HOW CATHOLIC ARE THE CATHOLIC SCHOOLS IN THE PHILIPPINES? A STUDY ON THE INTEGRATION OF PROPHETIC DIALOGUE TO HR ACTIVITIES OF THE SVD SCHOOLS

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ABSTRACT

The School is viewed by the Catholic Church as a mission area. The Society of the Divine Word (SVD) is a religious-missionary congregation of the Roman Catholic Church who actively participates in the education ministry. In 2000, the SVD congregation celebrated her 125th foundation, and reexamined her missionary activities and identity. In that same year, she articulated her new missiological paradigm during the XV General Chapter in Rome which is called prophetic dialogue. This study determined the perception of the respondents on the integration of prophetic dialogue to human resource activities of the SVD schools in the Philippines. The results of the data pointed out that the respondents perceived a moderate extent of influence and a moderate degree of effectiveness on the integration of prophetic dialogue to human resource activities of hiring, compensation, performance appraisal, training and development, employees’ relations and work-life balance. It signified the significant influence of the SVD congregation’s missiological paradigm to the human resource activities of the schools. It also suggested the important impact of Catholicity in the school’s workforce.

Keywords: Catholic School, Prophetic Dialogue, HR Activity

1. INTRODUCTION

The Philippines is dominantly a Catholic country. According to the Social Weather Station (SWS), there are around 80 per cent of Filipinos identified themselves as Catholics, but only 37 per cent of them who said they regularly attended church liturgies [1]. Catholic parents want their
children to grow up Catholic. Thus, they send their children to Catholic schools because of the religious instruction [2].

The Catholic Education Association of the Philippines (CEAP) has been discussing the question: “How Catholic are our Catholic schools?” The CEAP was hoping to come up with core standards for the Philippines Catholic schools when the CEAP delegates attended the 2013 NCEA in Houston for benchmarking purposes [3]. The function of the Catholic schools is the Christian education of the youth. Similarly, the objectives of the Christian education are the objectives of the Catholic schools [4].

The education ministry is one of the important SVD mission areas. In the Philippines alone, the Society of the Divine Word (SVD) has 15 schools that she either owns or administers. Arnold Janssen, the founder of the SVD congregation, pointed out in his letters to the SVD missionaries in the field that education is one of the most important activities in the missions [5]. As a missionary congregation of the Catholic Church, the SVD is actively participating in the Missio Dei (Mission of God) through its Prophetic Dialogue, which is the SVD missiological paradigm. In her XV General Chapter in Rome, the SVD has articulated the four essential dimensions or characteristic dimensions of her missiological paradigm, prophetic dialogue, which are the biblical apostolate, the mission animation, the communication, and the justice, peace and integrity of creation (JPIC) [6]. As an organization within the Catholic Church, she recognizes and affirms, from her mission experiences throughout her 139 years of existence, the importance and value of the four characteristic dimensions as the distinctive family traits of the congregation.

The Catholic schools belong to the service industry that rely highly on the human resources for her day to day operation. In the absence of qualified workforce whose talents fit to the jobs that they are assigned, the operation of any educational institutions will not be possible. Thus, the quality of workforce hired for specific job is the most valuable resource in education of students [7] and the achievement of the institutional goals and objectives.

2. **OBJECTIVE OF THE STUDY**

The main objective of the study is to investigate the integration of Prophetic Dialogue to HR activities of the SVD schools in the Philippines.

2.1 **Specific Objectives**

The specific objectives of this study are:

2.1.1 To determine how the four characteristic dimensions of prophetic dialogue can be integrated to the HR activities of hiring, compensation, performance appraisal, employees’ relations, training and development and work-life balance.

2.1.2 To investigate how the respondents perceived the extent of influence of the biblical apostolate as the first characteristic dimension of prophetic dialogue to the HR activities of hiring, compensation, performance appraisal, employees’ relations, training and development and work-life balance.

2.1.3 To investigate how the respondents perceived the degree of effectiveness of HR activities integrated to prophetic dialogue.

3. **RESEARCH METHODOLOGY**

The subjects of the study were composed of Administrators, Faculty and Office Personnel of the 15 SVD owned and/or managed schools in the Philippines. Three (3) of the said schools are located in the SVD southern province which comprises the Visayas and Mindanao islands. Five (5)
schools are located in the SVD central province that covers the southern Tagalog areas and National Capital Region. The remaining seven (7) schools are located in the SVD Northern Province that covers the area from Pangasinan up to the northern tip of the country. Specifically, the respondents, who were the administrators, faculty and office personnel of the 15 SVD schools, were limited only to those who are in regular status of employment and having a minimum requirement of four-year college degree.

The research was done in two stages as indicated in figure 1. The first stage was the determination phase. At this first stage of the study, the researcher gathered and collated the perceptions of the selected respondents from the SVD schools about their understanding of prophetic dialogue and solicited their views on stating the integrative aspect of this which is marked by the four characteristic dimensions (Biblical Apostolate, Mission Animation, Social Communication, and Justice, Peace and Integrity of Creation) to the six HR activities (Hiring, Compensation, Performance Appraisal, Training and Development, Employees Relations and Quality of Work-Life) as shown in figure 2. The respondents at this stage were the HR manager, administrative officer or senior manager of the selected SVD schools. They were no longer be part of the respondents in the succeeding stage.

![Fig. 1. The Research Paradigm](image1)

![Fig. 2. Diagram of Integration of Prophetic Dialogue to HR Activities](image2)
The second stage was the analysis phase. At this second stage of the study, the researcher analyzed the perceptions of respondents in terms of the extent of influence and the degree of effectiveness on the integration of prophetic dialogue which is marked by the four characteristic dimensions (Biblical Apostolate, Mission Animation, Communication, and Justice, Peace and Integrity of Creation) to the six HR activities (Hiring, Compensation, Performance Appraisal, Training and Development, Employees Relations and Quality of Work-Life) as shown in figure 2. The respondents at this stage were the administrators, faculty and office personnel of the respondent SVD schools. Nobody from the respondents of this stage belonged to the selected respondents of stage 1.

Questionnaire was used to gather data. Part I of the questionnaire composed of items soliciting information from the participants’ profile. Part II will had two columns for data gathering. The first identified the extent to which prophetic dialogue has an influence to its HR practices of the 6 HR activities in the respondent schools. The second column identified the degree to which prophetic dialogue has an effectiveness to the HR practices of the 6 HR activities in the respondent schools. The questions on this second part used the Likert scale, as followed: The first column of the answer was about the extent of influence that was rated as: (4) High Extent, (3) Moderate Extent, (2) Low Extent and (4) Not at all. On the other hand, the second column of the answer was about the degree of effectiveness that was rated as: (4) High Degree, (3) Moderate Degree, (2) Low Degree, and (1) Not at all.

4. RESULTS AND DISCUSSION

A total population of 659 respondents participated in the study from the 15 SVD schools in the Philippines. There were 377 respondents from the faculty, 211 respondents from the office personnel, and 71 respondents from the administrators. In the educational institution, the faculty has the highest number of workforce because they take hold of the main business of the institution which is instruction.

As indicated in Table 1, the overall rating on the perception of the respondents to the extent of influence of the characteristic dimension of prophetic dialogue to the HR activities on the following: Hiring got 3.0583 (moderate extent of influence); compensation got 3.1823 (moderate extent of influence); performance appraisal got 2.8869 (moderate extent of influence); training and development got 2.9020 (moderate extent of influence); employees’ relations got 3.0118 (moderate extent of influence); and work-life balance got 3.0678 (moderate extent of influence). The data shows that the respondents’ perception that prophetic dialogue, as marked by the four characteristic dimensions, is moderate extent of influence to the HR activities of hiring, compensation, performance appraisal, employees’ relations, training and development and work-life balance.

The overall result on the perception of the respondents on the extent of influence of the integration of prophetic dialogue to HR activities of hiring, compensation, performance appraisal, employees’ relations, training and development, and work-life balance is moderate extent of influence. It is noteworthy to point out that the administrators are consistently have the highest rating on the average weighted mean in all HR activities. This signifies the significant influence of the SVD missionaries in doing things in the school. The SVD missionaries know the whole concept of prophetic dialogue and how it is to be integrated to the HR activities. However, the overall result of the data shows only moderate extent of influence on the perception of the respondents on the integration, which means that the integration of prophetic dialogue to the HR activities of SVD schools in the Philippines is not yet fully achieved. The understanding of prophetic dialogue as marked by the four characteristic dimensions should not only be fully cascaded but also understood by the co-missionaries who are the employees of the SVD schools.
life balance programs of the schools than the administrators because

However, the overall result of the data shows that the majority of the respondents have perceived the chances of availing the work-compensation package that the SVD schools have provided; (2) the faculty has taken more weight following: (1) the office personnel has higher satisfaction than the faculty in terms of the highest average mean (3.0613) than the administrators (2.9028); and (3) in work-life, the faculty has the highest average mean (2.9162) than the administrator (2.9028); (2) in performance, the faculty has the middle average mean (3.2180) than the faculty (3.1175); (2) in performance, the faculty has the middle average mean (3.2180) than the faculty (3.1175); (2) in performance, the faculty has the middle average mean (3.2180) than the faculty (3.1175); (2) in performance, the faculty has the middle average mean (3.2180) than the faculty (3.1175); and (3) the administrators is always has the highest average mean. However, in the degree of effectiveness has a little change in rating, which are: (1) in compensation, office personnel has the lowest average mean; (2) the faculty is always has the lowest average mean; and (3) the administrators is always has the highest average mean. These data signify the extent of influence, the trend of the perception of respondents on the integration of prophetic dialogue to the HR activities are the following as indicated in Table 2: Hiring got 3.0170 (moderate degree of effectiveness); compensation got 3.1744 (moderate degree of effectiveness); performance appraisal got 2.8739 (moderate degree of effectiveness); training and development got 2.8915 (moderate degree of effectiveness); employees’ relations got 2.9876 (moderate degree of effectiveness); and work-life balance got 3.0287 (moderate degree of effectiveness). The data shows that the overall respondents’ perception on prophetic dialogue, as marked by the four characteristic dimensions, has a moderate degree of effectiveness to the HR activities of hiring, compensation, performance appraisal, employees’ relations, training and development and work-life balance.

Table 1. Average Weighted Mean for the Extent of Influence on the Integration

<table>
<thead>
<tr>
<th></th>
<th>Numbers</th>
<th>Average Weighted Mean for the Extent of Influence on the Integration</th>
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<tbody>
<tr>
<td></td>
<td>Hiring</td>
<td>Compensation</td>
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<tr>
<td>OFFICE PERSONNEL</td>
<td>211</td>
<td>2.9924</td>
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<tr>
<td>FACULTY</td>
<td>377</td>
<td>3.0687</td>
</tr>
<tr>
<td>TOTAL</td>
<td>659</td>
<td>3.0583</td>
</tr>
</tbody>
</table>

Legend: 1.00 – 1.49 Low Extent; 1.50 – 2.49 Low-Moderate Extent; 2.50 – 3.49 Moderate Extent; 3.50 – 4.00 High Extent

Numbers

Average weighted mean

On the other hand, the overall rating on the perception of the respondents to the degree of effectiveness on the integration of prophetic dialogue to HR activities are the following: (1) the office personnel is always has the lowest average mean; (2) the faculty is always has the middle average mean among the three independent variables; and (3) the administrators is always has the highest average mean. However, in the degree of effectiveness has a little change in rating, which are: (1) in compensation, office personnel has the middle average mean (3.2180) than the faculty (3.1175); (2) in performance, the faculty has the highest average (3.9162) than the administrator (2.9028); and (3) in work-life balance, the faculty has the highest average mean (3.0613) than the administrators (2.9944). These data signify the following: (1) the office personnel has higher satisfaction than the faculty in terms of the compensation package that the SVD schools have provided; (2) the faculty has taken more weight the process and result of performance appraisal than the administrators; and (3) the faculty has high chances of availing the work-life balance programs of the schools than the administrators because the administrators’ demand of responsibility is very high and the time spent in the job is also high. However, the overall result of the data shows that the majority of the respondents have perceived the

Table 2. Average Weighted Mean for the Degree of Effectiveness on the Integration

<table>
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<tbody>
<tr>
<td></td>
<td>Hiring</td>
<td>Compensation</td>
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<tr>
<td>OFFICE PERSONNEL</td>
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<td>FACULTY</td>
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<tr>
<td>ADMINISTRATORS</td>
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</tr>
<tr>
<td>TOTAL</td>
<td>659</td>
<td>3.0170</td>
</tr>
</tbody>
</table>

Legend: 1.00 – 1.49 Low Extent; 1.50 – 2.49 Low-Moderate Extent; 2.50 – 3.49 Moderate Extent; 3.50 – 4.00 High Extent

Numbers

Average weighted mean

There is slightly difference on the overall result on the perception of the respondents on degree of effectiveness of the integration of prophetic dialogue to HR activities of hiring, compensation, performance appraisal, employees’ relations, training and development, and work-life balance. In the extent of influence, the trend of the perception of respondents on the integration of prophetic dialogue to HR activities are: (1) the office personnel is always has the lowest average mean; (2) the faculty is always has the middle average mean among the three independent variables; and (3) the administrators is always has the highest average mean. However, in the degree of effectiveness has a little change in rating, which are: (1) in compensation, office personnel has the middle average mean (3.2180) than the faculty (3.1175); (2) in performance, the faculty has the highest average (2.9162) than the administrator (2.9028); and (3) in work-life balance, the faculty has the highest average mean (3.0613) than the administrators (2.9944). These data signify the following: (1) the office personnel has higher satisfaction than the faculty in terms of the compensation package that the SVD schools have provided; (2) the faculty has taken more weight the process and result of performance appraisal than the administrators; and (3) the faculty has high chances of availing the work-life balance programs of the schools than the administrators because the administrators’ demand of responsibility is very high and the time spent in the job is also high. However, the overall result of the data shows that the majority of the respondents have perceived the
integration of prophetic dialogue to the HR activities of SVD schools in the Philippines with moderate degree of effectiveness.

5. CONCLUSION AND RECOMMENDATIONS

Aligning the workforce personal values to the organizational values, particularly in the educational ministry, is very significant for the success and achievement in the objectives/goals of its foundation. All Catholic schools are founded for a missionary purpose. It is noteworthy that these schools are founded not for profit-oriented but for mission-oriented apostolate. Vatican II document stated that “the Catholic school as a place of integral education of the human person through a clear educational project of which Christ is the foundation; its ecclesial and cultural identity; its mission of education as a work of love; its service to society; the traits which should characterize the educating community” [8].

This study aimed to point out the areas wherein the alignment of the values of school employees to the congregational missionary thrust in the education ministry through the integration of prophetic dialogue to HR activities of the SVD schools. This means to make Catholic schools, authentic Catholic schools in general and in particular, to make SVD schools, real SVD schools. It means that everyone who works in the SVD educational institutions has one direction anchored on prophetic dialogue as marked by the four characteristic dimensions of biblical apostolate, social communication, JPIC, and mission animation that are integrated to HR activities of hiring, compensation, performance appraisal, training and development, employees’ relations and work-life balance. Therefore, the employees of the SVD schools are not only employees of the congregation but also the co-missionaries of the SVD missionaries in their educational ministry.

Based on the findings of the study that the respondents perceived the integration of prophetic dialogue to HR activities with moderate extent of influence and moderate degree of effectiveness, the researcher is recommending the enhancement program of SVD HR activities of hiring, compensation, performance appraisal, training and development, employees’ relations, and work-life balance. Secondly, the researcher also is also recommending a follow up study after 3 years of implementation for the enhancement HR programs as mentioned on the first recommendation. The further study will determine if the total integration is implemented in all SVD schools in the Philippines in order to unify the HR activities of all the schools for a functional SVD HR system that covers all the SVD schools.

REFERENCES

