

ABSTRACT

The study was aimed to analyze the human resources management practices and competitive advantage of selected motor vehicle assemblers of the Philippines. This study was descriptive in nature. The HRM practices were considered independent variables and competitive advantage took part as dependent variables of the study. Descriptive statistics was adopted to determine the extent to which the HRM practices such as job organization, acquisition, development, maintenance, utilization, and exploration; and the competitive advantage in terms of quality, innovation, technology strategy, and market leadership of selected motor vehicle assemblers of the Philippines. The respondent companies consist of Toyota Motor Philippines Corporation, Mitsubishi Motor Philippines Corporation, Isuzu Philippines Corporation, Honda Care Philippines Incorporated and Nissan Motor Philippines Incorporated. The respondents included rank and file employees, supervisors, and managers.

The research instrument used was the self-survey questionnaire. Interviews with the key personnel were also employed for competitive advantage. One-way ANOVA was used to determine if significant differences exist among employee perception on HRM practices and employee assessment on competitive advantage. Least Significant Difference test was used to further determine which items gave significant values.

The major findings of the study are as follows:

1. The HRM practices such as job organization, acquisition, development, maintenance, utilization, and exploration are exercised to 'often' extent of practices with means of 3.53, 3.84, 3.99, 4.10, 4.07, and 3.60, respectively by the Motor Vehicle Assemblers of the Philippines. Maintenance is the highest among HRM practices and the least are the 'exploration and job organization'.
2. The perception of the respondent companies on competitive advantage revealed the overall category of 'moderate' extent in the percent increase from 20%-39%, which is interpreted as 'Good'. Quality obtained the highest means of 2.99 among competitive advantage variables of the study. It shows that the quality and performance of their products is getting more attention among competitive advantage variables of the study.
3. The results of the analysis of variance reveals significant difference as regards to the extent of frequency on HRM practices such as job organization (job analysis with significant values of 0.033), acquisition (human resource planning and recruitment with significant values of 0.024 and 0.002), development (training and education, career planning and development, and performance appraisal with significant values of 0.000, 0.000, 0.008, respectively), maintenance (compensation administration, rewards and benefits, and labor management relations with significant

values of 0.000, 0.006, 0.000, respectively), and utilization (moral and motivation, involvement and empowerment, and health and safety with significant values of 0.006, 0.000, 0.033 respectively). However, three practices such as job design, selection, and exploration got not significant differences with significant values of 0.165, 0.181, and 0.068, respectively.

4. Based on the results of analysis of variance on the perception of the respondents that there are significant differences as regard to the frequency of used of HRM practices and competitive advantage. Therefore, it implies that responses differ on the extent of use of HRM practices (except for exploration) among respondent companies. Moreover, employee assessment differs in the execution of Motor Vehicle Assembler's game plans on policy strategy for competitive advantage.