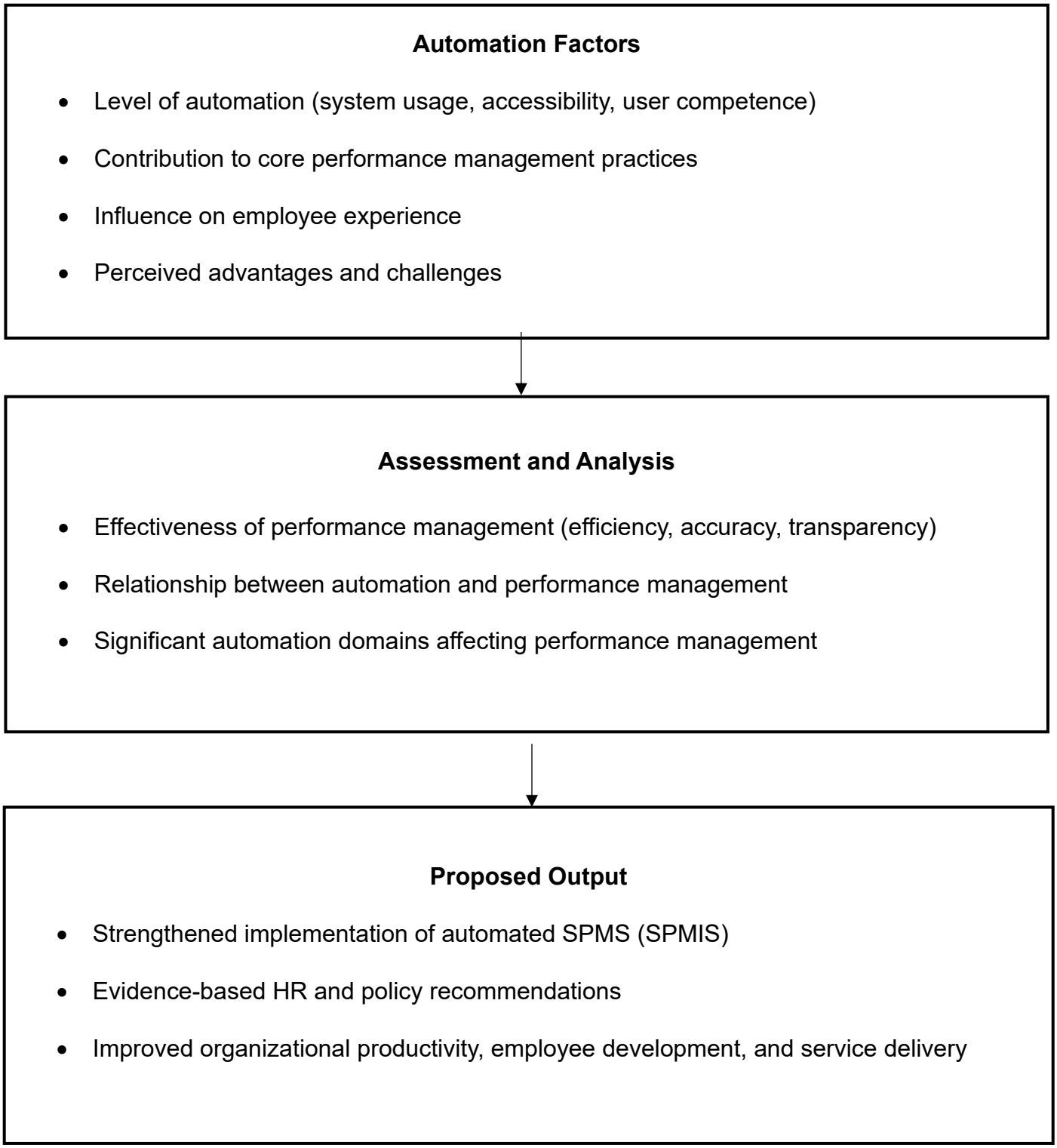


Figure 1 presents the study framework, describing how system integration influences performance management processes and organizational outcomes within the LGU. It explains how the use of an automated platform within performance management processes may influence how the system operates and produces outcomes within the organization. The framework is anchored on legal mandates that promote accountability, transparency, and efficiency in public service. Republic Act No. 7160 grants local government units the authority to develop administrative systems that enhance governance and productivity, while Republic Act No. 6713 emphasizes professionalism, integrity, and accountability, highlighting the importance of reliable and transparent performance evaluation practices.

In this study, system integration factors are treated as the independent variables. These include the level of system utilization, its contribution to core performance management practices, and its influence on employee

experience. System utilization reflects how frequently and effectively the platform is used in performance-related activities, while accessibility focuses on the ease with which employees can navigate and apply the system in their tasks. User competence, on the other hand, refers to the knowledge and skills required to operate the system efficiently. Concerning performance management practices, the system supports functions such as goal-setting, monitoring and coaching, decision-making, and cost efficiency. At the same time, its influence on employee experience is observed through changes in morale, adaptability to technological developments, and the level of trust in the system.

These variables are assumed to influence the effectiveness of performance management, which serves as the dependent variable of the study. Effectiveness is examined through process efficiency, accuracy of performance records and evaluations, and the degree of transparency and accountability in monitoring activities. These indicators are aligned with the objectives of the Strategic Performance Management System (SPMS) of the Civil Service Commission, which promotes a results-based approach to managing employee performance. In this context, the integration of the Strategic Performance Management Information System (SPMIS) is expected to improve monitoring practices, strengthen data reliability, and support more transparent evaluation processes.

Overall, the framework reflects the intended outcome of strengthening the implementation of performance management through system integration within the LGU. The findings of the study are expected to generate evidence-based insights that may guide policy enhancement, system improvement, and human resource management interventions. These outcomes are consistent with the objectives of the Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM), which promotes the use of technology to improve HR systems in government institutions.

Objectives of the Study

This research examines the integration of the Strategic Performance Management Information System (SPMIS) in the performance management practices of the Local Government Unit of San Francisco, Agusan del Sur and its implications for service delivery. Specifically, it seeks to:

1. Determine the level of automation in LGU-SFADS based on system usage, accessibility of automated tools, and user competence or training.

2. Assess the effectiveness of performance management, particularly efficiency of processes, accuracy of employee records and evaluation, and transparency and accountability.

3. Determine the significant relationship between automation and the effectiveness of performance management.

4. Examine the perceived advantages and challenges in adopting automation in performance management in relation to employee satisfaction, adaptability to technological change, and organizational culture.

5. Examine the contribution of automation to core performance management practices based on goal-setting, monitoring and coaching, quality of decision-making, and cost-effectiveness.

6. Evaluate the influence of automation on employee experience in terms of morale and motivation, adaptability to technological change, and trust in automated systems.

7. Identify which automation domains significantly affect the effectiveness of performance management.

8. To propose an evidence-based framework for optimizing the use of automation in LGU performance management system to enhance organizational productivity, employee development, and public service based on the findings of the study.

Scope and Limitation of the Study

This research examines how the Strategic Performance Management Information System (SPMIS) is applied within the performance management practices of the Local Government Unit of San Francisco, Agusan del Sur and how it relates to service delivery. It focuses on how the system supports organizational processes and contributes to performance management effectiveness within the LGU. The discussion centers on the role of system integration in improving the management of employee performance.

The analysis covers three main areas. It considers the extent of system use, including accessibility and the capability of employees to operate the platform effectively. It also looks at how the system supports key performance management activities such as planning, monitoring, and decision-making. In addition, the study examines how system use influences employee experience, particularly in terms of motivation, adaptability to technological changes, and confidence in using the system.

The study is limited to performance management functions within the LGU, particularly those aligned with the Strategic Performance Management System (SPMS), where SPMIS is used to support the monitoring and evaluation of employee performance. Only permanent and casual employees were included, as they are directly involved in performance management processes and are the primary users of the system. Their participation provides relevant insights into how the system is utilized within the organization.

Data were gathered through a structured survey administered to selected respondents. The analysis focuses on identifying patterns and relationships among variables to better understand how system integration is associated with performance management outcomes. The findings are based solely on the responses collected during the data-gathering period.

The scope of the study is limited to the variables examined and does not account for other organizational or external factors that may influence performance management outcomes. As such, the results may not be directly applicable to other local government units or organizations with different structures, levels of technological adoption, or administrative practices.

Significance of the Study

The findings are expected to provide relevant insights for stakeholders involved in performance management and human resource administration in the public sector.

Local Government Unit of San Francisco, Agusan del Sur. The outcomes highlight how the integration of the Strategic Performance Management Information System (SPMIS) influences current performance management practices. These insights can support improvements in system implementation, strengthen monitoring processes, and enhance efficiency, transparency, and accountability in service delivery.

Human Resource Management and Development Office (HRMDO). The findings offer guidance in strengthening performance monitoring and evaluation practices. They may also inform the refinement of training programs, improve system utilization, and support the development of strategies that maximize the use of automated performance management tools.

Performance Management Team (PMT). The results provide a basis for enhancing the implementation and oversight of the Strategic Performance Management System (SPMS). This includes refining evaluation procedures, improving alignment between targets and outputs, and strengthening monitoring of both individual and organizational performance.

Civil Service Commission (CSC) and Policy Makers. The study outputs contribute to ongoing efforts to promote results-based performance management and digital transformation in government institutions. They also provide localized evidence that may support the continuous improvement of SPMS and PRIME-HRM policies, as well as the integration of automated systems in local government units.

Future researchers. The information derived will serve as a reference for further investigation on performance management, automation, and digital transformation in the public sector. They may also encourage similar studies in other local government units or government organizations.

Definition of Terms

To ensure clarity in the interpretation of key concepts used in the study, the following terms are defined based on how they are applied within the research context.

Automation. Involves the use of digital technologies, particularly the Strategic Performance Management Information System (SPMIS), to support performance management activities such as monitoring, evaluation, and documentation of employee performance within the Local Government Unit of San Francisco, Agusan del Sur.

Contribution of Automation to Core Performance Management Practices. Describes how automated systems support essential activities including goal-setting, monitoring and coaching, decision-making, and cost efficiency in the implementation of the Strategic Performance Management System.

Effectiveness of Performance Management. Reflects the extent to which the system improves organizational processes, including efficiency, accuracy of employee records and evaluations, and transparency and accountability in performance monitoring.

Employees. Covers the permanent and casual personnel of the Local Government Unit of San Francisco, Agusan del Sur who are directly involved in or affected by the performance management system and SPMIS.

Influence of Automation on Employee Experience. Represents the perceived impact of automated performance management systems on employees, including morale, adaptability to technological changes, and trust in the system.

Level of Automation. Indicates how extensively automated systems are used in performance management processes, including system usage, accessibility, and user competence.

Performance Management. Describes the structured process of planning, monitoring, and evaluating individual and organizational performance to ensure alignment with institutional goals and effective service delivery.

Performance Management Team (PMT). Pertains to the group responsible for overseeing the implementation, monitoring, and evaluation of the Strategic Performance Management System within the LGU.

Service Delivery. Refers to the provision of public services by the Local Government Unit of San Francisco, Agusan del Sur, which may be improved through efficient and transparent performance management practices.

Strategic Performance Management Information System (SPMIS). Refers to the automated platform used by the LGU to monitor, record, and evaluate employee and organizational performance as part of SPMS implementation.

Strategic Performance Management System (SPMS). Describes the framework prescribed by the Civil Service Commission that aligns individual employee performance with organizational goals through systematic planning, monitoring, and evaluation.

RESEARCH METHODOLOGY

This section explains the approach used to examine how the Strategic Performance Management Information System (SPMIS) is integrated into performance management practices in the Local Government Unit of San

Francisco, Agusan del Sur. It also presents how the data were gathered and analyzed in order to address the objectives of the study. The procedures followed were designed to ensure that the data collected are organized, reliable, and relevant to the research.

Research Design

A descriptive–correlational approach was used to examine the integration of SPMIS and its relationship with service delivery within the Local Government Unit of San Francisco, Agusan del Sur. The descriptive component focuses on presenting the current condition of system use and performance management practices, including efficiency, accuracy, transparency, and accountability. It also considers how SPMIS supports key management activities and how it influences employee experience.

The correlational component examines whether system integration is associated with changes in performance management effectiveness. This approach makes it possible to identify relationships among variables without altering the research setting. Through this method, patterns and associations within the organization can be observed and analyzed.

Regression analysis was also applied to determine which aspects of system integration have the strongest influence on performance management outcomes. This allows the study to examine both individual and combined effects of the variables under consideration. As a result, the analysis provides a clearer understanding of which factors contribute most to performance management effectiveness.

Ethical considerations were observed throughout the research process. Participants were informed of the purpose of the study, and consent was obtained prior to data collection. Measures were also implemented to ensure the confidentiality and anonymity of all responses during data processing and analysis.

Research Locale

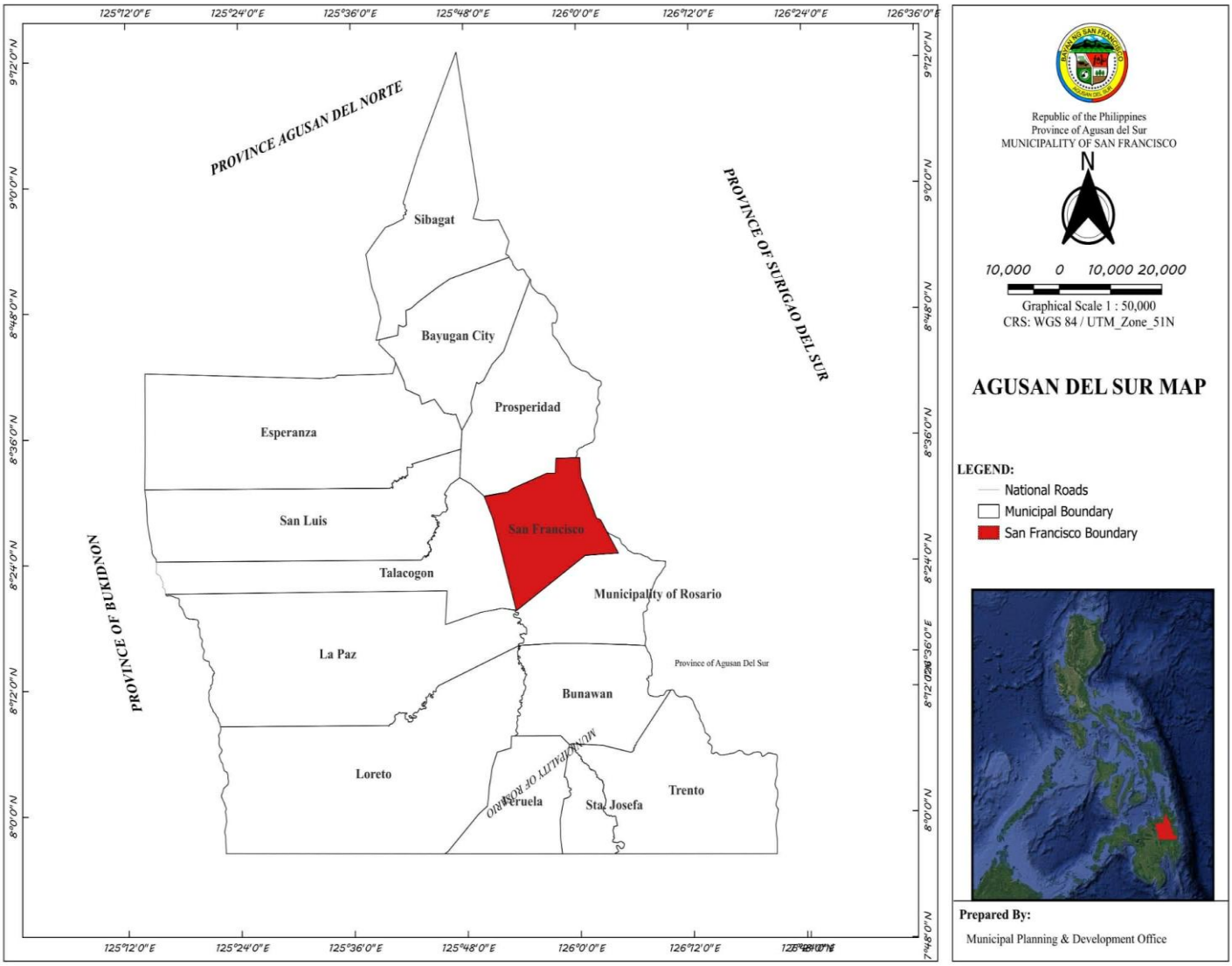
The study was conducted in the Local Government Unit (LGU) of San Francisco, Agusan del Sur, a first-class municipality located in the Caraga Region of the Philippines. The municipality is recognized as the "Commercial Capital of Agusan del Sur" due to its role as a major center for trade, services, and distribution within the province. Its strategic location enables it to serve as a hub connecting nearby municipalities and supporting the movement of goods, services, and administrative activities. As a growing municipality, the LGU continues to adopt administrative innovations aimed at improving governance, efficiency, and service delivery.

The Local Government Unit of San Francisco has a substantial workforce responsible for delivering a wide range of public services. As of August 2025, the LGU reported a total manpower complement of 741 personnel, composed of 218 permanent employees, 206 casual employees, and 317 job order or contract-of-service workers. These personnel perform various administrative and technical functions across different departments and offices. In compliance with the Civil Service Commission's Strategic Performance Management System (SPMS), the LGU has established mechanisms to monitor and evaluate employee performance, ensuring accountability, productivity, and quality service delivery.

The LGU was selected as the research locale because it has implemented the Strategic Performance Management Information System (SPMIS) as part of its initiative to modernize performance management processes and strengthen compliance with Civil Service Commission standards under the SPMS and PRIME-HRM framework. The presence of this system provides a suitable context for examining how SPMIS is integrated into performance management practices and how it influences service delivery. In addition, the researcher's affiliation with the organization facilitated access to relevant data and respondents necessary for the conduct of the study.

Figure 2 presents the location map of the study, showing the geographical location of the municipality of San Francisco within the province of Agusan del Sur, where the respondents are situated.

Figure 2. Location Map of the Study



Research Respondents

The participants of the study consist of permanent and casual employees of the Local Government Unit of San Francisco, Agusan del Sur who are covered by the organization's performance management system. These employees were selected because they regularly use or interact with the Strategic Performance Management System (SPMS) and the Strategic Performance Management Information System (SPMIS) in carrying out their work responsibilities. Their involvement allows them to provide relevant information regarding system integration and its effects on performance management and service delivery.

To be included in the study, participants must be currently employed in the LGU as either permanent or casual personnel and must be formally evaluated under the SPMS. This includes employees responsible for preparing and submitting performance documents such as the Office Performance Commitment and Review (OPCR) and Individual Performance Commitment and Review (IPCR). Job Order and Contract of Service personnel were not included since they are not covered by the formal performance evaluation system of the LGU.

As of August 2025, the LGU recorded a total of 424 permanent and casual employees, consisting of 218 permanent and 206 casual personnel. From this group, 206 respondents were selected for participation in the study. A random selection approach was used to give all eligible employees an equal opportunity to be included in the sample while minimizing selection bias.

This sampling approach supports the representation of employees involved in the performance management system of the LGU. The distribution of respondents based on employment status is shown in Table 1.

Table 1. Distribution of Respondents

Employment Status	Population	Sample
Permanent	218	106
Casual	206	100
Total	**424**	**206**

Research Instrument

A structured questionnaire developed by the researcher was used to gather the data needed for the study. The instrument was prepared to capture information on how the Strategic Performance Management Information System (SPMIS) is applied in performance management and how it relates to service delivery in the Local Government Unit of San Francisco, Agusan del Sur. Its development was guided by the objectives of the research, relevant literature on digital transformation, and the principles underlying the Strategic Performance Management System (SPMS).

Responses were obtained using a five-point Likert scale, which allowed participants to indicate their level of agreement with each statement. This format made it possible to measure employee perceptions regarding system integration, performance management practices, and overall effectiveness within the organization. The structure of the questionnaire ensured that all key variables of the study were adequately represented.

The instrument was organized into several sections corresponding to the main variables examined in the study. These sections covered system utilization, performance management effectiveness, perceived advantages and challenges, contribution to core practices, and the influence of system integration on employee experience. Each part was designed to gather specific information relevant to the objectives of the research while maintaining clarity and coherence.

Before actual data collection, the questionnaire was reviewed to ensure that the items were appropriate and clearly understood. Subject matter experts with background in public administration and human resource management examined the instrument and provided recommendations to improve wording, alignment with study variables, and overall structure. Their feedback was considered in refining the final version of the questionnaire.

A pilot test was also conducted among a group of respondents who were not included in the actual sample. This step helped assess whether the items were understandable and capable of producing consistent responses. The results indicated that the instrument was reliable and suitable for data collection. Necessary adjustments were made based on the pilot test to further enhance clarity and effectiveness. The finalized questionnaire, along with validation and reliability results, is included in the Appendices.

Data Gathering Procedure

The conduct of the study began with securing the necessary approval from the Local Chief Executive of the Local Government Unit of San Francisco, Agusan del Sur. The request included information regarding the purpose of the research, the intended participants, and the procedures to be followed in administering the questionnaire. After approval was obtained, preparations were completed, including finalizing the research instrument, incorporating recommendations from validation, and ensuring readiness for data collection.

During the data collection phase, the questionnaire was distributed to selected permanent and casual employees included in the study sample. Participants were given a brief explanation of the purpose of the research, as well as assurance that their participation was voluntary. They were also informed that their responses would be handled with confidentiality. Sufficient time was provided for completing the questionnaire, and assistance was made available to clarify any questions related to the instrument.

Once the responses were completed, the questionnaires were collected and organized for processing. The data were reviewed to ensure completeness before being encoded for analysis. Appropriate statistical techniques were then applied to examine the level of system integration, analyze its relationship with performance management effectiveness, and determine the factors that influence performance outcomes.

The results of the analysis served as the basis for interpreting the findings of the study and for developing recommendations aimed at strengthening the integration of the Strategic Performance Management Information System (SPMIS) within the LGU. These findings also provided insights that may support improvements in performance management practices and service delivery.

Statistical Treatment

The data obtained from the survey were processed and analyzed using appropriate statistical methods to address the objectives of the study. These methods were selected based on the nature of the variables and the type of analysis required to examine system integration and performance management effectiveness.

Weighted mean was used to determine the level of system integration in the LGU's performance management practices, including system usage, accessibility, and user competence. It was also applied to assess performance management effectiveness, particularly in terms of efficiency, accuracy, transparency, and accountability, as well as to evaluate the contribution of SPMIS and its influence on employee experience.

To examine the relationship between system integration and performance management effectiveness, Pearson Product–Moment Correlation was applied. This allowed the study to determine whether variations in system integration are associated with changes in performance outcomes within the organization.

Multiple regression analysis was utilized to identify which aspects of system integration have the most influence on performance management effectiveness. This made it possible to examine how each variable contributes to the overall outcome and to determine the key predictors within the model.

RESULTS AND DISCUSSIONS

This section presents the results of the study and discusses the findings based on the data gathered from the 206 respondents of the Local Government Unit of San Francisco, Agusan del Sur. The discussion is organized according to the objectives of the study.

Level of Automation Implemented in the LGU's Performance Management System

The table shows that the overall level of automation implemented in the LGU's performance management system obtained a mean of 4.178, interpreted as Implemented. This indicates that automation has already been integrated into the organization's performance management processes and is actively utilized by employees in carrying out performance-related tasks. Among the indicators, system usage obtained the highest mean (4.290), interpreted as Highly Implemented, while user competence or training recorded the lowest mean (3.984), interpreted as Implemented.

Table 2. Level of Automation Implemented in the LGU's Performance Management System

Indicators	Mean	Adjectival Rating
1. System Usage	4.290	Highly implemented
2. Accessibility of automated tools	4.260	Highly implemented
3. User competence/training	3.984	Implemented
Overall Mean	**4.178**	**Implemented**

The high result in system usage suggests that employees frequently utilize the automated system in conducting performance management activities such as goal setting, monitoring, evaluation, and documentation of performance outputs. This implies that the Strategic Performance Management Information System (SPMIS) has become embedded in the daily operations of the LGU and supports the modernization of administrative processes. This finding supports the observation of Strohmeier (2020) that digital human resource management systems improve organizational efficiency by enabling the systematic management of employee performance information.

Similarly, the high rating for accessibility of automated tools (4.260) indicates that employees have adequate access to the technological resources necessary to utilize the system effectively. The availability of system log-in access, office equipment, and connectivity enables employees to perform performance-related tasks using the automated platform. This finding aligns with Leoni et al. (2021), who emphasized that accessible digital systems strengthen organizational coordination and improve monitoring and evaluation processes.

However, user competence or training obtained the lowest mean (3.984), indicating that although employees are generally capable of using the automated system, variations in digital competence remain evident. This result suggests that some employees may still encounter difficulty in fully maximizing the system's functions, which may contribute to challenges such as delays in the submission of performance reports or continued reliance on manual documentation. In the context of the LGU, this finding highlights the need to strengthen training programs and technical support mechanisms to improve employees' digital competence in utilizing the automated performance management system. This observation supports the findings of Agustin et al. (2024), who noted that limited digital readiness and skills gaps often hinder the effective implementation of digital systems within organizations. Consequently, continuous capability-building initiatives are necessary to ensure that employees are able to effectively utilize automation in performance management and maximize its benefits in improving organizational processes.

Extent of Effectiveness of Performance Management in LGU-SFADS

The results showed that the effectiveness of performance management in the Local Government Unit of San Francisco, Agusan del Sur following the integration of automation is generally rated effective to highly effective. This indicates that the implementation of automated systems in performance management contributes positively to the improvement of administrative processes and the monitoring of employee performance within the organization.

Table 3. Extent of Effectiveness of Performance Management in LGU-SFADS

Indicators	Mean	Adjectival Rating
1. Efficiency of Performance	4.236	Highly Effective
2. Transparency and Accountability	4.222	Highly Effective
3. Accuracy of Employee records and evaluation	4.180	Effective
Overall Mean	**4.213**	**Highly Effective**

In terms of efficiency, respondents agreed that automation has reduced administrative workload, shortened processing time, and streamlined approval procedures. The automated system allows employees and supervisors to manage performance documentation more systematically, which improves the efficiency of performance management processes. This finding supports Torneo et al. (2020) who emphasized that modernizing performance management systems through digital platforms helps organizations streamline administrative procedures and strengthen the alignment of employee performance with institutional objectives.

Regarding accuracy of employee records and evaluation, the findings suggest that automated systems contribute to more consistent and reliable documentation of employee performance outputs. The use of digital systems reduces errors in recording performance information and helps ensure that evaluation data are organized and easily accessible. According to Margherita (2021), digital HR technologies enable organizations to manage workforce information more systematically and support data-driven decision-making in human resource management.

Similarly, the results indicate that automation improves transparency and accountability in the performance management process. The availability of digital records and system-generated reports strengthens monitoring mechanisms and allows supervisors and employees to track performance outputs more clearly. These findings imply that automation promotes fairness and strengthens accountability within the evaluation process. This observation aligns with Leoni et al. (2021) who explained that digital technologies enhance organizational monitoring and evaluation by providing reliable performance data that support managerial decision-making and institutional accountability.

Overall, the findings demonstrate that the integration of automation in the LGU's performance management system contributes to improved efficiency, accuracy, transparency, and accountability. These results highlight the importance of digital systems in strengthening performance management practices and supporting more effective governance and service delivery in local government institutions.

Significant Relationship Between Level of Automation and Effectiveness of Performance Management

The results show that all indicators of automation, system usage, accessibility of automated tools, and user competence or training, have statistically significant relationships with the indicators of performance management effectiveness, as reflected by the p-values of 0.000, which are lower than the 0.05 level of significance. This led to the rejection of the null hypothesis, indicating that the level of automation is significantly associated with the effectiveness of performance management in the Local Government Unit of San Francisco, Agusan del Sur.

Table 4. Significant Relationship Between Level of Automation and Effectiveness of Performance Management

Indicators		Mean	P-value	Decision	Conclusion
System Usage	Transparency and Accountability	0.613	0.000	Reject Ho	Highly Significant
	Efficiency of Performance	0.575	0.000	Reject Ho	Highly Significant
	Accuracy of Employee Records and eval	0.549	0.000	Reject Ho	Highly Significant
Accessibility of Automated Tools	Transparency and accountability	0.577	0.000	Reject Ho	Highly Significant
	Efficiency of Performance	0.497	0.000	Reject Ho	Highly Significant
	Accuracy of Employee Records and eval	0.490	0.000	Reject Ho	Highly Significant
User competence/ training	Transparency and accountability	0.499	0.000	Reject Ho	Highly Significant
	Accuracy of Employee Records and eval	0.474	0.000	Reject Ho	Highly Significant
	Efficiency of Performance	0.420	0.000	Reject Ho	Highly Significant

Among the relationships presented, system usage and transparency and accountability obtained the highest correlation coefficient (r = 0.613), indicating a strong positive relationship. This suggests that when the automated system is consistently utilized by employees and supervisors, the transparency of performance evaluation and accountability in reporting performance outputs are significantly strengthened. The automated system provides accessible records, documented evaluation processes, and traceable performance information, which promote openness and clarity in performance monitoring. This finding supports Leoni et al. (2021), who emphasized that digital technologies strengthen organizational monitoring and accountability by providing reliable and accessible performance data that support managerial oversight and decision-making.

Similarly, the indicators accessibility of automated tools and user competence or training also showed significant positive relationships with performance management effectiveness. These results indicate that the availability of technological infrastructure and the capability of employees to use the automated system contribute to improving efficiency, accuracy of records, and transparency in performance management processes. When employees have adequate access to the system and possess the necessary digital competence, the implementation of automated performance management becomes more effective and consistent across the organization.

Overall, the findings demonstrate that the level of automation plays an important role in enhancing the effectiveness of performance management within the LGU. The significant relationships observed in the analysis suggest that automation strengthens operational efficiency, improves the reliability of performance data, and promotes transparency and accountability in the performance evaluation process. These results highlight the importance of sustaining the use of automated systems and strengthening user capability in order to maximize the benefits of automation in performance management.

Perceived Advantages and Challenges in Adopting Automation

Table 5 presents the perceived advantages and challenges experienced by employees in adopting automation in the performance management system of the Local Government Unit of San Francisco, Agusan del Sur in terms of employee satisfaction, adaptability to technological changes, and organizational culture.

Table 5. Perceived Advantages and Challenges in Adopting Automation

Indicators	**Mean**	**Adjectival Rating**
Advantages		
Adaptability to Technological Changes	4.317	Strongly Agree
Employee Satisfaction	4.229	Strongly Agree
Organizational Culture	4.190	Agree
Overall Mean	**4.245**	**Strongly Agree**
Challenges		
Adaptability to Technological Changes	3.698	Agree
Organizational Culture	3.665	Agree
Employee Satisfaction	3.609	Agree
Overall Mean	**3.657**	**Agree**

In terms of advantages, respondents generally agreed that automation contributes positively to employee satisfaction. The automated system helps reduce the burden associated with manual documentation and allows employees to monitor and update performance information more efficiently. Automation also improves the timeliness of performance feedback and facilitates easier access to performance records, which supports more organized performance monitoring processes. These findings indicate that automation contributes to a more efficient work environment where administrative procedures are simplified and performance information becomes more readily accessible.

However, the results also reveal several challenges associated with the adoption of automation. In terms of employee satisfaction, some respondents indicated that automated processes may reduce opportunities for personal interaction between supervisors and employees during performance discussions. The shift from traditional face-to-face monitoring to digital systems may create perceptions of impersonality in the evaluation process. This suggests that while automation improves administrative efficiency, it may also require complementary communication practices to ensure that employees continue to feel engaged and supported in the performance management process.

Similarly, adaptability to technological changes emerged as a notable challenge among some employees. Although most respondents expressed openness to the use of automated systems, the findings suggest that adjustments to system updates and the need for additional training remain concerns for certain users. Differences in digital competence among employees may affect their ability to fully utilize the system's functions, particularly for those who are less familiar with technological tools. These findings are consistent with Agustin et al. (2024), who identified resistance to change and skills gaps as common barriers encountered during the implementation of digital transformation initiatives in organizations.

In terms of organizational culture, automation was perceived to support professionalism, accountability, and evidence-based decision-making within the organization. The availability of digital performance records promotes transparency and encourages employees to maintain accurate documentation of their outputs. Nevertheless, the results also suggest that disparities in technological proficiency among employees may create adjustment challenges within the workplace. Employees who are more technologically proficient may adapt more quickly to automated systems, while others may require additional guidance and technical support. This condition highlights the importance of strengthening capacity-building programs, technical assistance, and continuous learning opportunities to ensure that all employees are able to effectively adapt to the automated performance management system.

From these findings, while automation provides several organizational advantages, the findings indicate that addressing challenges related to digital competence, adaptability, and communication practices remains essential to ensure the successful and sustainable implementation of automated performance management systems in the LGU.

Extent to Which Automation Contributes to Core Performance Management Practices

The results indicate that automation contributes significantly to strengthening performance management practices within the organization, with an overall mean of 4.182, interpreted as Contributed. Among the indicators, cost-effectiveness of performance obtained the highest mean (4.221), interpreted as Highly Contributed, while goal setting and monitoring recorded the lowest mean (4.142), interpreted as Contributed.

Table 6. Extent to Which Automation Contributes to Core Performance Management Practices

Indicators	Mean	Adjectival Rating
Cost-effectiveness of performance	4.221	Highly Contributed
Quality of decision making	4.183	Contributed
Goal setting, monitoring	4.142	Contributed
Overall Mean	**4.182**	**Contributed**

The highest result in cost-effectiveness of performance suggests that automation helps reduce operational expenses associated with manual documentation, paperwork, and administrative processing. The use of automated systems allows performance records to be generated, stored, and retrieved electronically, minimizing the need for physical resources and repetitive administrative work. In the context of public administration, improving cost-efficiency is particularly important as it allows government institutions to allocate resources more effectively while maintaining service quality. This finding supports Escano and Limos-Galay (2023), who emphasized that digital technologies and data analytics strengthen human capital management by improving efficiency and supporting more effective organizational decision-making.

In terms of quality of decision-making, the findings indicate that automation contributes to more objective and evidence-based human resource decisions. Automated systems provide accessible performance data and system-generated reports that allow supervisors and managers to evaluate employee outputs more systematically. The availability of organized digital records enables managers to identify performance strengths, monitor progress, and address performance gaps more effectively. This observation is consistent with Leoni et al. (2021), who noted that digital technologies enhance managerial awareness and strengthen monitoring processes by providing reliable performance information for organizational decision-making.

Meanwhile, goal setting and monitoring, which obtained the lowest mean among the indicators, still indicates that automation contributes positively to performance management practices. The automated system facilitates the tracking of performance targets and the documentation of performance outputs through digital monitoring tools. However, the slightly lower rating suggests that goal setting and monitoring may still rely partly on managerial judgment, communication between supervisors and employees, and organizational practices beyond the automated platform itself. This implies that while automation supports the technical aspects of monitoring performance, effective goal alignment and coaching mechanisms still require active managerial involvement.

Taken together, the findings demonstrate that automation strengthens core performance management practices by improving cost-efficiency, supporting evidence-based decision-making, and facilitating the monitoring of performance targets within the organization.

Influence of Automation on Employee Experience

Among the indicators measuring the influence of automation on employee experience in the Local Government Unit of San Francisco, Agusan del Sur, trust in automated performance systems obtained the highest mean (4.231), interpreted as Very Great Extent, while morale and motivation recorded the lowest mean (4.112), interpreted as Great Extent. The overall mean of 4.171 indicates that automation influences employee experience to a great extent.

Table 7. Influence of Automation on Employee Experience

Indicators	Mean	Adjectival Rating
Trust in automated performance	4.231	Very Great Extent
Adaptability to Technology	4.171	Great Extent
Morale and motivation	4.112	Great Extent
Overall Mean	**4.171**	**Great Extent**

The highest result in trust in automated performance systems suggests that employees generally perceive the automated performance management platform as reliable, fair, and secure in handling performance-related information. The availability of system-generated records and digital performance reports allows employees to clearly monitor their outputs and evaluation results, which promotes confidence in the accuracy and objectivity of the system. When employees trust the mechanisms used in performance evaluation, they are more likely to accept the results and actively participate in performance management processes. This observation is consistent with Sri Sundari et al. (2024), who explained that automated performance management systems enhance employee engagement by providing transparent and real-time feedback that strengthens trust in organizational evaluation processes.

In terms of adaptability to technology, which obtained a mean of 4.171, respondents generally expressed confidence in adjusting to the use of automated systems in performance management. Employees indicated that automation becomes easier to adopt when supported by adequate training and organizational assistance. The result suggests that while technological changes may initially require adjustment, employees are capable of adapting to digital systems when appropriate support mechanisms are provided.

Meanwhile, morale and motivation, although obtaining the lowest mean among the indicators, still indicate that automation positively influences employee experience. The findings suggest that automated systems reduce delays and frustrations associated with manual documentation and help clarify performance expectations. However, the slightly lower rating implies that employee motivation may still be shaped by factors beyond the automated system itself, such as leadership support, workplace culture, and opportunities for professional growth. This indicates that while automation improves administrative efficiency, sustaining employee morale also requires supportive management practices and effective communication within the organization.

These findings suggest that automation contributes to improving employee experience by strengthening trust in performance evaluation systems, supporting adaptability to technological change, and helping create more efficient performance management processes within the LGU.

Domains of Automation that Significantly Affect Performance Management Effectiveness

Among the domains examined, cost-effectiveness of performance obtained the highest coefficient ($\beta = 0.3349$, $p = 0.000$), indicating that it is the strongest predictor of performance management effectiveness in the Local Government Unit of San Francisco, Agusan del Sur. This finding suggests that automation contributes most meaningfully to performance management when it enables the organization to reduce administrative costs, minimize paperwork, and streamline performance-related processes. In the context of the LGU, this may be explained by the practical value of automation in reducing repetitive manual tasks, shortening the time required for documentation and consolidation of reports, and improving the efficiency of office operations.

Table 8. Domains of Automation that Significantly Affect Performance Management Effectiveness

Indicators	Coefficient	t-value	P-value	Decision
Cost-effectiveness of performance	0.3349	5.740	0.000	Significant
System Usage	0.1934	3.500	0.001	Significant
Quality of Decision-making	0.1392	2.080	0.039	Significant
Accessibility of Automated Tools	0.1209	2.410	0.0017	Significant
User competence/training	0.0936	2.540	0.0012	Significant
Morale and motivation	0.0995	1.400	0.164	Not Significant

Adaptability to Technological Change	0.0342	0.620	0.537	Not Significant
Trust in Automated performance	0.0258	-1.480	0.140	Not Significant
Goal-setting, monitoring and coaching	0.0087	-0.190	0.852	Not Significant
S=0.2873	R-Sq=71.4%		R-Sq(adj)=70.0%	
Analysis of Variance				
Source	SS	MS	F	P-value
Regression	40.3053	4.4784	54.25	0.000
Residual Error	16.179	0.0825		
TOTAL	**56.4843**			

Since government offices often work within limited resources, any system that improves efficiency without requiring excessive additional cost becomes highly valuable. The strong effect of cost-effectiveness implies that employees and managers may perceive automation not only as a technological improvement but also as an operational solution that helps the organization maximize available resources while maintaining the quality of performance monitoring and reporting. This finding supports the observation of Escano and Limos-Galay (2023), who emphasized that digital technologies and data analytics strengthen human capital management by improving efficiency and enabling more informed organizational decision-making.

The results further revealed that system usage ($\beta = 0.1934$, $p = 0.001$), accessibility of automated tools ($\beta = 0.1209$, $p = 0.0017$), and user competence or training ($\beta = 0.0936$, $p = 0.0012$) significantly affect performance management effectiveness. These findings indicate that automation becomes more effective when employees consistently use the system, have adequate access to the necessary technological tools, and possess the competence needed to navigate the platform properly. This implies that the success of automation in performance management does not depend solely on the existence of the system itself, but more importantly on the actual conditions that enable employees to use it efficiently. In the LGU setting, this may mean that even a well-designed automated system may fail to generate positive outcomes if employees do not regularly use it, if internet connectivity or devices are insufficient, or if users are not adequately trained. The significance of these variables shows that operational readiness is essential in sustaining the effectiveness of automated performance management. This also suggests that future system improvements should not focus only on software enhancement but also on capacity building, user support, and infrastructure provision. The result is consistent with Agustin et al. (2024), who noted that digital transformation initiatives are more successful when employees possess the necessary technological readiness and are supported by appropriate training programs.

Similarly, quality of decision-making ($\beta = 0.1392$, $p = 0.039$) was found to significantly affect performance management effectiveness. This indicates that automation strengthens performance management when it improves the ability of supervisors and managers to make objective, timely, and evidence-based decisions. The availability of organized digital records and system-generated reports allows decision-makers to assess employee performance more accurately, identify strengths and weaknesses, and respond to performance issues using actual data rather than subjective impressions alone. In the context of the LGU, this is particularly important because management decisions related to performance evaluation, target monitoring, and employee development require reliable information. The significance of this variable implies that automation does not merely improve clerical efficiency; it also improves the quality of managerial judgment. This strengthens the role of SPMIS as a decision-support tool rather than simply a reporting platform. As noted by Leoni et al. (2021), digital technologies enhance organizational monitoring and managerial awareness by providing reliable performance information that supports strategic decision-making.

On the other hand, goal-setting, monitoring, and coaching ($p = 0.852$) did not significantly predict performance management effectiveness. Although automation may support the recording and tracking of performance targets, the result suggests that these activities may still depend largely on human and managerial factors rather than on the automated system alone. In actual practice, goal-setting and coaching require discussion, clarification of expectations, feedback, and supervisory guidance, which are processes that depend heavily on interpersonal communication and leadership behavior. This may explain why the variable did not emerge as a significant predictor in the regression model. Its lack of significance does not mean that goal-setting and coaching are unimportant; rather, it suggests that their effectiveness may not be determined primarily by automation, but by how supervisors and employees engage with one another in the performance management process. This finding

implies that the LGU should not rely exclusively on automation to improve coaching and performance alignment, but must also strengthen managerial capability and communication practices alongside the system.

Likewise, morale and motivation ($p = 0.164$), adaptability to technological change ($p = 0.537$), and trust in automated performance systems ($p = 0.140$) were not significant predictors in the regression model. Although these variables received positive descriptive ratings in earlier results, they did not independently explain performance management effectiveness when analyzed together with more operational variables. This suggests that while employees may generally feel positive about automation, such perceptions alone do not necessarily translate into measurable improvements in the effectiveness of performance management. One possible explanation is that morale, motivation, adaptability, and trust are broader psychological and behavioral factors that may influence acceptance of the system, but they may not directly affect how efficiently records are processed, how accurately reports are generated, or how transparently performance is monitored. Their non-significance therefore implies that employee attitudes may serve more as supporting conditions rather than direct determinants of performance management effectiveness. In the LGU context, this means that fostering positive employee perception remains important for system acceptance, but operational elements such as actual usage, access, training, and cost-efficiency have a more immediate and measurable effect on outcomes.

Overall, the regression model produced an R^2 value of 71.4 percent, indicating that the identified automation domains explain a substantial proportion of the variation in performance management effectiveness within the organization. The analysis of variance further confirmed that the regression model is statistically significant ($F = 54.25$, $p = 0.000$), which means that the set of automation-related variables, when taken together, provides a strong explanation of the effectiveness of performance management in the LGU. This finding has an important implication for the organization: improving performance management through automation requires more than simply adopting digital tools. It demands a strategic focus on the operational conditions that make automation work effectively, particularly cost-efficiency, regular system utilization, access to technological resources, user competence, and decision-support capacity. These findings demonstrate that automation-related operational factors play a major role in strengthening performance management effectiveness in the LGU and highlight the need to sustain system use, improve accessibility, and strengthen employee capability in maximizing automated systems.

Proposed Evidence-Based Framework for Optimizing Automation in LGU Performance Management

This proposed framework aims to optimize the integration of the Strategic Performance Management Information System (SPMIS) in the performance management processes of LGU - San Francisco, Agusan del Sur. It is based on the findings of the study, which identified key operational factors influencing performance management effectiveness, particularly system utilization, accessibility of automated tools, user competence, and cost-efficiency. The framework provides a practical approach to strengthening the implementation of automation by promoting consistent system utilization, reducing reliance on manual processes, and improving the timeliness and accuracy of performance reporting. It also emphasizes the need to ensure adequate access to technological resources to support efficient system use.

Moreover, the framework highlights the importance of enhancing user competence through continuous training and technical support to ensure effective system utilization in monitoring, evaluation, and documentation of performance. It promotes the use of system-generated data to support objective and evidence-based decision-making, enabling managers to assess performance more accurately and implement appropriate interventions. Overall, the framework aims to improve organizational productivity, strengthen transparency and accountability, and support service delivery.

Evidence-Based Framework for Optimizing Automation in LGU Performance Management

Rationale

The study findings revealed that system usage, accessibility, user competence, quality of decision-making, and cost-effectiveness significantly influence the effectiveness of automated performance management. To sustain these gains and align with PRIME-HRM standards, a structured and phased implementation strategy is proposed.

Implementation Timeline

Phase 1: Stabilization And Capacity Building

Timeline: 0–6 Months

Objective: Ensure system reliability, digital compliance, and user readiness.

Action to be Taken	Responsible Office	Implementation Period	Expected Output
Conduct technical audit of SPMIS	ICTD	Month 1-2	System Audit Report
Issue a memorandum mandating exclusive use of SPMIS for performance management submissions.	Local Chief Executive	Month 2	Formal directive institutionalizing full digital submission compliance.
Develop user manuals and quick-reference guides	HRMDO / ICTD	Month 2-3	Standardized Training Materials
Establish a secondary Internet Service Provider (ISP) to improve network reliability and ensure consistent SPMIS accessibility	ICTD	Month 2-4	Improved system stability and uninterrupted SPMIS access
Conduct mandatory refresher training	HRMDO / PMT	Month 3-5	100% Employee Training Coverage

Phase 1 Expected Outcome:

- Reliable system infrastructure
- Full digital compliance
- Improved user competence
- Reduced manual processes

Phase 2: Optimization And Strategic Integration

Timeline: 6–12 Months

Objective: Embed automation into data-driven governance and PRIME-HRM compliance.

Action to be Taken	Responsible Office	Implementation Period	Expected Output
Develop automated performance dashboards	ICTD / HRMDO	Month 6-8	Performance Monitoring Dashboard
Integrate SPMIS analytics into Annual Investment Planning and HR planning sessions	HRMDO / PMT	Month 6 onward	Evidence-Based HR Decisions
Conduct automation cost-efficiency assessment	Accounting / HRMDO	Month 9-12	Automation Cost Savings Report
Align automation processes with PRIME-HRM performance management standards	PMT with CSC Representative	Month 10-12	PRIME-HRM Compliance Strengthened

Phase 2 Expected Outcome:

- Data-driven HR planning
- Documented cost savings
- Strengthened PRIME-HRM compliance
- Objective decision-making culture

Phase 3: Institutionalization And Sustainability

Timeline: 1–2 Years

Objective: Institutionalize automation within SPMS governance structure.

Action to be Taken	Responsible Office	Implementation Period	Expected Output
Update and enhance the SPMS Manual to incorporate automation protocols, digital compliance procedures, and analytics integration	PMT in coordination with CSC Representative	Year 1	Revised SPMS Manual
Strengthen the Annual Performance Review by integrating system-generated analytics and multi-year trend analysis	HRMDO / PMT	Annual	Enhanced Annual Performance Evaluation Report
Integrate automation compliance indicators (submission rates, timeliness, dashboard summaries) into regular PMT monitoring reports	PMT	Ongoing	Automation Metrics Embedded in PMT Review

Phase 3 Expected Outcome:

- Automation embedded in official SPMS manual
- Sustainable analytics-based performance review
- Continuous PRIME-HRM alignment
- Institutionalized monitoring mechanism

Budgetary Requirements (Estimated)

Below is a proposed preliminary budget framework. Actual amounts may vary based on LGU procurement processes and service provider rates.

Item	Estimated Cost (PHP)	Remarks	Source of Fund
Additional Secondary ISP subscription (annual)	240,000.00- 300,000.00	Backup connectivity for SPMIS	ICTD General Fund
Network configuration and router setup	30,000.00	Installation and configuration support	ICTD General Fund
Server optimization / maintenance	50,000.00	Hardware/software adjustments	ICTD General Fund
Training materials printing & development	20,000.00	Manuals and user guides	HRMDO General Fund (L&D)
Refresher training logistics	120,000.00	Venue, materials, refreshments	HRMDO General Fund (L&D)
Dashboard development (internal programming)	Minimal to 30,000	If external support is required	ICTD General Fund
Monitoring and reporting costs	10,000.00	Documentation and reporting	HRMDO General Fund (PM)

Estimated Total Initial Allocation: Approximately PHP 500,000.00-560,000.00 (Year 1)

Monitoring and Evaluation Framework

To ensure effective implementation of the Operational Automation Enhancement Project (OAEP), a structured monitoring and evaluation mechanism shall be integrated into the existing Performance Management Team (PMT) review processes

Monitoring Mechanism

Since performance ratings are submitted on a semester basis, monitoring shall be conducted per rating cycle (January–June and July–December), in coordination with the Performance Management Team (PMT), HRMO, and ICTD.

Indicator	Measurement Tool	Frequency
On-time digital submission rate (%)	SPMIS timestamp logs	Every Semester
Completion rate of IPCR/OPCR	SPMIS records	Every Semester
System usage rate during evaluation period	System activity logs	Every Semester
Number of system downtime incidents during submission period	ICTD technical report	Every Semester
Training participation rate	HRMDO records	After each training cycle
Cost savings (paper, processing time)	Accounting report	Annually

Evaluation Mechanism

Evaluation shall be conducted annually using:

- Comparative semester performance trends
- Improvement in timeliness of submission
- Reduction in manual processing
- PRIME-HRM documentation readiness
- Analytics-based decision integration in HR planning

The annual performance review shall include a summary of automation-related indicators to determine whether automation continues to enhance performance management effectiveness.

CONCLUSIONS AND RECOMMENDATIONS

This section presents the conclusions derived from the findings on the integration of the Strategic Performance Management Information System (SPMIS) and its influence on the effectiveness of performance management in the Local Government Unit of San Francisco, Agusan del Sur. The corresponding recommendations are based on the results and are intended to support the enhancement of automated performance management practices and service delivery within the organization.

Conclusions

The study determined that automation has been implemented in the performance management system of the Local Government Unit of San Francisco, Agusan del Sur in terms of system usage, accessibility of automated tools, and user competence or training. The findings further indicate that the implementation of automation contributes to the effectiveness of performance management by improving efficiency of processes, accuracy of employee records and evaluation, and transparency and accountability within the organization. The analysis also established that a significant relationship exists between automation and the effectiveness of performance management, suggesting that the integration of automated systems plays an important role in strengthening organizational performance processes. In addition, employees generally perceive several advantages and manageable challenges in adopting automation, particularly in relation to employee satisfaction, adaptability to technological change, and organizational culture. The study likewise found that automation contributes to core performance management practices by supporting goal-setting and monitoring activities, improving the quality

of managerial decision-making, and enhancing cost-efficient administrative processes. Automation was also observed to positively influence employee experience in terms of morale and motivation, adaptability to technological change, and trust in automated systems.

Furthermore, the analysis identified that specific automation domains such as system usage, accessibility of automated tools, user competence, quality of decision-making, and cost-effectiveness significantly affect the effectiveness of performance management. Based on these findings, an evidence-based framework was proposed to optimize the use of automation in the LGU PMS in order to strengthen organizational productivity, support employee development, and improve public service delivery.

Recommendations

Based on the conclusions of the study, the following recommendations are respectfully offered:

The Local Government Unit of San Francisco, Agusan del Sur may further strengthen the implementation of the Strategic Performance Management Information System (SPMIS) by promoting consistent utilization of the automated platform across offices. Strengthening the integration of performance monitoring, documentation, and evaluation processes within the digital system may help sustain efficiency, transparency, and accountability in public service delivery.

The Human Resource Management and Development Office (HRMDO) may consider enhancing employee competence in the use of automated PMS through continuous digital literacy training, capability-building activities, and technical support initiatives. These interventions may help employees maximize the functions of the SPMIS and address variations in digital competence observed within the organization.

The Performance Management Team (PMT) may utilize system-generated performance data from the automated platform to further strengthen performance monitoring, feedback mechanisms, and evaluation processes. The use of these data may help ensure that performance targets remain aligned with the organizational goals and Major Final Outputs of the LGU.

The Civil Service Commission (CSC) and other policy makers may consider the findings of this study as reference in strengthening initiatives related to digital governance and the adoption of automated performance management systems in local government units. Such initiatives may support the development of policies that encourage technology-driven human resource management practices.

The proposed evidence-based framework for optimizing the use of automation in LGU PM may be utilized by the LGU of San Francisco, Agusan del Sur to strengthen the implementation of the Strategic Performance Management Information System and enhance organizational productivity, employee development, and service delivery. The framework may also support other human resource management pillars such as Recruitment, Selection and Placement, Learning and Development, and Rewards and Recognition through the use of reliable performance data generated by the automated system.

Finally, future researchers may consider conducting further studies related to automation in performance management by exploring other organizational contexts, variables, or research approaches. Such studies may provide deeper insights into the role of digital systems in strengthening governance and public sector management.

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