
Core Competencies of the Department of Education Finance Personnel and Their Level of Work Performance in Selected Divisions in National Capital Region: Basis for Financial Management Program

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Abstract — Finance personnel play critical roles in the financial management and budgeting communities. The knowledge, skills, and attitudes known as "basic competencies" are those that are equally important in other professions and in establishing a friendly working environment with other professionals.

The objective of this study is to foster and heighten the performance of a government agency through enhancing the competencies and performance of finance officers in the selected Schools Division Offices in the National Capital Region.

The study utilized the descriptive research method with the use of the survey questionnaire as the major instrument for gathering data. This particular method is chosen because of its appropriateness to the problem since the main thrust of the study is to assess the core competencies in relation to their work performance levels of finance employees in selected divisions in the Department of Education – National Capital Region (DepEd – NCR).

A proposed intervention program was developed as a guide in enhancing the core competencies of the finance officers/employees in the DepEd – NCR in terms of accountability, interpersonal relations, job knowledge, customer service, and communication. Also, the work performance as to research and development, self-development, information technology, knowledge management, and empowerment. The proposed intervention program consists of different projects to effectively and efficiently address the core competencies and work performance of the finance officers in Schools Division Offices and Public Schools. These are Project SAKTO (Ensuring Systematic, Accountable, Keenly-Observed, and Transparent Financial Operation) and Project TIPID (Timely Implementation of Professional activities for an Improved Performance and Delivered Financial Services).

I. INTRODUCTION

Personnel in management and finance are crucial to the budgeting and financial management communities. These employees perform a variety of duties related to the budget and accounting practices of their agencies, serving as the "generalists" of the office. Many management analysts and financial specialists lack the specialized knowledge or formal education of many of their colleagues (such as accountants), but they often possess a wide range of personal qualities that "make them valuable to management and capable of leading office-wide exercises such as planning, training, or program liaison," such as strong organizational, analytical, and communications skills.

Management staff must be able to appreciate the value of financial information in order to analyze accountability data and provide relevant management recommendations. Financial officers must be aware of and participate in planning

and budgeting processes in order to make accounting information more relevant to program managers. The information, skills, and abilities needed to perform the specialized tasks of management and financial employees may still be spread over different parts of the company, but they are becoming strikingly similar.

An interagency working group that identified the knowledge, skills, and abilities required for each role started the core competencies initiative. The working group realized that both management and financial competence required a single set of core competencies (CFO-JFMIP-ET, 2000). When a person receives professional training, their professional talents, skills, knowledge, attributes, and conduct are typically what define their competence (Chouhan & Srivastava, 2014). According to Kaminski (2015), competency is "more than knowledge and skills"; an employee must be able to meet complicated requirements on both attitude and skill. Competencies, according to Königová, Urbancová, and Fejfar (2012), are crucial instruments for achieving strategic organizational goals. It is pointed out that the success of the organization's performance, as well as the performance of an individual, depends on the relevant individual competencies (Savanevičienė, Stukaitė, & Šilingienė, 2008). Imam and Abas (2016) proved that in order to stay and grow in a workplace and be able to cope with different work challenges, employees must have relevant competencies parallel to their contextual behavior at work.

II. METHODOLOGY

The main instrument for gathering data for this study, which employed a quantitative descriptive research design, was a survey questionnaire. This particular approach was selected because it is relevant for the problem, as the main objective of the study is to assess core competencies in relation to work performance levels of financial personnel in distinct divisions within the Department of Education-National Capital Region (DepEd-NCR).

The descriptive research method, according to Best and Kahn (2013), enables both quantitative and qualitative descriptions of the respondents' current situation, qualities, nature, and characteristics. As its objective is to collect information that allows one to discuss people's characteristics and viewpoints, it frequently employs a survey or assessment technique. It offers details regarding the nature and advancement of the research. It focused on current events or relationships, ongoing procedures, observable outcomes, and developing trends.

III. RESULTS AND DISCUSSION

The association between the work performance of financial officers in the National Capital Region and their core competencies is moderately high, as indicated by the coefficient r value of 0.63, as shown in Table 1.

Table 1
Relationship between Core Competencies and Work Performance

Variables	r	VI	t_{computed}	t_{critical}	Decision	Conclusion
Core Competencies and Work Performance	0.63	MHC	8.03	1.99	Reject H_0	Significant

$\alpha.05$ at $df = 65$

Additionally, a computed t-test result of 8.03 was found to be less significant at the 5% level of significance than the critical value of 1.99. Therefore, the theory that claimed there was no meaningful connection between core competencies and job success was disproved.

This suggests that the financial officer's basic competencies have a considerable impact on or influence on work performance.

According to Calderon's (2019), the proficiency of the employees directly influences the performance of the organization, as manifested in the work engagement and productivity of the employees. Furthermore, Yaşar and Ünal (2013) found a positive correlation between employees' individual performance and their competencies. Furthermore, core competencies were revealed to have the most important impact on the individual performances of employees. Moreover, other than their positive correlation with individual performances, Jamhour and Alrubaiee (2011) revealed in their study that core competencies have a strong impact on competitive advantage and the overall organizational performance of the company.

IV. CONCLUSIONS

From the findings of the study, the following conclusions are drawn:

1. Based on the data gathered, the demographic profile of the respondents according to age, sex, civil status, educational attainment, and length of experience revealed that the finance officers and employees manifested the necessary requirements to manage the operation and process of managing the financial activities of the agency. The finance personnel have moderate and high educational attainment that provides a substantial contribution to the general performance of the agency. They have better insights on principles to be applied to work and could perform better and positively influence the performance of the agency for the realization of the shared vision. The findings imply that educational attainment plays a significant role in the performance and outcomes of the organization.
2. The finance personnel of the three cities in the DepEd-National Capital Region exhibit very good core competencies as to managing the financial activities, which promotes effective and timely implementation of the organization's programs, projects, and activities. Interpersonal relations and job knowledge indicators have the lowest weighted mean; this indicates that the agency needs to focus on establishing and maintaining smooth working relations and provide suitable work training for the employees to keep them abreast and proficient in their line of work. This initiative would better provide quality service.
3. The finance personnel of the three cities (Caloocan City, City of Manila, and Quezon City) in the DepEd-National Capital Region showed very good work performance in terms of the actual outputs as measured against their intended outcomes. It is noted that involvement in the research and development programs helps achieve targeted work performance. However, the research and development activities have minimal outcomes. Therefore, a research and development program would surely contribute to the organization as well as employees' proficiency.
4. Finance personnel shared a similar assessment of the level of core competencies of the finance personnel of the organization based on demographics. Hence, the core competencies of the finance personnel were very good as to accountability, interpersonal relations, job knowledge, customer service, and communication. The finance personnel are aware of their core competencies to ensure effective financial management within the agency. Therefore, the duties and responsibilities of every finance officer are specified and/or clearly described for quality outcomes, which results in quality service.
5. Based on demographics, finance officers evaluated the work performance of the organization's financial staff in a manner that was comparable. As a result, the financial staff's work performance in terms of empowerment, information technology, research and development, and self-improvement was rated as "very good." It is important for the provision of proper financial management in the agency because the finance personnel may accomplish the functions set out in their performance plans. So, more training and initiatives should be given emphasis in these areas to empower the employees or finance officers.
6. The level of core competencies of the finance officers directly influences their work performance, which leads to exceptional organizational financial performance. As finance personnel improve their core competencies, their work performance outputs are expected to increase. Government offices whose personnel have very good core competencies are offices that would be anticipated to have outstanding work performance. So, regular monitoring and support should be deliberated to multiply quality outcomes and enhance services.

7. To further enhance the core competences, job performance, and employee practices of the finance officers and staff in the three cities that comprise the DepEd National Capital Region, an intervention program is essential. This is necessary for finance officers and employees in the effective delivery of their duties and responsibilities, which will directly heighten their work performance. Therefore, the researcher came up with his proposed program or policy, aiming to provide better service to the agency or organization.

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