



# ETCOR

INTERNATIONAL  
MULTIDISCIPLINARY  
RESEARCH CONFERENCE

Educational Research Center Inc.  
SEC Reg. No. 2024020137294-00

Sta. Ana, Pampanga, Philippines



Website: <https://etcor.org>



**iJOINED ETCOR**  
P - ISSN 2984-7567  
E - ISSN 2945-3577



**The Exigency**  
P - ISSN 2984-7842  
E - ISSN 1908-3181

## Evaluating Completed Staff Work (CSW) of Select Philippine Government Employees: Navigating Challenges and Unlocking Opportunities

Dr. Adrian Lawrence P. Carvajal  
Professional Regulation Commission, Philippines  
Corresponding Author email: [adrianlpc2010@gmail.com](mailto:adrianlpc2010@gmail.com)

**Received:** 17 November 2024

**Revised:** 18 December 2024

**Accepted:** 20 December 2024

**Available Online:** 20 December 2024

**Volume III (2024), Issue 4, P-ISSN – 2984-7567; E-ISSN - 2945-3577**

### Abstract

**Aim:** This study aimed to evaluate the practices, challenges, and opportunities associated with Completed Staff Work (CSW) implementation among select Philippine government agencies. Specifically, the research sought to determine the demographic profile of respondents, identify current CSW practices, examine execution challenges, explore enhancement opportunities, and assess significant differences in perceptions of CSW when grouped by demographic profiles.

**Methodology:** A quantitative descriptive research design was employed, utilizing a structured questionnaire distributed to government employees purposively sampled from various agencies. Statistical analyses, including descriptive statistics and ANOVA were used to analyze the data.

**Results:** The findings revealed that while CSW practices were generally implemented, inconsistencies in application across organizational levels were noted. The most significant challenges included resource constraints, high workloads, and insufficient training. Respondents identified several opportunities for improvement, such as introducing standardized templates, integrating technology, and conducting regular training programs. ANOVA results indicated no significant differences in perceptions of CSW practices and challenges across demographic profiles, although a near-significant trend was observed in perceptions of opportunities, particularly among respondents with varying levels of familiarity with CSW.

**Conclusion:** CSW is recognized as a valuable administrative framework for enhancing decision-making efficiency. However, addressing the identified challenges and leveraging opportunities for improvement are critical for optimizing its implementation.

**Recommendation:** The study recommends the standardization of CSW guidelines, the adoption of digital tools, increased funding for training, and inter-agency collaboration to share best practices. Further research on the integration of advanced technologies into CSW processes is also suggested.

**Keywords:** Completed Staff Work (CSW), governance, public administration, challenges, opportunities

### INTRODUCTION

Completed Staff Work (CSW) is a management approach designed to ensure that recommendations and decisions are fully developed and ready for approval or implementation by decision-makers without requiring further refinement or additional input. It embodies the principles of thoroughness, accountability, and professionalism, requiring staff members to anticipate and address all potential concerns before presenting their work to superiors (Caringal-Go & Teng-Calleja, 2022). This approach is particularly relevant in public administration, where effective decision-making processes can enhance governance efficiency and responsiveness.

In the context of the Philippine government, CSW plays a critical role in navigating the complexities of bureaucratic processes. The nation's governance structure often faces challenges such as overlapping responsibilities, delays in decision-making, and inefficiencies in service delivery (Liwanag & Wyss, 2018). CSW, when effectively implemented, has the potential to address these issues by streamlining administrative workflows and promoting a culture of



**ETCOR** Educational Research Center Inc.  
SEC Reg. No. 2024020137294-00

Sta. Ana, Pampanga, Philippines



Website: <https://etcor.org>

INTERNATIONAL  
MULTIDISCIPLINARY  
RESEARCH CONFERENCE



**iJOINED ETCOR**  
P - ISSN 2984-7567  
E - ISSN 2945-3577



**The Exigency**  
P - ISSN 2984-7842  
E - ISSN 1908-3181

accountability among government employees. However, despite its recognized benefits, the practice remains underutilized and understudied within the Philippine context.

The importance of CSW was brought to the forefront during the COVID-19 pandemic, which underscored the need for efficient administrative systems to manage crises effectively. Philippine government agencies were often criticized for their delayed responses and lack of coordination, highlighting gaps in existing administrative practices (Talabis et al., 2021). Structured approaches like CSW could have improved these outcomes by ensuring timely, well-prepared, and actionable recommendations for decision-makers (De los Santos & Labrague, 2021). These experiences underscore the urgency of evaluating and enhancing CSW implementation in the Philippines.

This study aims to examine the current state of CSW practices in selected Philippine government agencies, identify the challenges faced in its execution, and explore opportunities for improvement. By addressing these aspects, the research seeks to contribute to public sector reform in the Philippines, offering insights that are both locally relevant and globally significant. The findings will provide actionable recommendations to enhance administrative efficiency, strengthen governance frameworks, and foster trust and accountability in government institutions.

## BACKGROUND OF THE STUDY

Completed Staff Work (CSW) is a managerial approach emphasizing the responsibility of staff to provide thoroughly analyzed recommendations that are ready for decision-making without further refinement by superiors (Caringal-Go & Teng-Calleja, 2022). This concept has become increasingly relevant in addressing bureaucratic inefficiencies, particularly in the Philippine government, where administrative processes are often characterized by complexity and delays. CSW promotes accountability, precision, and effective delegation, which are essential for enhancing governance and decision-making within government agencies (Liwang & Wyss, 2018).

The COVID-19 pandemic highlighted the gaps in the administrative efficiency of government systems worldwide, including the Philippines. Delayed responses and fragmented implementation of policies exposed the need for robust practices like CSW to mitigate crises effectively (De los Santos & Labrague, 2021). The lack of fully prepared recommendations not only slowed down critical processes but also affected public trust in government efficiency. These issues underscore the potential of CSW to streamline decision-making and ensure that government actions are timely, coherent, and impactful (Ocampo & Yamagishi, 2020).

While neighboring countries like Indonesia and Vietnam have recognized the importance of structured administrative practices, studies indicate that the Philippine bureaucracy faces unique challenges. These include resource constraints, varying levels of staff competencies, and cultural resistance to adopting new methodologies (Gabriel et al., 2020). International literature on governance highlights the success of similar frameworks in Europe and the United States, demonstrating the universal applicability of CSW principles. However, these models often require adaptation to local contexts to address specific administrative and cultural dynamics (Parreñas et al., 2019).

### Research Gap

Despite its relevance, the implementation of CSW in the Philippine government remains underexplored in scholarly literature. Existing studies often focus on broader aspects of public administration, such as decentralization and policy-making, leaving a gap in understanding the specific role and impact of CSW in governance (Labrague & Ballad, 2021). Furthermore, while international studies provide insights into best practices, there is a lack of empirical research addressing the challenges and opportunities unique to the Philippine context. This research seeks to fill this gap by examining current CSW practices, identifying barriers to implementation, and exploring strategies for improvement within selected Philippine government agencies.

## SIGNIFICANCE OF THE RESEARCH

This research on evaluating Completed Staff Work (CSW) within selected Philippine government agencies is of critical significance to various stakeholders, as it seeks to improve public sector efficiency, decision-making processes, and overall governance. By addressing the challenges and opportunities surrounding CSW implementation, the findings of this study will have the following benefits for stakeholders:



# ETCOR

INTERNATIONAL  
MULTIDISCIPLINARY  
RESEARCH CONFERENCE

Educational Research Center Inc.  
SEC Reg. No. 2024020137294-00

Sta. Ana, Pampanga, Philippines



Website: <https://etcor.org>



**iJOINED ETCOR**  
P - ISSN 2984-7567  
E - ISSN 2945-3577



**The Exigency**  
P - ISSN 2984-7842  
E - ISSN 1908-3181

## 1. Government Decision-Makers and Policy Makers

For leaders and decision-makers in the Philippine government, this research provides insights into how CSW practices can streamline decision-making and reduce administrative inefficiencies. By highlighting best practices and identifying common obstacles, the study equips policy makers with actionable recommendations for enhancing organizational performance. Improved CSW practices will allow decision-makers to focus on strategic priorities rather than operational details, fostering more effective governance and resource allocation.

## 2. Government Employees and Administrative Staff

For government employees, particularly those directly involved in CSW processes, this research emphasizes the importance of capacity building and provides a roadmap for addressing operational barriers. Employees can benefit from the study's recommendations on training, resource allocation, and procedural improvements, leading to a more empowered workforce. Enhanced CSW practices also encourage accountability and professionalism, which can result in improved job satisfaction and career development opportunities for staff.

## 3. Citizens and the General Public

The public ultimately stands to gain from the implementation of effective CSW practices. Improved administrative efficiency and timely decision-making can lead to faster delivery of public services, more transparent government operations, and higher public trust in government institutions. By addressing inefficiencies and enhancing governance, the research contributes to building a more responsive government that meets the needs of its citizens.

## 4. Academics and Researchers in Public Administration

For academics and scholars, this study contributes to the limited body of literature on CSW practices, particularly in the Philippine context. By addressing research gaps and providing empirical data, the study creates opportunities for further investigation into administrative best practices and public sector innovations. Researchers can build upon this work to explore comparative studies, long-term impacts, or sector-specific applications of CSW.

## 5. Training Institutions and Development Agencies

For institutions involved in capacity building and training, the research highlights critical areas for development in CSW competencies. Development agencies and training providers can use the findings to design targeted programs aimed at equipping government staff with the necessary skills and knowledge to implement CSW effectively. This aligns with broader goals of professionalizing the public sector and fostering a culture of continuous improvement.

## DEFINITION OF KEY TERMS

In this study, key terms are conceptually and operationally defined to provide clarity and ensure a shared understanding of the concepts discussed. These definitions serve as the foundation for analyzing and interpreting the findings.

### 1. Completed Staff Work (CSW)

**Conceptual Definition:** CSW refers to an administrative approach wherein staff prepare recommendations or proposals to a degree of completion that allows decision-makers to act upon them without further modifications or additional inputs. It emphasizes thoroughness, accountability, and efficiency in the decision-making process (Caringal-Go & Teng-Calleja, 2022).

**Operational Definition:** In this study, CSW refers to the practices employed by government employees in preparing and presenting fully developed recommendations, ensuring that no further work is required from supervisors before implementation.

### 2. Government Decision-Making

**Conceptual Definition:** Government decision-making refers to the processes and mechanisms through which public officials and policymakers analyze options, evaluate implications, and select courses of action to achieve organizational or societal goals (Ocampo & Yamagishi, 2020).

**Operational Definition:** In this research, government decision-making is defined as the process by which selected government agencies evaluate and approve recommendations prepared through CSW practices.





# ETCOR

INTERNATIONAL  
MULTIDISCIPLINARY  
RESEARCH CONFERENCE

**Educational Research Center Inc.**  
SEC Reg. No. 2024020137294-00

Sta. Ana, Pampanga, Philippines



Website: <https://etcor.org>



**iJOINED ETCOR**  
P - ISSN 2984-7567  
E - ISSN 2945-3577



**The Exigency**  
P - ISSN 2984-7842  
E - ISSN 1908-3181

### 3. Challenges

**Conceptual Definition:** Challenges are defined as obstacles or difficulties that hinder the effective implementation of practices, strategies, or policies (Liwanag & Wyss, 2018).

**Operational Definition:** In the context of this study, challenges refer to barriers encountered by government employees, such as lack of training, resource constraints, or unclear guidelines, that affect the effective execution of CSW.

### 4. Opportunities

**Conceptual Definition:** Opportunities are defined as favorable conditions or circumstances that enable the successful implementation or improvement of processes or practices (Gabriel et al., 2020).

**Operational Definition:** In this study, opportunities pertain to areas for enhancing CSW practices, such as training programs, the use of technology, or improved communication systems.

### 5. Administrative Efficiency

**Conceptual Definition:** Administrative efficiency refers to the ability of an organization to manage resources and processes effectively to achieve goals with minimal waste or delays (Talabis et al., 2021).

**Operational Definition:** In this research, administrative efficiency is measured by the timeliness and accuracy of CSW outputs in facilitating decision-making within selected government agencies.

### 6. Philippine Government Agencies

**Conceptual Definition:** Philippine government agencies are entities within the public sector responsible for delivering services, implementing policies, and managing resources in alignment with national development goals (De los Santos & Labrague, 2021).

**Operational Definition:** For this study, Philippine government agencies refer to selected administrative offices participating in the evaluation of CSW practices, representing different levels of governance.

### 7. Public Sector Reform

**Conceptual Definition:** Public sector reform involves initiatives aimed at improving the effectiveness, efficiency, and responsiveness of government operations and service delivery (Parreñas et al., 2019).

**Operational Definition:** In this study, public sector reform refers to efforts to enhance CSW practices and address challenges faced by Philippine government agencies to improve governance and public trust.

## LITERATURE REVIEW

### 1. Overview of Completed Staff Work (CSW)

Completed Staff Work (CSW) is a strategic approach in public administration emphasizing that staff prepare decisions and recommendations to the point of readiness for approval without requiring further inputs from decision-makers (Caringal-Go & Teng-Calleja, 2022). Originating from military management principles, CSW has evolved into a critical administrative framework in both public and private organizations. In the Philippines, CSW is viewed as a tool to streamline bureaucratic processes and reduce redundancies in governance structures, yet its implementation remains inconsistent across government agencies (Liwanag & Wyss, 2018).

### 2. Current Practices of CSW in the Public Sector

In various countries, the application of CSW principles has been linked to improvements in decision-making efficiency. Gabriel et al. (2020) note that Philippine government agencies with clear guidelines on CSW tend to deliver more timely and effective decisions. However, research reveals that a lack of standardized procedures leads to disparities in how CSW is applied, often resulting in inefficiencies (De los Santos & Labrague, 2021). Similarly, Shaw and Kim (2020) highlight the critical role of staff training and technological tools in enhancing CSW effectiveness in governance systems.

### 3. Challenges in Implementing CSW

The barriers to effective CSW implementation are rooted in systemic and cultural issues. In the Philippine context, employees often cite inadequate training, high workloads, and the absence of a unified framework as major obstacles



# ETCOR

INTERNATIONAL  
MULTIDISCIPLINARY  
RESEARCH CONFERENCE

**Educational Research Center Inc.**  
**SEC Reg. No. 2024020137294-00**

Sta. Ana, Pampanga, Philippines



Website: <https://etcor.org>



**iJOINED ETCOR**  
**P - ISSN 2984-7567**  
**E - ISSN 2945-3577**



**The Exigency**  
**P - ISSN 2984-7842**  
**E - ISSN 1908-3181**

(Ocampo & Yamagishi, 2020). Globally, Duggan and Sherman (2020) discuss challenges such as resistance to procedural changes and the prevalence of hierarchical decision-making structures, which are common in Asian and European governance systems. These challenges highlight the need for capacity building and the adoption of innovative strategies to overcome barriers.

#### 4. The Role of Technology in CSW

Technological advancements play a transformative role in facilitating CSW practices. Larcker and Tayan (2020) emphasize the importance of adopting digital tools to automate routine tasks and improve data-driven decision-making processes. In the Philippines, the integration of e-governance platforms is seen as a critical step toward enhancing CSW efficiency, enabling employees to focus on analytical and strategic responsibilities (Parreñas et al., 2019). These advancements align with global trends in modernizing public administration.

#### 5. Opportunities for Enhancing CSW

Opportunities for improving CSW in the Philippines lie in leveraging lessons from international best practices. Christensen and Lægreid (2020) discuss the importance of balancing governance capacity with legitimacy, particularly in crisis scenarios such as the COVID-19 pandemic. Their findings underscore the value of proactive staff work in mitigating crises through timely and well-prepared decisions. Additionally, Gabriel et al. (2020) recommend that Philippine agencies adopt standardized templates and performance metrics to enhance consistency and accountability.

#### 6. Comparative Insights: CSW in Global Contexts

Studies from the United States and Europe reveal how CSW principles are integrated into broader governance frameworks. O'Leary (2019) highlights how structured administrative practices in the U.S. foster transparency and accountability, offering a benchmark for developing nations. In Vietnam and Indonesia, CSW-like frameworks have been adapted to address local governance challenges, emphasizing the importance of context-specific solutions (Jacoby, 2018).

#### 7. Public Sector Modernization

Public sector modernization efforts in the Philippines align closely with CSW principles. Efforts to decentralize decision-making and foster a culture of accountability have been documented as essential for improving administrative outcomes (Liwana & Wyss, 2018). The push for modernization echoes global efforts to align governance practices with principles of efficiency and effectiveness (Shafritz et al., 2022).

#### 8. Implications of CSW for Crisis Management

The role of CSW during crises, such as the COVID-19 pandemic, demonstrates its significance in public administration. Talabis et al. (2021) observed that countries with strong CSW practices responded more effectively to the pandemic, delivering timely decisions and minimizing delays. This underscores the importance of embedding CSW principles in governance systems to enhance resilience and responsiveness.

#### 9. Research Gaps

Despite its recognized benefits, the implementation of CSW in the Philippines has not been extensively studied. Most existing literature focuses on general governance practices without delving into the specific role of CSW (Labrague & Ballard, 2021). There is a need for empirical research to evaluate current practices, identify barriers, and explore opportunities for enhancing CSW within Philippine government agencies.

#### 10. Recommendations for Future Research

Future studies should explore the intersection of CSW and digital transformation, particularly in developing countries like the Philippines. Additionally, comparative analyses of CSW implementation across various governance contexts can provide valuable insights for adapting best practices to local conditions (Jacoby, 2018). Such research will contribute to the broader discourse on public sector reform and capacity building.



# ETCOR

INTERNATIONAL  
MULTIDISCIPLINARY  
RESEARCH CONFERENCE

**Educational Research Center Inc.**  
SEC Reg. No. 2024020137294-00

Sta. Ana, Pampanga, Philippines



Website: <https://etcor.org>



**iJOINED ETCOR**  
P - ISSN 2984-7567  
E - ISSN 2945-3577



**The Exigency**  
P - ISSN 2984-7842  
E - ISSN 1908-3181

## SYNTHESIS

The reviewed literature highlights the importance of Completed Staff Work (CSW) as a critical administrative framework in governance. Various studies emphasize its role in streamlining decision-making, promoting accountability, and improving efficiency. However, while the concept is widely recognized, its implementation varies significantly across contexts, highlighting diverse insights from scholars and practitioners.

Caringal-Go and Teng-Calleja (2022) underscore CSW's significance in enhancing administrative efficiency, particularly within the Philippine public sector. They argue that its adoption can address inefficiencies and improve decision-making processes. Similarly, Gabriel et al. (2020) observe that standardizing CSW practices can lead to consistency in governance outcomes. These views align with Duggan and Sherman (2020), who note the global relevance of structured administrative frameworks, though they point out challenges such as resistance to change and hierarchical organizational cultures.

In contrast, Larcker and Tayan (2020) shift the focus toward leveraging technology to enhance CSW processes, emphasizing the importance of digital tools in reducing redundancies and improving data-driven decision-making. Christensen and Læg Reid (2020), while discussing governance during crises, highlight that CSW practices are most effective when paired with robust legitimacy frameworks and clear accountability mechanisms. The differences among these scholars reflect the contextual influences on CSW's implementation and the varying challenges faced by developed versus developing nations.

Globally, scholars like Jacoby (2018) and O'Leary (2019) emphasize that while CSW-like frameworks have been successfully integrated into governance in developed nations, their applicability in developing contexts requires adaptation to account for local challenges such as resource constraints and cultural resistance. This contrasts with Talabis et al. (2021), who specifically highlight how CSW can address the Philippine government's inefficiencies exposed during the COVID-19 pandemic.

### Identifying the Research Gap

Despite the extensive literature on governance frameworks and administrative efficiency, significant gaps remain in understanding CSW's specific application in the Philippine context. Most studies focus on broad governance principles, such as decentralization (Liwanag & Wyss, 2018) or crisis management (Christensen & Læg Reid, 2020), without delving into the operational challenges and opportunities of CSW. While international studies provide valuable insights, their findings are not always directly transferable to the Philippines due to differences in governance structures, resource availability, and organizational cultures.

Additionally, empirical studies on CSW's current practices, challenges, and opportunities in the Philippine public sector are scarce. This gap leaves policymakers and practitioners without a clear framework to address existing inefficiencies or capitalize on CSW's potential benefits. Moreover, the rapid digital transformation seen in governance worldwide has not been thoroughly examined in relation to CSW within the Philippine government.

### Justification for the Study

The identified research gap underscores the necessity of this study. By focusing on the practices, challenges, and opportunities of CSW in selected Philippine government agencies, this research addresses a critical void in public administration literature. The study's findings will contribute to a more nuanced understanding of CSW's role in improving administrative efficiency and decision-making within the Philippine context.

Furthermore, this study aligns with broader efforts to modernize public sector practices, as highlighted by scholars like Parreñas et al. (2019) and Shafritz et al. (2022). It seeks to provide actionable insights for integrating CSW into governance frameworks, leveraging technology, and addressing context-specific challenges. Ultimately, the research aims to bridge the gap between theoretical discussions and practical applications, fostering more effective and accountable governance in the Philippines.





**ETCOR**

INTERNATIONAL  
MULTIDISCIPLINARY  
RESEARCH CONFERENCE

**Educational Research Center Inc.**  
**SEC Reg. No. 2024020137294-00**

Sta. Ana, Pampanga, Philippines



Website: <https://etcor.org>



**iJOINED ETCOR**  
**P - ISSN 2984-7567**  
**E - ISSN 2945-3577**



**The Exigency**  
**P - ISSN 2984-7842**  
**E - ISSN 1908-3181**

## RESEARCH OBJECTIVES

The study aims to achieve the following objectives:

1. To determine the demographic profile of the respondents in terms of:
  - a) Age
  - b) Gender
  - c) Length of service in the government
  - d) Level of familiarity with Completed Staff Work (CSW) practices.
2. To identify the current practices of Completed Staff Work (CSW) being implemented within selected Philippine government agencies.
3. To examine the challenges faced by government employees in executing Completed Staff Work effectively.
4. To explore the opportunities perceived by government employees for enhancing the implementation of Completed Staff Work in their respective agencies.
5. To assess if there is a significant difference in the perception of CSW practices, challenges, and opportunities when grouped according to the demographic profile of the respondents.
6. To propose recommendations for improving the implementation of Completed Staff Work in Philippine government agencies.
7. To propose a model to integrate CSW into governance frameworks

## METHOD

This study utilized a quantitative descriptive research design to address the objectives and research questions. The design enabled the systematic collection and analysis of numerical data to understand the demographic profile of respondents, current practices, challenges, opportunities, and perceptions related to Completed Staff Work (CSW) implementation in selected Philippine government agencies. The quantitative approach was appropriate as it allowed for statistical evaluation of relationships between demographic variables and perceptions of CSW.

The target population consisted of government employees from selected Philippine government agencies. The study employed purposive sampling, selecting participants based on the following criteria: employment in a government agency for at least one year and involvement in roles requiring familiarity with CSW processes.

A structured questionnaire was developed to collect data systematically and directly address the study's research objectives. The questionnaire was administered to a purposive sample of 100 government employees from various Philippine government agencies.

The questionnaire was reviewed by three experts in public administration and governance to ensure clarity and relevance. A pilot test with 20 government employees produced the following Cronbach's Alpha values, demonstrating high internal consistency: Current Practices: 0.85, Challenges: 0.82, Opportunities: 0.87 and Recommendations: 0.86.

On Data Gathering Procedure, ethical clearance and permission from relevant agencies were secured. Respondents were identified based on their roles and familiarity with CSW practices.

The questionnaire was distributed to respondents via email and online survey platforms. Participants were provided instructions for completing the survey and informed about the study's confidentiality and purpose.

Completed surveys were collected over four weeks, ensuring adequate time for responses. Statistical Treatment Percentages, and means were calculated to summarize demographic profiles, current practices, challenges, opportunities, and recommendations. Analysis of Variance (ANOVA) were used to analyze differences among demographic subgroups in their responses.



**ETCOR**

INTERNATIONAL  
MULTIDISCIPLINARY  
RESEARCH CONFERENCE

**Educational Research Center Inc.**  
SEC Reg. No. 2024020137294-00

Sta. Ana, Pampanga, Philippines



Website: <https://etcor.org>



**iJOINED ETCOR**  
P - ISSN 2984-7567  
E - ISSN 2945-3577



**The Exigency**  
P - ISSN 2984-7842  
E - ISSN 1908-3181

**RESULTS and DISCUSSION**

**Table 1**  
**Profile of the Respondents**  
**n=100**

	%
<b>a. Age:</b>	
Below 25 years old	24
25–34 years old	26
35–44 years old	21
45–54 years old	17
55 years old and above	12
<b>Gender:</b>	
Male	53
Female	47
<b>Years of Service:</b>	
Less than 2 years	31
2–5 years	27
6–10 years	24
More than 10 years	18
<b>Level of familiarity with CSW practices</b>	
Very familiar	27
Somewhat familiar	44
Not familiar	29

Table 1 presents the demographic profile of the 100 respondents, focusing on age, gender, years of service, and familiarity with Completed Staff Work (CSW) practices. The age distribution shows that respondents aged 25–34 years old comprised the largest group at 26%, followed closely by those under 25 years old at 24%. This indicates a relatively younger workforce within the surveyed government agencies, consistent with findings by Gabriel et al. (2020) that younger professionals are increasingly participating in government roles, especially in developing nations. Respondents aged 35–44 and 45–54 accounted for 21% and 17%, respectively, while only 12% were aged 55 years or older, suggesting fewer senior employees in the sample.

The gender distribution reveals a slightly higher proportion of male respondents (53%) compared to females (47%). This balance reflects a near-equal gender representation in government positions, aligning with global trends in gender inclusivity within public administration noted by Duggan and Sherman (2020). The years of service data show that 31% of respondents had less than 2 years of experience, while 27% had 2–5 years, and 24% had 6–10 years. Only 18% had more than 10 years of service, which highlights a predominantly mid-career workforce. These results resonate with the observations of Liwanag and Wyss (2018), who reported that government institutions often have a higher turnover of staff in developing countries due to resource constraints and career mobility challenges.

Regarding the level of familiarity with CSW practices, 44% of respondents were somewhat familiar with CSW, 27% were very familiar, and 29% were not familiar. This distribution indicates that while a significant proportion of employees possess a basic understanding of CSW, only a quarter are highly knowledgeable. This aligns with the findings of Christensen and Lægveid (2020), who emphasized that insufficient training and unclear guidelines often hinder the effective implementation of administrative frameworks like CSW.





**ETCOR**

INTERNATIONAL  
MULTIDISCIPLINARY  
RESEARCH CONFERENCE

**Educational Research Center Inc.**  
SEC Reg. No. 2024020137294-00

Sta. Ana, Pampanga, Philippines



Website: <https://etcor.org>



**iJOINED ETCOR**  
P - ISSN 2984-7567  
E - ISSN 2945-3577



**The Exigency**  
P - ISSN 2984-7842  
E - ISSN 1908-3181

The combination of a younger workforce and varying levels of familiarity with CSW suggests potential gaps in knowledge transfer and capacity building within the surveyed agencies. Younger employees may require targeted training programs to enhance their familiarity and competence in executing CSW practices effectively. Furthermore, the results highlight the need for standardized guidelines and support mechanisms to bridge the knowledge gap and promote consistent implementation of CSW across all levels of government.

The demographic composition of the respondents provides valuable insights into the workforce dynamics of the surveyed government agencies. The data underscores the importance of targeted interventions, such as training and mentorship programs, to enhance familiarity with CSW practices and leverage the potential of a relatively young and diverse workforce. These findings support recommendations by Mavi and Saen (2022) and Carvajal (2014), who advocate for continuous capacity building and the integration of structured administrative practices to improve efficiency in governance frameworks.

**Table 2**  
**Current Practices of Completed Staff Work (CSW)**

	<b>wm</b>
1. CSW processes are regularly followed in my agency.	2.95
2. Recommendations prepared by staff are decision-ready and require no edits.	2.89
3. CSW is consistently applied across all levels of the organization.	2.88
4. Staff are adequately trained in preparing CSW documents.	2.71
5. CSW improves the efficiency of decision-making in my agency.	2.99

Legend:

<b>Point</b>	<b>Scale Range</b>	<b>Verbal Interpretation</b>
4	4.00-3.00	Strongly Agree
3	2.99-2.00	Agree
2	1.99- 1.00	Disagree
1	1.00-0.99	Strongly Disagree

Table 2 presents the weighted mean scores for the current practices of Completed Staff Work (CSW) as perceived by respondents. The results indicate an overall agreement among participants on the implementation of CSW practices in their agencies, as all statements fall within the range of 2.99 to 2.00, corresponding to the verbal interpretation of "Agree." The highest-rated statement, "CSW improves the efficiency of decision-making in my agency," has a weighted mean of 2.99, closely approaching the threshold for "Strongly Agree." This suggests that respondents recognize the positive impact of CSW on organizational decision-making processes, aligning with Larcker and Tayan's (2020) assertion that well-structured administrative practices enhance operational efficiency and strategic alignment.

The statement "CSW processes are regularly followed in my agency" received a weighted mean of 2.95, reflecting consistent adherence to CSW protocols. This finding aligns with Mavi and Saen (2022), who emphasize the importance of organizational commitment to administrative frameworks in fostering a culture of accountability and effectiveness. Similarly, "Recommendations prepared by staff are decision-ready and require no edits" and "CSW is consistently applied across all levels of the organization" received weighted means of 2.89 and 2.88, respectively.



**ETCOR**

INTERNATIONAL  
MULTIDISCIPLINARY  
RESEARCH CONFERENCE

**Educational Research Center Inc.**  
SEC Reg. No. 2024020137294-00

Sta. Ana, Pampanga, Philippines



Website: <https://etcor.org>



**iJOINED ETCOR**  
P - ISSN 2984-7567  
E - ISSN 2945-3577



**The Exigency**  
P - ISSN 2984-7842  
E - ISSN 1908-3181

These scores highlight the respondents' perception that CSW practices are implemented with reasonable consistency, though slight variations in application across organizational levels may exist.

The statement "Staff are adequately trained in preparing CSW documents" received the lowest weighted mean of 2.71, though still within the range of "Agree." This result indicates that while training is provided, it may not be sufficient to meet the needs of all employees. Gabriel et al. (2020) note that gaps in training and development are common in public sector organizations, particularly in developing nations, where resource constraints and uneven access to capacity-building initiatives hinder workforce competency.

These findings suggest that although CSW practices are generally implemented and contribute positively to decision-making processes, there are areas for improvement, particularly in enhancing staff training. Addressing this gap could lead to greater consistency and effectiveness in applying CSW practices, as suggested by Christensen and Læg Reid (2020), who advocate for ongoing professional development as a cornerstone of governance reforms.

The results indicate a strong acknowledgment of the value of CSW in improving decision-making and operational efficiency within government agencies. However, the relatively lower rating for training adequacy suggests an opportunity to strengthen capacity-building efforts to further optimize CSW implementation. These findings support recommendations for targeted interventions, such as standardized training programs and regular performance reviews, to ensure that all levels of the organization benefit equally from the advantages of CSW.

**Table 3**  
**Challenges in Executing Completed Staff Work**

	<b>wm</b>
1. Lack of training limits the quality of CSW outputs.	2.89
2. Limited resources make it difficult to execute CSW effectively.	2.93
3. There is insufficient time to complete CSW tasks due to high workloads.	2.92
4. Staff find it challenging to meet the expectations of CSW guidelines.	2.85
5. The lack of standardized templates leads to inconsistencies in CSW outputs.	2.91

Legend:

<b>Point</b>	<b>Scale Range</b>	<b>Verbal Interpretation</b>
4	4.00-3.00	Strongly Agree
3	2.99-2.00	Agree
2	1.99- 1.00	Disagree
1	1.00-0.99	Strongly Disagree

Table 3 presents the challenges associated with executing Completed Staff Work (CSW) as perceived by respondents. The results indicate that all challenges identified fall within the verbal interpretation of "Agree," based on the weighted mean (WM) values ranging from 2.85 to 2.93. These findings highlight a consensus among respondents that these challenges exist and significantly impact the effectiveness of CSW implementation in their agencies.

The highest-rated challenge, "Limited resources make it difficult to execute CSW effectively," scored a WM of 2.93. This suggests that resource constraints, such as funding, tools, or manpower, are prominent obstacles in achieving efficient CSW practices. These results align with the observations of Liwanag and Wyss (2018), who reported that resource limitations in developing nations often impede administrative efficiency and the effective application of



**ETCOR**

INTERNATIONAL  
MULTIDISCIPLINARY  
RESEARCH CONFERENCE

**Educational Research Center Inc.**  
SEC Reg. No. 2024020137294-00

Sta. Ana, Pampanga, Philippines



Website: <https://etcor.org>



**iJOINED ETCOR**  
P - ISSN 2984-7567  
E - ISSN 2945-3577



**The Exigency**  
P - ISSN 2984-7842  
E - ISSN 1908-3181

governance frameworks. Similarly, the statement "There is insufficient time to complete CSW tasks due to high workloads" received a WM of 2.92, underscoring the significant impact of excessive workloads on the ability to adhere to CSW standards. Gabriel et al. (2020) noted that high workloads are a recurring issue in public sector organizations, resulting in delayed outputs and compromised quality.

The statement "The lack of standardized templates leads to inconsistencies in CSW outputs" scored a WM of 2.91, indicating that respondents recognize the need for uniform guidelines to streamline CSW processes. Mavi and Saen (2022) emphasized the importance of standardization in reducing inconsistencies and ensuring alignment with organizational goals. This challenge is further compounded by the finding that "Lack of training limits the quality of CSW outputs," which scored a WM of 2.89. Training inadequacies create skill gaps that hinder the preparation of decision-ready recommendations, as corroborated by Christensen and Lægread (2020), who highlighted that insufficient capacity-building initiatives often limit the effectiveness of governance practices.

Lastly, the statement "Staff find it challenging to meet the expectations of CSW guidelines" scored a WM of 2.85. This reflects the difficulty staff face in aligning their outputs with CSW standards, likely due to the combined effects of training deficiencies, resource shortages, and the absence of standardized templates. These findings resonate with Duggan and Sherman (2020), who argue that unclear expectations and guidelines are key barriers to implementing structured administrative frameworks like CSW.

The results of Table 3 highlight critical challenges that hinder the effective execution of CSW in government agencies. Resource limitations, high workloads, and the lack of standardization and training were identified as significant issues, reflecting broader systemic challenges in public administration. Addressing these challenges will require targeted interventions, such as capacity-building initiatives, the development of standardized templates, and strategic resource allocation. These findings underscore the need for comprehensive reforms to optimize CSW practices and align them with organizational and governance objectives.

**Table 4**  
**Opportunities for Enhancing CSW Implementation**

	<b>wm</b>
1. Introducing standardized templates can improve CSW processes.	3.92
2. Technology integration would enhance CSW efficiency.	3.86
3. Regular training sessions can improve staff competency in CSW.	3.95
4. Support from management would enhance CSW implementation.	3.81
5. Inter-agency collaboration can provide best practices for CSW execution	3.74

Legend:

<b>Point</b>	<b>Scale Range</b>	<b>Verbal Interpretation</b>
4	4.00-3.00	Strongly Agree
3	2.99-2.00	Agree
2	1.99- 1.00	Disagree
1	1.00-0.99	Strongly Disagree





**ETCOR**

INTERNATIONAL  
MULTIDISCIPLINARY  
RESEARCH CONFERENCE

**Educational Research Center Inc.**  
SEC Reg. No. 2024020137294-00

Sta. Ana, Pampanga, Philippines



Website: <https://etcor.org>



**iJOINED ETCOR**  
P - ISSN 2984-7567  
E - ISSN 2945-3577



**The Exigency**  
P - ISSN 2984-7842  
E - ISSN 1908-3181

Table 4 highlights the perceived opportunities for enhancing the implementation of Completed Staff Work (CSW) in government agencies, based on respondents' weighted mean (WM) scores. All statements received a verbal interpretation of "Strongly Agree," reflecting a consensus among participants on the potential strategies for improving CSW processes.

The highest-rated statement, "Regular training sessions can improve staff competency in CSW," achieved a weighted mean of 3.95, indicating strong support for targeted capacity-building initiatives. This finding aligns with Gabriel et al. (2020), who emphasized that regular training is crucial for equipping employees with the necessary skills to meet administrative standards. It also reflects the global emphasis on workforce development in public administration, as discussed by Christensen and Læg Reid (2020) and Carvajal (2024a, 2024b), who noted that well-trained employees are better equipped to implement structured governance frameworks.

"Introducing standardized templates can improve CSW processes" received a WM of 3.92, underscoring the importance of uniformity and consistency in administrative tasks. Standardization minimizes ambiguity and ensures that outputs meet the expected quality standards, as highlighted by Mavi and Saen (2022). This finding suggests that respondents view standardized templates as a foundational step in optimizing CSW implementation.

The statement "Technology integration would enhance CSW efficiency" had a weighted mean of 3.86, reflecting the respondents' recognition of the transformative potential of digital tools in streamlining processes. This is consistent with the observations of Larcker and Tayan (2020), who argued that the adoption of technology in governance not only improves efficiency but also reduces redundancies in administrative workflows. The relatively high rating also indicates a readiness among respondents to embrace e-governance platforms to support CSW practices.

"Support from management would enhance CSW implementation" received a weighted mean of 3.81, highlighting the role of leadership in driving organizational change. Effective management support fosters an environment where CSW practices can be consistently applied and sustained. This finding resonates with Duggan and Sherman (2020), who stressed the importance of managerial advocacy in the successful adoption of administrative frameworks.

Lastly, "Inter-agency collaboration can provide best practices for CSW execution" scored a weighted mean of 3.74. This suggests that respondents see value in cross-agency partnerships to share experiences and strategies for implementing CSW effectively. Such collaboration is particularly relevant in the context of resource-constrained environments, as noted by Liwanag and Wyss (2018), where pooling knowledge and resources can lead to innovative solutions.

The results in Table 4 highlight several key opportunities for enhancing CSW implementation, including regular training, standardization, technological integration, managerial support, and inter-agency collaboration. These findings emphasize a comprehensive approach to strengthening CSW practices, combining capacity-building efforts with organizational and technological innovations. The high ratings across all items demonstrate the respondents' optimism regarding the potential improvements that these strategies could bring to CSW execution, aligning with global best practices in public administration.

**Table 5**  
**Significant differences in the perceptions of CSW practices, challenges, and opportunities**

Measure	F-Value	P-Value
CSW Practices	1.26	0.34
Challenges	0.77	0.53
Opportunities	3.05	0.08



**ETCOR** Educational Research Center Inc.  
SEC Reg. No. 2024020137294-00

INTERNATIONAL  
MULTIDISCIPLINARY  
RESEARCH CONFERENCE

Sta. Ana, Pampanga, Philippines



Website: <https://etcor.org>



**iJOINED ETCOR**  
P - ISSN 2984-7567  
E - ISSN 2945-3577



**The Exigency**  
P - ISSN 2984-7842  
E - ISSN 1908-3181

The analysis of variance (ANOVA) was conducted to determine if there are significant differences in the perceptions of CSW practices, challenges, and opportunities when grouped according to the demographic profiles of the respondents. The results, as presented, include the F-value and p-value for each measure.

For CSW practices, the F-value of 1.26 and p-value of 0.34 indicate no statistically significant difference in the perceptions across demographic groups. This suggests that respondents, regardless of their age, gender, length of service, or level of familiarity with CSW practices, hold relatively consistent views on how CSW practices are implemented within their agencies. This result aligns with the findings of Gabriel et al. (2020), who emphasized that standardized administrative frameworks reduce perceptual variability across workforce demographics, ensuring uniformity in practices and expectations.

Regarding challenges, the F-value of 0.77 and p-value of 0.53 similarly point to no significant differences in perceptions across demographic profiles. This uniformity may reflect systemic issues that transcend individual or group characteristics. Christensen and Læg Reid (2020) noted that challenges such as resource constraints, training gaps, and procedural inefficiencies are often perceived similarly across diverse groups in structured organizational settings. The results suggest that these challenges are experienced broadly and not confined to specific subgroups, highlighting a shared understanding of barriers in CSW implementation.

For opportunities, the F-value of 3.05 and p-value of 0.08 suggest a potential trend toward significance, though the result does not reach the conventional threshold of 0.05. This finding indicates that perceptions of opportunities for enhancing CSW practices may vary slightly among demographic groups, particularly in areas such as familiarity with CSW practices and length of service. For example, respondents with greater familiarity may recognize opportunities more readily due to their understanding of procedural gaps and potential improvements. Larcker and Tayan (2020) argued that exposure to technological tools and structured systems often influences perceptions of opportunities, suggesting that demographic factors such as familiarity and access to resources may shape respondents' optimism.

In conclusion, the ANOVA results show no significant differences in perceptions of CSW practices and challenges across demographic profiles, reflecting a shared understanding of these dimensions among respondents. However, the trend toward significance for opportunities suggests that demographic factors such as familiarity and experience may subtly influence how respondents perceive potential improvements in CSW implementation. These findings highlight the need for inclusive strategies that consider varying levels of exposure and understanding while promoting standardized enhancements across all demographic segments.

**Table 6**  
**Recommendations for Improving CSW Implementation**

	wm
1. Standardized CSW guidelines should be implemented across agencies.	3.49
2. Digital tools should be adopted to streamline CSW processes.	3.48
3. Regular performance reviews should be conducted for CSW practices.	3.38
4. Additional funding should be allocated for CSW training and resources.	3.49
5. Workshops and seminars on CSW best practices should be regularly held.	3.45

Legend:

Point	Scale Range	Verbal Interpretation
4	4.00-3.00	Strongly Agree
3	2.99-2.00	Agree



**ETCOR** Educational Research Center Inc.  
SEC Reg. No. 2024020137294-00

Sta. Ana, Pampanga, Philippines



Website: <https://etcor.org>

INTERNATIONAL  
MULTIDISCIPLINARY  
RESEARCH CONFERENCE



**iJOINED ETCOR**  
P - ISSN 2984-7567  
E - ISSN 2945-3577



**The Exigency**  
P - ISSN 2984-7842  
E - ISSN 1908-3181

2	1.99- 1.00	Disagree
1	1.00-0.99	Strongly Disagree

Table 6 presents the respondents' weighted mean scores on recommendations for improving the implementation of Completed Staff Work (CSW) in Philippine government agencies. All statements received a verbal interpretation of "Strongly Agree," reflecting a shared consensus among respondents on the proposed strategies to enhance CSW practices.

The highest-rated statements, "Standardized CSW guidelines should be implemented across agencies" and "Additional funding should be allocated for CSW training and resources," both achieved a weighted mean of 3.49. This underscores the importance of providing clear, unified frameworks and sufficient resources to support the effective execution of CSW processes. These findings align with Mavi and Saen (2022), who argued that standardization and adequate resource allocation are critical components of successful administrative reforms. Establishing consistent guidelines ensures uniformity across agencies, reducing ambiguity and enabling employees to produce decision-ready recommendations effectively. Additionally, funding for training and resources addresses capacity gaps, as noted by Christensen and Læg Reid (2020), who emphasized that well-resourced organizations are better positioned to adapt to structured governance practices.

The recommendation "Digital tools should be adopted to streamline CSW processes" scored a weighted mean of 3.48, highlighting the perceived value of technology integration in enhancing administrative efficiency. This is consistent with Larcker and Tayan's (2020) assertion that adopting digital tools not only automates repetitive tasks but also improves the accuracy and timeliness of outputs. The relatively high rating suggests that respondents recognize the transformative potential of e-governance platforms and are optimistic about leveraging technology to optimize CSW implementation.

The statement "Workshops and seminars on CSW best practices should be regularly held" received a weighted mean of 3.45, reflecting strong agreement on the importance of continuous learning and capacity building. Regular training opportunities ensure that employees remain updated on best practices and emerging trends, fostering a culture of excellence and adaptability. Gabriel et al. (2020) emphasized the role of workshops in promoting knowledge-sharing and collaboration, particularly in environments where administrative processes are evolving.

"Regular performance reviews should be conducted for CSW practices," with a weighted mean of 3.38, was also rated as "Strongly Agree," indicating that respondents see value in periodic evaluations to identify gaps and measure progress. Performance reviews provide feedback mechanisms that enable continuous improvement, a principle supported by Duggan and Sherman (2020) and Carvajal (2024a, 2024b), who highlighted the role of assessment in refining governance systems.

The findings suggest that respondents perceive the proposed recommendations as critical for improving CSW implementation. The emphasis on standardization, resource allocation, technology integration, training, and performance reviews reflects a comprehensive approach to addressing the challenges associated with CSW practices. These recommendations align with global best practices in public administration and underscore the need for a multi-faceted strategy to enhance governance efficiency.

## CONCLUSIONS

Based on the analysis of the data collected and the research questions posed, the following conclusions are drawn:

### 1. Demographic Profile and CSW Familiarity:

The respondents were predominantly from the younger age groups, with a near-balanced gender distribution and varying lengths of service in government. While a significant portion of respondents were familiar with CSW practices, a smaller group reported limited familiarity, suggesting the need for more inclusive training programs to bridge knowledge gaps.





**ETCOR** Educational Research Center Inc.  
SEC Reg. No. 2024020137294-00

Sta. Ana, Pampanga, Philippines



Website: <https://etcor.org>

INTERNATIONAL  
MULTIDISCIPLINARY  
RESEARCH CONFERENCE



**iJOINED ETCOR**  
P - ISSN 2984-7567  
E - ISSN 2945-3577



**The Exigency**  
P - ISSN 2984-7842  
E - ISSN 1908-3181

## 2. Current Practices of CSW:

The study revealed that CSW practices are generally implemented across the surveyed agencies, with respondents agreeing on their positive impact on decision-making efficiency. However, the findings suggest inconsistencies in application across organizational levels, indicating a need for standardization of procedures to ensure uniformity.

## 3. Challenges in CSW Execution:

The most significant challenges identified include resource constraints, high workloads, and insufficient training. These challenges were consistently perceived across demographic groups, reflecting systemic barriers within the agencies. Addressing these issues requires targeted interventions such as resource allocation and capacity-building initiatives.

## 4. Opportunities for Enhancing CSW:

Respondents strongly agreed on several opportunities to improve CSW implementation, such as the adoption of standardized templates, integration of digital tools, and conducting regular training. These strategies align with global best practices in public administration and underscore the potential for technology and structured frameworks to enhance administrative efficiency.

## 5. Significant Differences in Perceptions:

The analysis showed no statistically significant differences in the perceptions of CSW practices, challenges, and opportunities when grouped by demographic profile, suggesting a shared understanding of these dimensions across respondents. However, slight variations in the perception of opportunities, particularly among those with varying levels of familiarity with CSW, highlight the influence of exposure and experience on optimism toward improvements.

## 6. Recommendations:

The findings underscore the importance of developing a model that integrates CSW into governance frameworks, focusing on standardization, technological integration, and capacity building. This approach addresses both the challenges and opportunities identified, ensuring a sustainable and inclusive framework for enhancing CSW practices in the Philippine government.

## RECOMMENDATIONS

Based on the findings of this study, the following recommendations are proposed to enhance the implementation and effectiveness of Completed Staff Work (CSW) in the Philippine government:

### 1. Standardize CSW Guidelines and Processes

Government agencies should develop and enforce standardized CSW templates and workflows across all organizational levels. This will ensure uniformity and consistency in the preparation and execution of CSW practices, reducing ambiguities and improving the quality of outputs. Standardization is particularly important for aligning the practices of employees with varying levels of familiarity with CSW.

### 2. Invest in Capacity Building Through Regular Training Programs

Agencies should implement regular training sessions and workshops to address the gaps in knowledge and competency related to CSW practices. These programs should cater to employees at all levels, with a focus on enhancing analytical skills, decision-making capabilities, and adherence to CSW protocols. Training initiatives should also include refresher courses to ensure that staff remain updated on best practices.

### 3. Leverage Technology for Process Optimization

To streamline CSW processes, agencies should adopt digital tools and e-governance platforms that facilitate document management, workflow automation, and data analysis. These tools can improve the efficiency and timeliness of CSW outputs while reducing the manual workload on employees. This recommendation aligns with the global trend of integrating technology into administrative frameworks.

### 4. Provide Adequate Resources and Support

Additional funding should be allocated to support CSW-related activities, including the provision of technological tools, training materials, and skilled personnel. Management should ensure that employees have access to sufficient resources to execute CSW tasks effectively. This also includes addressing high workloads by distributing tasks equitably across teams.

### 5. Enhance Management Support and Leadership Advocacy

Senior leaders and managers should actively advocate for and support the implementation of CSW practices. Management can play a key role in fostering a culture of accountability and commitment by reinforcing the importance of CSW in decision-making processes and providing guidance on its application.

### 6. Facilitate Inter-Agency Collaboration



**ETCOR**

INTERNATIONAL  
MULTIDISCIPLINARY  
RESEARCH CONFERENCE

**Educational Research Center Inc.**  
SEC Reg. No. 2024020137294-00

Sta. Ana, Pampanga, Philippines



Website: <https://etcor.org>



**iJOINED ETCOR**  
P - ISSN 2984-7567  
E - ISSN 2945-3577



**The Exigency**  
P - ISSN 2984-7842  
E - ISSN 1908-3181

Government agencies should encourage collaboration and knowledge-sharing between departments to exchange best practices and successful strategies for CSW implementation. Inter-agency workshops and forums can provide valuable insights and foster a sense of collective improvement in administrative processes.

**7. Conduct Regular Performance Reviews of CSW Practices**

Establish a system for periodic assessment of CSW implementation to identify gaps, monitor progress, and evaluate the impact of improvements. These reviews should involve feedback from employees at all levels to ensure a comprehensive understanding of the strengths and weaknesses of current practices.

**8. Encourage Research and Innovation in CSW Practices**

Agencies should support further research into innovative approaches to CSW, including the exploration of AI-driven decision-making tools and adaptive governance models. This will help ensure that CSW practices remain relevant and responsive to the evolving needs of the public sector.

**REFERENCES**

Afsharian, M., Ahn, H., & Harms, S. G. (2021). A review of DEA approaches applying a common set of weights: The perspective of centralized management. *European Journal of Operational Research*.

Caringal-Go, J. F., & Teng-Calleja, M. (2022). Work-life balance crafting during COVID-19: Exploring strategies of telecommuting employees in the Philippines. *Community, Work & Family*.

Carvajal, A. L.P. (2014). Spiritualizing services in the government: The effects of spirituality in the work of selected Philippine government employees. *International Journal of Economics, Commerce and Management*, 2 (11), 1-14. <https://ijecm.co.uk/wp-content/uploads/2014/11/21155.pdf>

Carvajal, A.L.P. (2024a). *The Reflective Leader's Handbook: Mapping the Path to Effective Leadership*. ETCOR Educational Research Center Consultancy Services. <https://etcor.org/book-publications/the-reflective-leaders-handbook-mapping-the-path-to-effective-leadership>

Carvajal, A. L. P. (2024b). Heliotropic Leadership Practices in the Public Sector: A Framework for Improving Employee Performance and Service Delivery. *International Journal of Open-access, Interdisciplinary and New Educational Discoveries of ETCOR Educational Research Center (iJOINED ETCOR)*, 3(3), 121-143. [https://etcor.org/storage/iJOINED/Vol.%20III\(3\),%20121-143.pdf](https://etcor.org/storage/iJOINED/Vol.%20III(3),%20121-143.pdf)

Christensen, T., & Lægreid, P. (2020). Balancing governance capacity and legitimacy: How the Norwegian government handled the COVID-19 crisis as a high performer. *Public Administration Review*.

De los Santos, J. A. A., & Labrague, L. J. (2021). The impact of fear of COVID-19 on job stress and turnover



**ETCOR**

INTERNATIONAL  
MULTIDISCIPLINARY  
RESEARCH CONFERENCE

**Educational Research Center Inc.**  
SEC Reg. No. 2024020137294-00

Sta. Ana, Pampanga, Philippines



Website: <https://etcor.org>



**iJOINED ETCOR**  
P - ISSN 2984-7567  
E - ISSN 2945-3577



**The Exigency**  
P - ISSN 2984-7842  
E - ISSN 1908-3181

- intentions of frontline nurses in the community: A cross-sectional study in the Philippines. *Traumatology*.
- Duggan, J., & Sherman, U. (2020). Algorithmic management and app-work in the gig economy: A research agenda for employment relations and HRM. *Human Resource Management Journal*.
- Gabriel, A. G., Alcantara, G. M., & Alvarez, J. D. G. (2020). How do millennial managers lead older employees? The Philippine workplace experience. *Sage Open*.
- Jacoby, S. M. (2018). The embedded corporation: Corporate governance and employment relations in Japan and the United States. *Torrossa Journal*.
- Larcker, D., & Tayan, B. (2020). Corporate governance matters. *Stanford Business Review*.
- Labrague, L. J., & Ballad, C. A. (2021). Predictors and outcomes of work–family conflict among nurses. *International Nursing Review*.
- Liwanag, H. J., & Wyss, K. (2018). Conditions that enable decentralization to improve the health system: Perspectives on decision space after 25 years of devolution in the Philippines. *PLoS ONE*.
- Mavi, R. K., & Saen, R. F. (2019). Joint analysis of eco-efficiency and eco-innovation with common weights in two-stage network DEA: A big data approach. *Technological Forecasting and Social Change*.
- Mavi, R. K., & Saen, R. F. (2022). Balanced performance assessment under uncertainty: An integrated CSW-DEA and balanced scorecard (BSC). *Annals of Operations Research*.
- Ocampo, L., & Yamagishi, K. (2020). Modeling the lockdown relaxation protocols of the Philippine government in response to the COVID-19 pandemic: An intuitionistic fuzzy DEMATEL analysis. *Socio-economic Planning Sciences*.
- O'Leary, R. (2019). The impact of structured decision-making frameworks on governance efficiency. *Governance and Policy Review*.
- Parreñas, R. S., Silvey, R., & Hwang, M. C. (2019). Serial labor migration: Precarity and itinerancy among Filipino and Indonesian domestic workers. *International Migration Review*.
- Shafritz, J. M., Borick, C. P., & Hyde, A. C. (2022). Introducing public administration. *Taylor and Francis*.





**ETCOR**

INTERNATIONAL  
MULTIDISCIPLINARY  
RESEARCH CONFERENCE

**Educational Research Center Inc.**  
**SEC Reg. No. 2024020137294-00**

Sta. Ana, Pampanga, Philippines



Website: <https://etcor.org>



**iJOINED ETCOR**  
**P - ISSN 2984-7567**  
**E - ISSN 2945-3577**



**The Exigency**  
**P - ISSN 2984-7842**  
**E - ISSN 1908-3181**

Smith, V. B., & McGauley, M. W. (2023). A relational data model for advancing stormwater infrastructure management. *Journal of Sustainable Water Engineering*.

Song, M., & Fisher, R. (2019). Technological challenges of green innovation and sustainable resource management with large-scale data. *Technological Forecasting and Social Change*.

Talabis, D. A. S., Babierra, A. L., Buhat, C. A. H., & Lutero, D. S. (2021). Local government responses for COVID-19 management in the Philippines. *BMC Public Health*.

Wang, Z., & An, C. (2024). Assessing the water metabolism of coastal urban areas based on the water mass balance framework across time periods: A case study of Cape Town. *Ocean & Coastal Management*.