

SUPREME HRM: Towards Sustainable Social Equity Practices

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ABSTRACT

SUPREME HRM refers to a Sustainable Program for Reinforcement in Establishing Meritocracy and Excellence in Human Resource Management (SUPREME HRM). It is a product of an empirical study with a theoretical analysis that integrates the Philippine Civil Service Commission's Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME HRM) with contemporary tenets in Sustainable Human Resource Management (SuHRM). This new framework promotes Sustainable Social Equity (SSE) practices by managing strategic employee engagement and sustainable employee experience. This suggests a balanced integration of PRIME HRM and SuHRM, creating an ideal contemporary human resource management (HRM) culture to address SSE issues. Based on sustainable processes theory, SUPREME HRM offers a complete way to carry out HRM to improve employees' experiences through SuHRM and increase their engagement in the government sector through PRIME HRM. In addition, this novel approach provides an equilibrium between process-oriented and people-oriented programs, integrating work and life for the government workforce in the Philippines. Thus, the dynamics of SUPREME HRM significantly impact the personal and social development, economic acumen, and environmental consciousness of its human capital to improve their experiences of a world-class bureaucracy.

INTRODUCTION

The field of human resources (HR) has undergone tremendous transformation in the last decade. As a result, more progressive approaches to human resource management (HRM) have emerged after its antiquated personnel management, strategic human resource management (SHRM), human capital management (HCM), and sustainable human resource management (SuHRM) (Indiparambil, 2019). In 2024, a new paradigm emerged: SUPREME HRM. It is an acronym that refers to a Sustainable Program for Reinforcement in Establishing Meritocracy and Excellence in Human Resource Management. This is a contemporary HRM model that combines SHRM and SuHRM. This new paradigm highlights the strategies to achieve the organizational goals of government institutions and addresses gaps, such as improvement opportunities aligned with global trends for the future of HR needs (CSC OM no. 1, s. 2022).

The role of HR in fostering a competitive advantage is widely acknowledged; however, the health, happiness, and productivity of human capital, which impacts the organization's ability to meet its goals and objectives, has been neglected. There is a great need to revive and return to humanity for HR programs, as the future of work is compromised in today's Fifth Industrial Revolution (Noble et al., 2022). The identified gaps in the study refer to the wellness and well-being programs for employee satisfaction (Castro & Edralin, 2018), paradoxical tensions (Argento et al., 2022), strategic employee engagement and sustainable employee experience (Suringa, 2024), strategic HRM and sustainable HRM (Indiparambil, 2019), process-oriented and people-oriented programs (Foucrier & Wiek, 2019; Jankelová, 2021; Aslanertik & Çolak,

2021), work and life balance (Harrington & Ladge, 2009), as well as social equality and social equity (Minow, 2021) were being perceived. The identified gaps were elements of SuHRM that are manifested in SUPREME HRM, which is related to sustainable social equity practices.

In this regard, this study has the following objectives: (1) the current status of PRIME and Sustainable HRM practices, (2) the impact of PRIME and SuHRM practices, and (3) the basis of sustainable social equity practices.

SUPREME HRM

SUPREME HRM is a product of an empirical study that reinforces PRIME HRM by adding a crucial lens of HRM sustainability (Suringa, 2024). It facilitates human capital to effectively attain strategic goals while also feeling job satisfaction. In particular, it recognizes the importance of their welfare, wellness, and well-being and meets their basic needs. Figure 1 demonstrates the general structure of the SUPREME HRM framework, which helps explain how the concepts of PRIME HRM and SuHRM support each other and form part of the basis for SSE practices. The structure influences the systems, competencies, practices, and expertise of SHRM and SuHRM in an organization. It affects human capital, which serves as the backbone for efficiency and effectiveness in public services.

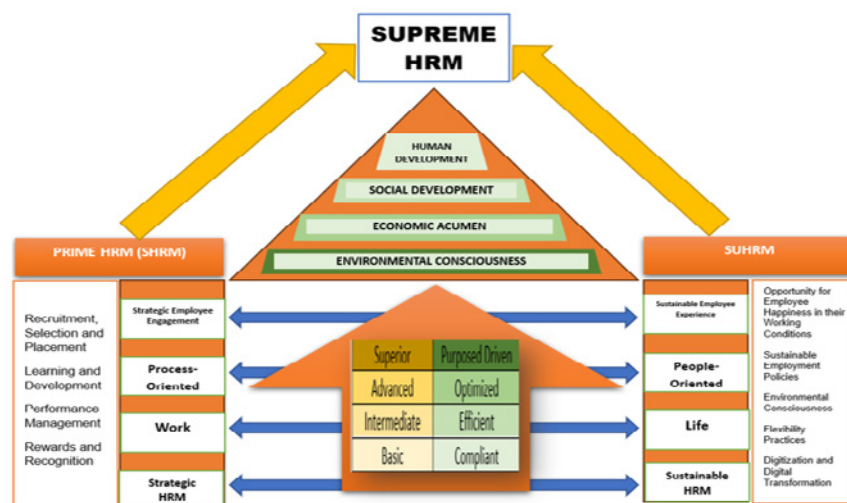


Figure 1. SUPREME HRM Framework

Moreover, strategic employee engagement is driven by PRIME HRM systems, namely Recruitment Selection Placement (RSP), Learning and Development (L&D), performance management (PM), and Rewards & Recognition (R&R). On the other hand, SuHRM features the provision of opportunities for employee happiness within their working conditions, implementation of sustainable employee policies, cultivation of environmental consciousness, adoption of flexibility practices, and utilization of digitization and digital transformation, which promote sustainable employee experience. The framework ensures a comprehensive approach to HRM that manages the tensions and gaps in opportunities aligned with global trends in the future of HR.

Furthermore, SUPREME HRM is a transformative tool in public administration for human capital to achieve worldclass bureaucracy. Such a tool aims to shift toward a more sustainable and human-centered approach to HRM (Palm *et al.*, 2020). Institutions should enhance their HRM programs by adopting the

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SUPREME HRM framework to nurture a change-oriented workforce with impactful relationships between high-commitment work systems and improved employee experience (Li *et al.*, 2019). This new HRM phenomenon can attain great success and cultivate a flourishing organizational culture and sustainable growth that allows greater appreciation for social equity practices. Moreover, the implementation of this inclusive HRM guarantees that HR initiatives are based on the organization's overarching objectives, which foster the well-being of individuals, preserve the environment, and make a positive contribution to economic sustainability (Ehnert & Harry, 2012).

PRIME HRM. The Civil Service Commission (CSC), the Philippine government's central human resource authority, has developed several HR initiatives to improve public-sector HRM and organizational development practices. To fulfill these responsibilities, the CSC established one of its institutionalized programs, PRIME HRM, in 2012. It recognizes SHRM practices across all levels of employees and equips government institutions with the strategies they need to improve their HRM implementation (Civil Service Commission Memorandum Circular No. 3, 2012). PRIME HRM emphasizes the link between HRM and strategy, whereas SHRM is more concerned with HRM itself (Kramar, 2022).

SuHRM. Sustainable human resource management (SuHRM) is a relatively recent HRM concept that considers the link between people management practices and bottom-line results (Mazur, 2017). This represents an effort to grapple with the connection between HRM practices and outcomes beyond financial ones (Kramar, 2014). SuHRM considers human capital a vital resource and inspires them through its methods (Hronová & Špaček, 2021).

The United Nations Brundtland Commission was mostly credited with generating the concept of sustainability. It published a study that defined sustainable development as “development that is good for the environment, society, and future generations without compromising those things for the sake of short-term gain” (Brutland, 1987). According to this perspective, the Brundtland Report was crucial in spreading the concept of SuHRM (Ehnert & Harry, 2012) because of its focus on these concepts.

Fundamentally, SuHRM have clear practices rather than represent a “good catalog of intention” (Stankeviciute& Savanevciene, 2018) since the connection between employer and employee depend on the cohabitation of human capital, companies, and society seeking the “win-win” scenario. This advocates the implementation of a holistic strategy aimed at cultivating a professional atmosphere that is not only favorable for operational targets, but also upholds social equity (Bocean et. al, 2022).

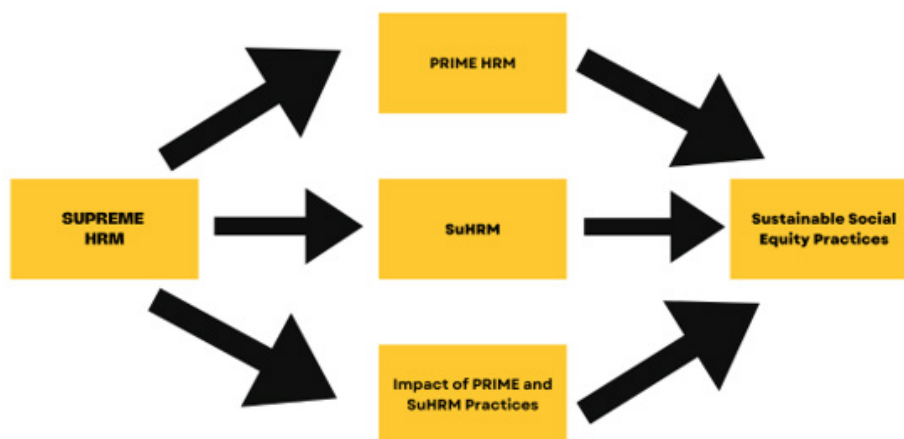


Figure 2: Conceptual Framework

Consequently, integrating PRIME HRM and SuHRM to have SUPREME HRM cultivates a climate characterized by exceptional performance, active involvement, and long-term viability, empowering both the employees and the organization to flourish amidst dynamic obstacles, according to Mannix (2008), towards an ever-changing global landscape.

Conceptual Framework. Appropriate techniques for data collection, analysis, and interpretation were used, and the significance of the problem was justified by utilizing the conceptual framework (Adom et al., 2018).

In Figure 2, the key components mentioned by Creswell (2009) and Antonenko (2015) are included in the conceptual framework, which is built on the philosophical premise of epistemology, using a mixed-method explanatory sequential design. This framework describes the study's strategy for investigating how discovered ideas and variables are related to one another (Adom et al., 2018). As such, the conceptual framework elucidates the conception of the study, drawing on the ideas of others, such as Esen's (2020) SuHRM and the Civil Service Commission's (CSC) PRIME HRM principles.

METHODOLOGY

This study used a mixed-method explanatory sequential design, which involves successive periods of gathering quantitative and qualitative data (Creswell, 2014). In the quantitative approach, the study maximized the mean, median, and Kruskal-Wallis statistical analysis of variance (ANOVA) (McKight & Najab, 2010) and Friedman's Two-Way ANOVA ((Sawilowsky & Fahoome, 2014). The quantitative phase used a stratified probability sampling technique to ensure that participants were selected based on their knowledge of the topic and their ability to interpret the online survey questionnaire, as the variables of the study require in-depth familiarity with PRIME HRM and SuHRM. On the other hand, the qualitative part used the Grounded Theory (GT) of Glaser and Strauss (1967) for two main reasons: first, it shifts the focus away from a reliance on descriptive language and instead asks participants to describe what they observe and how they feel; second, it increases the research's rigor by adopting a more systematic approach (Feeler, 2012). The study triangulates the findings by comparing quantitative and qualitative data side-by-side for verification and confirmation (Creswell & Clark, 2011). This method strengthens the concept of SUPREME HRM in providing a solid foundation for SSE practices.

Furthermore, all data were gathered from government institutions under the jurisdiction of CSC in Region IV. The participants were government career employees who had a minimum of one year of work experience in public service with agencies that are part of State Colleges and Universities (SUCs), Local Government Units (LGUs), Government-Owned and Controlled Corporations (GOCCs), and National Government Agencies (NGAs), and have achieved PRIME HRM maturity level II bronze awards.

Accordingly, the PRIME HRM research instrument was adopted from the CSC PRIME-HRM Maturity indicators with customization and passed through Cronbach's alpha coefficient to measure validity and reliability. Likewise, the SuHRM questionnaire was partially adopted from the study of Dr. Delik Esen (2020) entitled "Sustainable Human Resources Management (HRM)::AA Study in the Turkey Context and Developing a Sustainable HRM Questionnaire." This instrument was contextualized in the Philippines setting, which also passed through Cronbach's alpha coefficient.

RESULTS AND DISCUSSIONS

This section provides hard data on how PRIME HRM and SuHRM practices are experienced by agencies in CSC Region IV. This study provided a GT-based investigation. It includes a discussion of the SUPREME HRM concept, which lays the groundwork for realizing sustainability in social equity practices.

Quantitative Results

Mean and Median Results. The agencies that attained bronze level of maturity in PRIME HRM practices were highlighted by the mean and median findings. Stakeholder perceptions of whether these agencies thrive in implementing SuHRM programs were also included in the assessment.

Status of PRIME HRM Practices in Region IV. PRIME HRM practices are being effectively implemented by government agencies situated within Region IV, as shown in Table 1.

Table 1: Status of PRIME HRM Practices

Items	Mean	Median	Interpretation
Recruitment Selection and Placement	3.84	4.00	High
Learning and Development	3.76	4.00	High
Performance Management	3.91	4.00	High
Rewards and Recognition	3.88	4.00	High
Overall	3.88	4.00	High

Legend

1.00 – 1.49	Very Low
1.50 – 2.49	Low
2.50 – 3.49	Moderately High
3.50 – 4.49	High
4.50 – 5.00	Very High

This high result can be attributed to the respondents being employed by the agency with PRIME HRM Maturity level II. These findings imply that comprehensive and data-driven approaches ensure that HRM practices in Government Agencies remain attuned to the organization's strategic practices. This positive result conforms to the statement of O'riordan (2017) when he said that "a perennial challenge for HR is the importance of showing that the application of good HR practices contributes to better organization performance." It also validates the assertion made by the Civil Service Commission regarding the concept of PRIME HRM, which helps agencies improve their productivity. (Civil Service Commission, MC no. 24) 2016). Attaining high performance in participant observation serves as the foundation for an organization's presence, and its effectiveness can be realized through the efficient management of resources, aiming to secure not only short-term gains but also long-term efficacy, as affirmed by Fechete and Nedelcu (2019). Thus, the perception of PRIME HRM as the SHRM version of CSC positively assessed its organizational innovation and knowledge management capacity as the central role of strategic human resource practices (Afacan et al., 2015; Benn & Martin, 2015).

Thus, the status of PRIME HRM practices in Region IV serves as an eye-opener for agencies currently striving to attain maturity level II. The data reflect the agency's compliance with HRM standards and also enhance employee confidence and satisfaction in the organization's HRM systems, which brings strategic employee engagement as reflected in the responses.

Status of SuHRM Practices in Region IV. Table 2 shows that government agencies in Region IV are highly dedicated to improving working conditions, creating long-term employment policies, raising environmental consciousness, offering flexible work schedules, and providing digital and streamlined services.

These endeavors are in perfect agreement with the characteristics of SuHRM. Despite the absence of the institutionalized policy of the Civil Service Commission to enforce SuHRM elements as in PRIME

HRM, the participants not only received a median score of 4.0, but also directly experienced these programs within their agency. The results prove that these aspects collectively contribute to the improvement of workplace efficiency and promotion of employee satisfaction (Elrehail et. al, 2019). These, in turn, can be further developed according to Davidescu et al. (2020), which is linked to greater job satisfaction and productivity, allowing sustainable competitiveness in building a human resource base.

Table 2: Status of Sustainable HRM Practices in Region IV

Items	Mean	Median	Interpretation
Development of Employee Happiness in their Working Conditions	4.08	4.00	High
Sustainable Employment Policies	4.05	4.00	High
Environmental Consciousness	4.00	4.00	High
Flexibility Applications	3.87	4.00	High
Digitization and Digital Transformation	4.04	4.00	High
Overall	4.01	4.00	High

Legend

1.00 – 1.49	Very Low
1.50 – 2.49	Low
2.50 – 3.49	Moderately High
3.50 – 4.49	High
4.50 – 5.00	Very High

There has been limited analysis of the immediate effects of high-performance HR practices that can mediate the relationship between HR practices and performance (Kehoe & Wright, 2010). However, the fact that participant observation is carried out at such a high level suggests that agencies must value these practices. It then confirms Baykal's (2020) idea of having an HR agent who creates the perception of a welcoming strategic and sustainable partner. This move, in turn, presents the future of work that adapts contemporary trends in HR strategies in conjunction with sustainability to facilitate societal growth, improve employee welfare, heighten job satisfaction, and advance economic sustainability (Dabić et. al, 2023).

Significant differences in agencies between the core of PRIME and SuHRM practices. The significant difference between agencies in the core HRM areas of PRIME and SuHRM practices was determined using the Kruskal–Wallis test. This analysis compares these variables among different independent groups (McKight & Najab, 2010). *Significant differences in the core areas of PRIME HRM practices of agencies.* Table 3 presents the status of PRIME HRM practices as observed by the participants from diverse sectors such as LGUs, GOCCs, NGAs, and SUCs, leading to a determined P value of 0.116.

It appears that participants' observations of PRIME HRM fundamental practices across agencies were not statistically significant. These findings are due to PRIME HRM's organization-wide focus on communication. The outcome is positive, especially from PRIME HRM assistants, who emphasize the necessity of building a fair work environment and overcoming bureaucratic processes and resource restrictions (Piwowar-Sulej, 2021). The RSP's effective selection procedure hired people with the expertise, experience, and motivation to perform a good job (Gembu et al., 2019). L&D helps agencies improve employee performance in accomplishing their goals (Brassey et al., 2021). Information that increases job performance promotes growth (Vulpen 2022). In the PM, the results confirm that the Civil Service Commission's program links individual performance to the agency's organizational vision, mission, and strategic goals to ensure that office and personnel functions are fulfilled and accomplished.

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Table 3: Significant difference between the agencies of the core PRIME HRM practices

Prime HRM Practices	Agencies	Mean Rank	Kruskalwallis Statistics	Value	Remarks
Recruitment Selection and Placement	LGU	271.06	5.325	0.149	Accept Ho
	SUC	235.80			
	GOCC	213.47			
	NGA	244.91			
Learning and Development	LGU	271.47	5.375	0.146	Accept Ho
	SUC	232.39			
	GOCC	270.26			
	NGA	242.17			
Performance Management	LGU	263.71	3.990	0.263	Accept Ho
	SUC	214.56			
	GOCC	261.00			
	NGA	247.17			
Rewards and Recognition	LGU	274.80	6.591	0.086	Accept Ho
	SUC	244.81			
	GOCC	270.18			
	NGA	239.77			
OVERALL	LGU	273.54	5.909	0.116	Accept Ho
	SUC	227.39			
	GOCC	262.71			
	NGA	242.29			

Mean rank followed by a common letter are not significant at 5% level

Table 4: Significant difference between the agencies of the pillars of SuHRM practices

Prime HRM Practices	Agencies	Mean Rank	Kruskal Wallis Statistics	Value	Remarks
Development of Employee Happiness in their Working Conditions	LGU	274.04 a	11.208	0.011	Reject Ho
	SUC	263.19 ab			
	GOCC	305.68 a			
	NGA	236.64 b			
Sustainable Employment Policies	LGU	274.34 a	9.213	0.027	Reject Ho
	SUC	258.16 ab			
	GOCC	293.53 a			
	NGA	237.43 b			
Environmental Consciousness	LGU	281.82 a	10.814	0.013	Reject Ho
	SUC	248.80 ab			
	GOCC	272.74 ab			
	NGA	236.72 b			
Flexibility Applications	LGU	255.91	3.178	0.365	Accept Ho
	SUC	284.75			
	GOCC	245.82			
	NGA	243.96			
Digitalization and Digital Transformation	LGU	248.05	1.706	0.636	Accept Ho
	SUC	271.19			
	GOCC	221.18			
	NGA	249.38			
OVERALL	LGU	271.70	6.944	0.074	Accept Ho
	SUC	271.14			
	GOCC	263.65			
	NGA	238.67			

Mean rank followed by a common letter are not significant at 5% level

According to Langwell and Heaton (2016), an incentive system works when the organization's goals are achievable and employees are motivated. The R&R completes the SHRM cycle. Leaders should be aware that incentives and rewards increase motivational factors and consider game changers. Hence, government agencies should remember that working toward a strategy and shared purpose helps align an organization's interests with those of its human capital, which benefits the organization.

Significant differences in the core areas of SuHRM practices of agencies. The results shown in Table 4 of the SuHRM study reflect an attempt to address outcomes that extend beyond exclusive financial aspects (Kramar, 2013). This validates the idea of promoting the adoption of a comprehensive approach focused on fostering a professional environment that is not only conducive to productivity but also maintains social responsibility (Bocean et al., 2022).

They create a positive work environment for employees and invite ethical culture and self-control mechanisms focused on advancement (Kirpik, 2020). The agency has achieved this by implementing sustainable practices for employees (Polman & Bhattacharya, 2016). Moreover, the pro-environmental choices (Papagiannakis & Lioukas, 2018) depend on the awareness of the agency, impact the management regarding environmental issues, and have a substantial effect on workers' "green behavior" (Safari et al., 2018). Thus, the result denotes significant differences among other agencies' calls for rehabilitation and enhancement to perform similar to how the GOCCs are doing their part for the workforce. The success of GOCCs can be attributed to their internal and external support, good governance, and determination to implement social equity practices in their organizations.

Significant differences between core areas of PRIME and SuHRM practices. When dealing with repeated measures, Friedman Statistics provides a non-parametric alternative to one-way analysis of variance. Applying Friedman statistics in this study is especially appropriate for evaluating disparities between groups when the data are either ordinal or continuous, but does not satisfy the assumptions necessary for conventional ANOVA analysis (Sawilowsky & Fahoome, 2014).

Significant differences between core areas in PRIME HRM practices. Table 5 shows that there is statistical significance with a P value of 0.000, since the result is lower than the predetermined threshold, which rejected the null hypothesis.

The results show a statistically significant difference between the means of the participants and PRIME HRM practice factors. With RSP's significantly higher mean rank than the other variables, it is clear that it is the most important component under consideration. However, when looking at RSP, L&D, and R&R side by side, the data show that employees see PM as having less impact. This disparity is due to the fact that organizations have other concerns with respect to the quality of their human capital while performing their jobs. Each program is customized to fit the specific needs and structure of the agency that employs it.

Significant differences between core areas in Sustainable HRM practices. Table 6 shows that out of all the parameters considered, the implementation of flexibility applications stood out with a much higher mean rank than the others. Consistently receiving the top rating from employees, flexibility in SuHRM methods is highly valued in their perception. This conforms to the study by Bal and Lange (2014), which allows flexibility in HRM to improve performance across operations and organizations.

The focus on flexibility applications has the potential to cultivate heightened significance in the development of employee happiness, sustainable employment practices, and environmental consciousness in the working environment. The dominance exhibited in flexibility practices opens the possibility for further development towards other pillars of SuHRM, indicating a strategic pathway for holistic

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organizational improvement and growth to personal development. This implies that CSC can give more weight to advertising flexible programs for human capital in the government, obtain a higher degree of responsible freedom, and improve their positive well-being and wellness.

Table 6: Significant difference between areas in sustainable HRM practices

PRIME HRM Practices	Mean Rank	Friedman Statistics	P value	Remarks
Development of Employee Happiness in their Working Conditions	3.13 a	67.470	0.000	Reject Ho
Sustainable Employment Policies	3.11 a			
Environmental Consciousness	3.00 a			
Flexibility Applications	2.75 b			
Digitization and Digital Transformation	3.01 a			

Mean rank followed by a common letter are not significant at 5% level

Qualitative Results

Grounded Theory. Interviews with government employees in Region IV led to the development of ideas and concepts that now characterize the impact of PRIME HRM and SuHRM practices in the public sector. The data collected underwent analysis using the Grounded Theory (GT) which was subjected to a three-layered analysis process, consisting of ‘open coding,’ ‘axial coding,’ and ‘selective coding.’ There are four steps in data analysis: (1) rigorous theoretical sampling, which is essential to the GT framework (Foley, 2021); (2) the constant comparative method, an innovative way to organize and analyze qualitative data (Chun Tie et al., 2019); (3) theoretical sensitivity, the ability to find and extract important elements from data that can help build a theory (Glaser, 1978); and (4) writing a memo, an analytical procedure that is essential to the quality of the GT (Chun Tie et al., 2019).

To guarantee high-quality data, the participants were selected using a purposive sampling technique. Researchers have used stringent methods to gather data (Glaser & Strauss, 1967). According to Sunstein and Chiseri-Strater (2012), a robust yet adaptable approach was used to conduct interviews with participants representing management, rank-and-file, and human resource management officers (HRMOs). Holstein and Gubrium (1998) suggested providing participants with background information regarding quantitative data results to serve as a starting point for the sampling procedure. In addition, the interview was “researching people” (Sunstein & Chiseri-Strater, 2012), which entails listening, asking for clarification, and digging deeper into debate and explanation rather than merely asking questions and recording answers. The interviews were coded manually and analyzed simultaneously. Furthermore, comparative analysis was performed by uploading the transcripts into the computer program NVivo 14 (Lumivivo, 2023). The most useful tool for qualitative analysis is still the researcher’s eye, as NVivo 14 lacks codes and analysis for nuanced notions.

Consequently, the GT method relies heavily on the process of recording interviews, including all 15 interviews for comparison purposes. This allows for the deployment of constant comparative analytic tools and constructs themes using the “facts” provided by the respondents.

Open Coding. Corbin and Strauss (2008) described open coding as breaking down data into parts, examining closely, comparing and contrasting, and asking questions. The open code that relates to the raw categories for the impact of PRIME and SuHRM practices includes: *Incorporating Transparency and Fairness, Organizational Alignment, Participation and Nominations, Performance Management and Employee Retention, Positive Aspects, Practices in Performance Management, Resource Management and Adaptability, Significance of HR Functions, Strategies to Address and Mitigate Challenges and Synchronization, Responsibility in Implementation, Career Growth and Development, Commitment to the Organization, Digital Transformation, Diversity-Focused Employment Policies, Employee Participation and Well-Being, Empowerment and Involvement, Flexibility Applications and Work-Life Balance, Impact of Environmental Consciousness, Leadership and Supportive Work Environment, Opportunities and Well-being Initiatives, and Public Service and Clientele Respect, Economic Sustainability Impact and Efficiency, Efficient HR Management, Emphasis on Wellness and Well-being, Enhanced Economic Sustainability, Environmental Consciousness and Responsibility, Improved Social Development, Motivation and Recognition, Nurturing Human Resources, Personal Development Impact and Well-being, and Social Development Impact and Employee Engagement.* Core categories and data saturation through axial coding are provided in the following paragraph.

Axial Coding. According to Strauss (1987), “axial coding” is a way of doing research that entails looking at categories one by one and comparing them to a central axis. Axial and open coding were distinguished by LaRossa (2005), who stressed the need to carefully examine the relationships between different categories or variables. These core categories represent the impact of PRIME HRM: *continuous improvement and adaptability, rewards and recognition management, consistency and standardization, workplace productivity, and resource management.* The impact of SuHRM is seen in these core categories: *enhancing the quality of work-life balance, workplace elements and policies, the impact of digitalization, balancing flexibility applications, environmental aspects of life, employee engagement, well-being, and job satisfaction, wellness programs on personal growth, promoting financial acumen, and fostering environmental responsibility.*

Selective Coding. After identifying the core category and data saturation, the researcher engaged in selective coding, which is a narrower and more concentrated form of coding. According to Strauss (1987), this type of coding involves systematic and concerted coding of the core category. The results of the selective codes are theoretical themes that include *Effectiveness and Transformation, Well-being and Organizational Success* and *Holistic Engagement and Experience.* As research advances, the utilization of selective coding has become increasingly prominent, ultimately leading to the generation of theory.

Generation of Grounded Theory. Theory development occurs throughout the research process and is derived from the ongoing interaction between data analysis, data collection, and the resulting theoretical framework (Glaser, 1978; Glaser & Strauss, 1967).

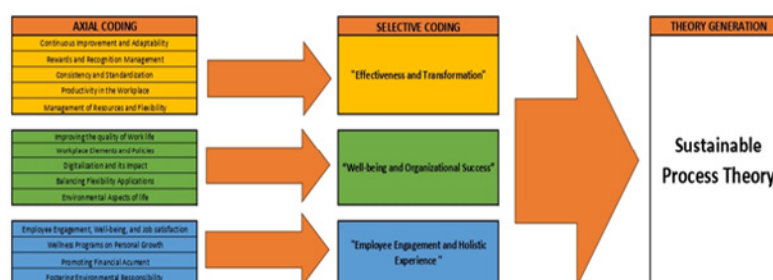


Figure 4: Generation of Sustainable Process Theory

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The Sustainable Process Theory (SPT) is considered prominent in this study. This is true in the contemporary work environment based on the experience of human capital in government services, as organizations place greater emphasis on establishing workplaces that not only achieve organizational goals but also on its sustainability. The SPT advocates a wide range of advantages, emphasizing the integration of multiple facets, such as employee well-being, community building, and environmental consciousness, into SuHRM practices, surpassing the scope of outdated HR practices.

Furthermore, the theoretical construct finds its foundation in the mutual relationship between PRIME HRM practices and SuHRM. It delves into how these intertwined elements contribute to a holistic and enduring approach, where HRM not only supports organizational goals, but also aligns with the principles of sustainability.

Consequently, Morse *et al.* (2002) highlighted the significance of verification in qualitative research, stating that it ensures reliability, validity, and rigor by detecting and eliminating mistakes. The study undergone validation through Rigorous Adherence to Research Method (Glaser & Strauss's, 1967), Respecting "People" with a Story to Tell (Holstein & Gubrium, 1995), Internal Consistency (Glaser & Strauss, 1967, Breckenridge & Jones, 2009), Reliability (Holstein & Gubrium, 1995), and Audit Trail (Bowen, 2009; Lincoln & Guba, 1985).

Sustainable Social Equity Practices

The triangulation method enhanced SSE practices using the qualitative results of PRIME, SuHRM, and GT for the impact. This is braced through SUPREME HRM, as shown in Figure 5.

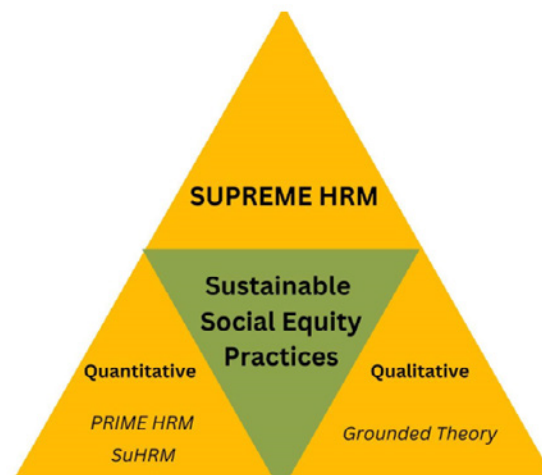


Figure 5: Triangulation Method

SSE practices are the actualization of SuHRM within the universe of SUPREME HRM. This has a greater impact from the fusion of PRIME HRM and SuHRM. Without the presence of PRIME HRM, SSE practices are futile because SuHRM is built on SHRM, but more on the latter. The basis of SSE practices is credited to SUPREME HRM.

Initially, the cultivation of a strong sense of community and social equity in the workplace was heavily influenced by the implementation of transparent communication channels, bringing trust in the organization and the workforce (Lee, 2021). Social equity requires dialogue in HRM programs, which is positively associated with increased levels of employee experience, aside from employee engagement

(Gooden & Wooldridge, 2007). A notable shift occurs in the organizational climate, wherein employees experience heightened motivation to make sustainable contributions in their workplace.

The study has the following SSE practices under the core pillars of SuHRM, especially in the ‘development of employee happiness in their working conditions, such as the provision for sustainability training; the provision of management to provide opportunities for decision-making to their employees; the provision to encourage employees to attend social responsibility projects; areas in the institution that allow employees to relax and have a pleasant time for physically, spiritually, and psychologically comfortable work activities; and practices that make employees happy, like social or sporting activities, among others. Furthermore, the core pillar of ‘sustainable employment policies’ includes addressing human capital’s work-life balance; preparing employees for post-retirement life; managing diversity; maintaining integrity in recruitment, selection, and placement; and establishing a grievance committee for employee welfare. Moreover, the core pillar on ‘environmental consciousness’ includes: environmental sensitivity in job functions; supportive of the use of mass transportation to government offices; environmental programs; support to employees’ well-being; and environmental concerns as part of the regular operational affairs of government agencies. With the core pillar on ‘flexibility’ the practices include: flexibility of candidates’ choices; implementation of flexible working hours; benefits or allowances to temporary or part-time employees; provision of side benefits; and supportive of the flexible work arrangement as an option to attain life balance with work. Finally, digitization and digital transformation include digitalization of functions in the agency, virtual alternative methods for job functions, access to educational digital media materials, digital transformation, and a vision to embrace digitalization of all processes for employees in government agencies. Fundamentally, the SSE is reflected in the umbrella of the SUPREME HRM, as shown in Figure 6.

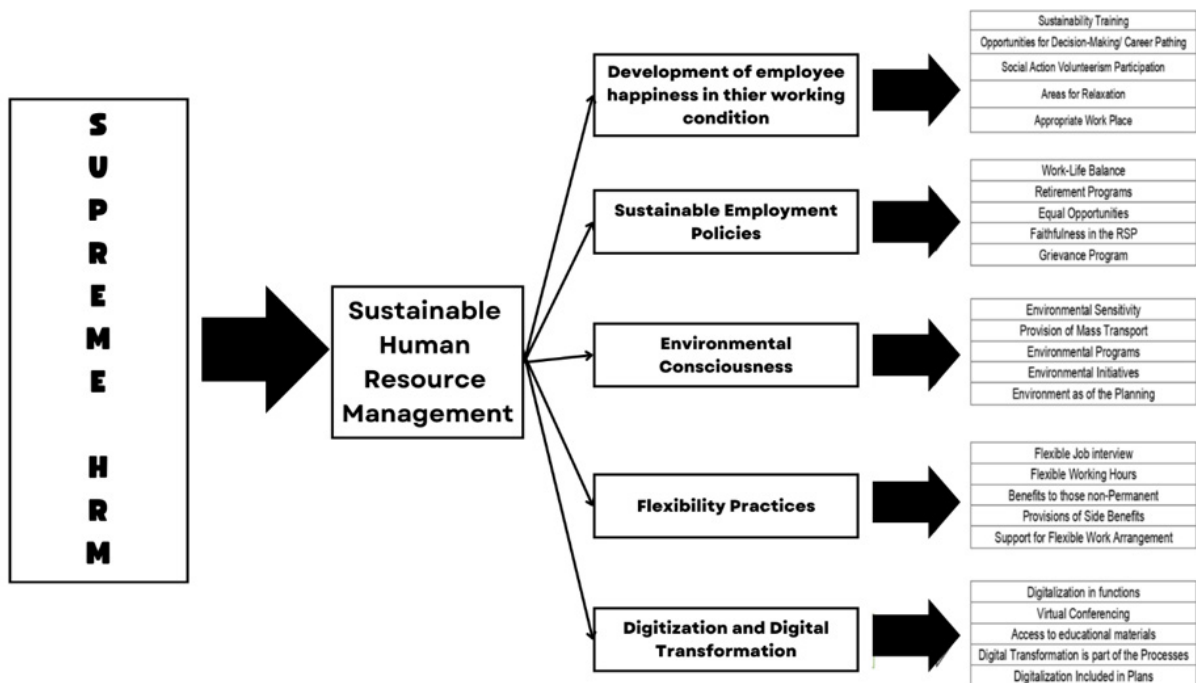


Figure 6. Sustainable Social Equity Practices

Statistical analysis of human capital’s evaluation of sustainable experiences in government agencies provides strong evidence that sustainable social equity practices exist. These agencies under GOCCs

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attained an excellently high median rating of 5.0 in terms of enhancing employee satisfaction in their working conditions. The data indicate that the majority of respondents had experienced efforts targeted at enhancing the pleasantness of their workplaces.

Moreover, it achieved a median rating of 5.0 on the scale measuring sustainable employment issues. This means that GOCCs promote and practice work-life balance, diversity management, adherence to RSP standards, and the establishment of a grievance committee to safeguard the welfare of employees. With the data presented in Table 7, it is a fact that SSE practices are possible in the government agencies. It is only a matter of reinforcing the existing programs of PRIME HRM and making SSE practices an avenue to further promote and advocate SuHRM via SUPREME HRM as an all-encompassing program in HRM in the public sector.

Consequently, SSE practices in SUPREME HRM are significant because they provide an equilibrium to the personal needs of human capital and sustain the strategic goals of the organization. Thus, it highlights SSE practices to address the sustainable experience of the workforce, which greatly impacts their personal and social development, economic acumen, and environmental consciousness. More than the strategic employee experience of human capital, it must have sustainable employee experience in attaining the target, which provides opportunities for institutionalizing these SSE practices.

Table 7: GOCCs Social Equity Practices

Items	Mean	Median	Median Interpretation
Development of Employee Happiness in their Working Conditions			
The agency is providing sustainability training to employees.	4.24	5.00	Very High
The management is providing opportunities to employees for decision-making.	4.00	4.00	High
The employees participate in social responsibility projects and volunteerism.	4.29	5.00	Very High
There are areas for the employees to relax and have a pleasant time for physically, spiritually and psychologically comfortable work activities.	4.24	5.00	Very High
The agency has programs and practices that make employees happy (social/sporting activities, exercise clubs, free invitations for cultural events and concerts, surprise refreshments, health counseling line etc.)	4.24	5.00	Very High
Mean and Median	4.20	5.00	Very High
Sustainable Employment Policies			
The agency is concerned and gives importance to the work-life balance	4.12	5.00	Very High
The agency is supportive of carrying out studies that will make it easier for employees to adapt to life after retirement.	3.88	4.00	High
The agency is conducting employment policies in accordance with the management of diversity.	4.12	5.00	Very High
The agency provides employment policies in accordance with the recruitment, selection, and placement guidelines.	3.94	5.00	Very High
The agency has a fully establish grievance committee for the employee's welfare.	4.06	5.00	Very High
Mean and Median	4.02	5.00	Very High
Environmental Consciousness			
The agency includes the criteria related to environmental sensitivity in job descriptions and functions	3.88	4.00	High
The agency is encouraging and supportive of the use of mass transportation,	3.82	4.00	High
The agency promotes and implements environmental programs	4.00	4.00	High
The organization promotes environmental initiatives that contribute to the well-being of its employees.	4.06	4.00	High
The agency incorporates environmental considerations as an integral part of its day-to-day operations.	4.00	4.00	High
Mean and Median	3.95	4.00	High

Flexibility Applications			
The management is flexible in determining job interview hours and considers the flexibility of candidates' choices.	3.88	4.00	High
The agency implements flexible working hours (flexible working, part-time working, home office, teleworking, etc.)	3.47	4.00	High
The agency also provides benefits or allowances to temporary/part-time employees like transportation support, food aid, etc.	3.41	4.00	High
There is a provision of side benefits (private health insurance, life insurance, financial support of sport-related actions etc.) to temporary, part-time employees, COS and JOs.	3.53	4.00	High
The agency is supportive of the flexible work arrangement as an option to attain life balance with work.	3.82	4.00	High
Mean and Median	3.62	4.00	High
Digitization and Digital Transformation			
The agency has embraced digitalization across its functions and processes.	3.47	4.00	High
Virtual conferencing is employed for conducting job interviews and meetings	3.94	4.00	High
The agency provides access to educational resources through digital media platforms	3.71	4.00	High
The agency experiences ongoing digital transformation across nearly all its processes.	3.53	4.00	High
There is a vision to embrace all available opportunities to digitize and streamline processes for the employees within the agencies.	3.76	4.00	High
Mean and Median	3.68	4.00	High
Overall Mean and Median	3.90	4.00	High

Legend

1.00 – 1.49	Very Low
1.50 – 2.49	Low
2.50 – 3.49	Moderately High
3.50 – 4.49	High
4.50 – 5.00	Very High

CONCLUSION

The agencies' reluctance to embrace PRIME HRM practices overlooks their major influence on human capital. Although often neglected, the human capital of the government, which serves as the backbone of public services, is in charge of developing and executing the systems and procedures of PRIME HRM. These situations led to a lack of adequate guarantee for the ongoing achievement of strategic involvement, mainly because there were no specific provisions designed to promote its influence on their health and well-being that embraces sustainability.

Hence, even without a formalized program on SuHRM, some agencies advocate and implement practices that prioritize the health and well-being of human resources in addition to achieving organizational objectives. This is an intervention in the efforts of the workforce to create a sustainable experience that highlights the need to prioritize the comprehensive requirements of government agencies rather than exclusively concentrating on organizational prosperity.

Furthermore, the study accentuates the significant disparity in the comprehension and perceived importance of the fundamental and core domains of PRIME HRM among various agencies despite their active engagement in program implementation. This strongly emphasizes the necessity of establishing a shared comprehension across organizations regarding the intricacies of both PRIME HRM and SuHRM. The influence of SuHRM is not as prominent as that of PRIME HRM, because of the latter's established status. The importance of alignment is emphasized as crucial for promoting consistency, coherence, and maximum performance in the implementation of these initiatives within various organizational contexts.

Nevertheless, this study suggests that when human capital is provided with remarkable organizational experience, they are likely to retain their connections throughout their career until retirement, which is an

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avenue to strengthen SSE practices. While numerical metrics may contribute to achieving excellence, the sustainable experience of human capital truly enhances the reputation of the organization. This study reveals that agencies strive for optimal performance in achieving their objectives. However, some organizations fail to uphold the equitable treatment of their human capital, leading to diminished levels of employee engagement, ultimately resulting in dwindled performance. With the effective promotion of the well-being of workers, the workforce is more likely to show enhanced performance and productivity in their activities. It is the collective expertise of the workforce within an agency that drives organizational success in terms of achieving performance targets rather than the reverse.

Thus, SUPREME HRM is essential and feasible, as it results in a holistic and unified approach that addresses both organizational needs and concerns of human capital. This integration highlights the need for a balanced relationship between the goals of the institution and the wellness of its personnel by promoting social equity practices aside from social equality in the context of PRIME HRM. Since PRIME HRM is a notable initiative of the Civil Service Commission in the Philippines, which is firmly grounded in the principles of SHRM, the implementation of HRM systems, practices, and competencies within government agencies needs to emphasize the importance of not only achieving success for these organizations but also prioritizing the wellness and well-being of human capital as a whole. The fundamental focus of HRM should be on human capital, which is the focus of future work. It lays significant weight on establishing an environment that promotes the mental health of personnel and cultivates a healthy organizational culture. This novel approach enhances human capital's capacity to achieve goals effectively while simultaneously having a sense of satisfaction in their professional endeavors.

The dynamics of SUPREME HRM effectively address the diverse tensions encountered by the workforce to mitigate the gaps. It serves as the foundation to boost human capital as the backbone of public services through holistic HRM practices that allow both strategic employee engagement and sustainable employee experience. With its balance, SUPREME HRM builds a strong basis for HRM practices in public administration becoming an all-inclusive embodiment of what sustains human capital through SSE practices.

Consequently, the Philippine Civil Service Commission has established comprehensive guidelines for supporting practices that are highly relevant to social equity, in keeping with the objectives of SuHRM. The simple task is to establish all the criteria outlined in this study as part of the institutional framework to strengthen current PRIME HRM and align it with global trends that promote the future of work, which ultimately benefits human capital. SUPREME HRM synergistically aligns the organizational objectives of addressing human capital demands in public administration by combining the SHRM and SuHRM disciplines. Adopting this new paradigm elevates HRM practices in the public sector towards world-class bureaucracy.

Recommendation

The primary recommendation is to establish maturity indicators in SSE practices as core pillars of SuHRM to ensure that each aspect of the framework can be viewed as the foundation of its practices. According to Salles et al. (2022), maturity indicators are useful tools for gauging an organization's progress in a particular area, finding ways to improve operations, and strengthening social equity practices. This is necessary to further understand how government agencies will be maturing in their implementation of SSE practices.

Second, after over a decade of implementing PRIME HRM, the Philippine Civil Service Commission appears to have achieved success in enabling human capital to participate strategically. Based on the study, it

is time to consider new trends in SuHRM by preparing for the future of work. The status of the sustainable experiences of human capital can be examined through an added lens. It discusses the programme's social equity practices and maturity levels. In this way, one may be sure that public administrations with agencies truly serve the public interest by fostering permanent social equity.

Lastly, all agencies will be willing to embrace SSE without hesitation if the CSC's existing specific guidelines reflecting SSE practices are institutionalized, similar to PRIME HRM. An easy way to strengthen the current program is to incorporate CSC's comprehensive guidelines relative to the promotion of SSE practices into PRIME HRM using SUPREME HRM. Thus, success in this implementation contributes to becoming a world-class bureaucracy. This is vital for the preparation of the CSC, as it envisions that by 2030, the agency will have a more streamlined and digitalized service delivery, empowering people and organizations in human resource and organizational development, as well as in serving the public through streamlined and digitalized services.

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