



ENHANCING HUMAN RESOURCE PRACTICES: A STUDY ON RECRUITMENT, SELECTION, AND PROMOTION IN CAGAYAN VALLEY'S PRIMARY LOCAL GOVERNMENT UNITS

MINERVA TULUAN-MARAMAG, DPA

Municipal Civil Registrar

Peñablanca, Cagayan, Philippines

mcrminervamaramag@gmail.com

ABSTRACT: *This study assessed the recruitment, selection, and promotion system of first-class municipalities in the Cagayan Valley Region, Philippines, and its impact on employee job performance. The research employed a descriptive correlational design, utilizing a questionnaire to gather data from 1260 permanent employees with three or more years of service across seven municipalities (Baggao, Nagtipunan, Maddela, Tumauni, Ilagan, Echague, and San Mariano). The study investigated the profile of these LGUs based on employee categories, population, internal revenue allotment, dominant religion, and land area. Employee perceptions of the recruitment, selection, and promotion systems were analyzed using weighted means, with t-tests employed to determine significant differences in perceptions between employee groups. Chi-square tests assessed the relationship between employee perceptions and job performance, as measured by performance evaluation reports. Results revealed variations in LGU profiles across the studied municipalities. Analysis of employee perceptions indicated varying levels of satisfaction with recruitment, selection, and promotion processes, with significant differences observed between employee groups in several municipalities. However, no significant relationship was found between employee perceptions of these systems and their job performance. The findings suggest that while the formal Merit Selection Plan (MSP) exists, its implementation and perceived fairness vary across municipalities, highlighting the need for targeted improvements in HR practices to enhance employee satisfaction and potentially improve organizational performance. Further research could explore the specific contextual factors contributing to these variations and develop tailored strategies for optimizing HR practices within each LGU.*

Keywords: *recruitment, selection, promotion, human resource, internal revenue allotment, local government unit, perceptions, local chief executives*

INTRODUCTION

The Merit Selection Plan (MSP) aims to ensure that the appointment of employees within the government service is based on the principles of merit and fitness, fostering equal employment



opportunities for all qualified men and women. This policy emphasizes non-discrimination in the selection process, prohibiting biases based on gender, civil status, disability, religion, ethnicity, or political affiliation.

The MSP covers positions within the first and second levels, encompassing appointments and other related personnel actions. When vacancies arise in these levels, all competent and qualified applicants who possess the required civil service eligibility will be considered for permanent appointments. Vacant positions must be published in compliance with Republic Act 7041 (Publication Law) and posted in at least three prominent locations within the LGU for a minimum of 15 calendar days.

Each agency will establish a Personnel Selection Board (PSB) for the first and second level positions. PSB members and their alternates will undergo comprehensive orientation and workshops on the selection/promotion process and Civil Service Commission (CSC) policies on appointments to ensure a thorough understanding of the procedures. All candidates for appointment will be screened by the PSB, which will maintain fairness and impartiality throughout the assessment process.

The Local Chief Executive (LCE) is tasked with ensuring equal representation of men and women in the PSB for all levels. For first and second level vacancies, all qualified next-in-rank employees will be automatically considered for promotion to higher positions. The appointing authority will evaluate the PSB's recommendations and, using sound discretion, select the most qualified candidates from among the top five applicants.

The appointing authority may choose an applicant who is not next in rank but demonstrates superior qualifications and competence, provided they have undergone the selection process. The evaluation of candidates will be based on performance, education and training, experience, outstanding accomplishments, psycho-social attributes, personality traits, and potential. An employee may be promoted to a position that is up to three salary grades higher than their current position, except in very meritorious cases. The MSP ensures a fair and transparent selection process that prioritizes merit and fitness, while promoting equal opportunities and non-discrimination within local government units. The MSP ensures a fair and transparent selection process that prioritizes merit and fitness, while promoting equal opportunities and non-discrimination within local government units.

The current procedures adopted by the Local Government Unit (LGU) for recruitment and selection are both systematic and inclusive. Initially, the Office of the Human Resource Management (OHRM)



ensures transparency by publishing vacant positions in the Civil Service Commission (CSC) Bulletin of Vacant Positions and posting the openings in at least three prominent locations within the LGU for a minimum of 15 days.

Following this, the Human Resource Management Officer (HRMO) compiles a list of candidates aspiring for the vacant position, whether they are from within the agency or external applicants. The HRMO conducts a preliminary evaluation of all candidates' qualifications and promptly informs all applicants of the outcome.

The selection lineup is then submitted to the Personnel Selection Board (PSB) for comprehensive deliberation. The PSB meticulously assesses the competence and qualifications of each candidate for the respective level of positions. They evaluate and deliberate en banc on the qualifications of those listed in the selection lineup, ensuring a fair and thorough assessment.

Finally, the PSB submits a list of recommended candidates for appointment to the relevant level positions. This structured and transparent process not only upholds meritocracy but also ensures that the selection of employees is based on competence and fairness, promoting a culture of excellence within the LGU.

Human Resource (HR) practices are fundamental to the effective management of local government units (LGUs). These practices ensure that recruitment, selection, and promotion processes are fair, transparent, and aligned with organizational goals. In the context of Cagayan Valley, primary local government units face distinctive challenges and opportunities in enhancing their HR practices to improve overall organizational performance and employee satisfaction. By examining the current state of HR practices, the study can provide valuable insights into the strengths and weaknesses of existing processes. This will lead to the development of more efficient and equitable HR strategies, which in turn can enhance the overall performance of LGUs, improve employee morale, and foster a more inclusive and supportive work environment.

The significance of this study lies in its potential to contribute to the modernization and effectiveness of HR practices in LGUs. Local government units in Cagayan Valley require modernized HR practices to keep pace with the evolving demands of public service and to ensure that they can attract and retain qualified personnel. Effective HR practices are crucial for improving organizational performance by ensuring that the right people are in the right positions, thereby enhancing productivity and service



delivery. Improved recruitment, selection, and promotion processes can increase employee satisfaction and retention, reducing turnover rates and fostering a more stable workforce. By drawing on recent research and literature, the study will propose evidence-based recommendations that are grounded in the latest advancements in HR management.

Understanding the specific challenges faced by LGUs in Cagayan Valley, such as resource constraints and cultural factors, is crucial. Tailoring HR strategies to the local context ensures their relevance and effectiveness, making them more likely to succeed. The principles of meritocracy, transparency, inclusivity, ethical standards, and continuous improvement are fundamental to HR practices. Ensuring that recruitment, selection, and promotion are based on merit is crucial for selecting the most qualified candidates. Transparent HR processes build trust among employees and stakeholders, while inclusive practices ensure that opportunities are available to a diverse pool of candidates. Adherence to ethical standards in HR practices ensures integrity and professionalism, and continuous improvement fosters a culture of excellence and innovation within the organization.

Recent studies provide valuable insights into how HR practices can be enhanced to support the goals of LGUs in Cagayan Valley. For instance, Bruns (2014) examined the role of HR development in local government, emphasizing the importance of HR strategy in driving organizational change and development. Maher (2023) explored HR management practices in local governments in Southeast Asia, including the Philippines, highlighting the challenges and best practices in the region. Additionally, GovPilot (2023) offers practical recommendations for mastering HR practices in local government, covering key areas such as recruitment, selection, and promotion. Agustin (2016) investigated the organizational climate of LGUs in Cagayan Valley, highlighting the importance of a positive organizational climate in enhancing job performance. These studies provide a foundation for understanding the current landscape of HR practices in local government and offer valuable insights into how HR strategies can be enhanced to meet the unique needs of Cagayan Valley's LGUs.

Other studies have highlighted the importance of effective HR practices in local government units (LGUs). For instance, **Esteban-Faculty (2021)** examined the organizational effectiveness of the University of Cagayan Valley, emphasizing the role of job satisfaction in employee performance and retention. The study found that job satisfaction is closely linked to recognition, income, promotion, and overall fulfillment, suggesting that effective HR practices can significantly impact employee morale and productivity.



Another relevant study by **Espina (2024)** explored the role of HR officers in Cagayan de Oro City, focusing on strategic planning, work engagement, and organizational performance. The findings indicated that continuous development programs and emotional intelligence training for HR officers can improve social-emotional awareness and interpersonal skills, leading to better organizational performance.

In addition to these studies, recent research by **Ondin and Espina (2024)** investigated the role of the Human Resource Officer, strategic planning, work engagement, and organizational performance in Cagayan de Oro City. The study used a descriptive correlational and causal-comparative design, involving 255 full-time staff and faculty from selected higher institutions in the city. The results revealed that the respondents' answers were highly aware, very highly implemented, very highly engaged, and very highly performed when dealing with organizational performance, showing that causal model 3 is the best-fit model for organizational performance. The study concluded that the environment plays a vital role in the level of awareness of the role of human resource officers, where improvements in the hiring process must be thoroughly evaluated, leading to better organizational performance.

Furthermore, **Inarda (2020)** explored the Prime-Human Resource Management (PRIME-HRM) and organizational commitment in the context of public service in the Philippines. The study found that the implementation of human resource systems has a strong correlation with employee engagement, suggesting that well-implemented HR management programs can significantly influence participation and policy enhancement.

In addition to these studies, **Agustin, Chona (2016)** investigated the organizational climate of local government units in the Cagayan Valley region and its implication to job performance. The study utilized a descriptive correlational design and found that the organizational climate was very good along different dimensions, which positively impacted job performance. The results revealed that when administrators are grouped according to personal profile, their perception did not sufficiently relate to perception, whereas for the employees' group, all the personal profile variables directly affected their perception. This study highlights the importance of a positive organizational climate in enhancing job performance and suggests that provisions to maintain an excellent organizational climate must be in place for quality service delivery.

Recent research by **Gonzales and Adducul (2020)** focused on the Human Resource Information System (HRIS) of the Cagayan Valley Computer and Information Technology College. The study aimed



to describe the system's development using the Agile Software Development Method and assess its qualities in terms of technicality, functionality, and usability. The HRIS was designed to consolidate employees' records, monitor attendance and leave, manage class schedules, and generate service records. The study highlighted the importance of efficient HR systems in managing large volumes of data and improving HR processes.

STATEMENT OF THE PROBLEM

This study aimed at assessing the Recruitment, Selection, and Promotion System of the First Class Municipalities of Local Government Units in the Cagayan Valley Region. Specifically, it sought to answer the following questions:

1. What is the profile of the Local Government Units of the First Class Municipalities in the Cagayan Valley Region relative to:

- 1.1. Category of Employees
- 1.2. Population
- 1.3. Internal Revenue Allotment
- 1.4. Dominant Religion
- 1.5. Total Land Area

2. What is the perception of employees on the system of recruitment, selection, and promotion of Local Government Units of the first class municipalities and as a whole?

3. What is the job performance of the employees of Local Government Units of the First Class municipalities as reflected in their performance evaluation report?

4. Is there a significant difference in the perceptions of the employees on the system of their recruitment, selection and promotion of the first class municipalities and as a whole?

5. Is there a significant relationship between the perception of the employees on the recruitment, selection and promotion system and their job performance of the first class municipalities and as a whole?

HYPOTHESES

This study is guided by the following hypotheses:

1. That there is no difference in the perceptions of the employees on the system of their recruitment, selection and promotion of the first class municipalities and as a whole?

2. That there is no relationship between the perception of the employees on the recruitment, selection and promotion system and their job performance of the first class municipalities and as a whole?



RESEARCH METHODOLOGY

This study assessed the recruitment, selection and promotion of the First Class Municipalities of Local Government Units in the Cagayan Valley Region. Respondents are limited to employees with three-year experience and above in the Local Government Unit of the seven (7) First Class Municipalities which are, Baggao, Nagtipunan, Maddela, Tumauni, Ilagan, Echague and San Mariano of the Cagayan Valley Region only. Since this study attempted to assess the recruitment, selection and promotion system in the Local Government Units of the First Class Municipalities in the Cagayan Valley Region and its implication to job performance, the descriptive correlation design was employed. This research method, according to Wallen and Fraenkel (1993, p.287) describes an existing relationship between variables and the degree to which two or more qualitative variables are related and it does so by the use of a correlation coefficient. The respondents of the study were all the permanent employees of the Local Government Units of the First Class Municipalities in Region 02 who are at least three years and above in service. Total enumeration was used in the selection of these respondents. The distribution of respondents is shown in Table 1.001

Table 1

Distribution of Respondents by First Class Municipalities

Municipalities	Employees
Baggao	133
Nagtipunan	174
Maddela	195
Tumauni	132
Ilagan	331
Echague	166
San Mariano	129
Total	1260

The primary research instrument utilized in collecting the needed data in this study was a questionnaire. The gathering tool is composed of two parts. The first part contains the profile of the respondents. The second portion elicited the data on the perception of the members of selection board and employees on the system of recruitment, selection and promotion of the Local Government Unit (LGU). The data gathering tool was patterned from questionnaire used by Pasicolan (2001). The job performance of the



employees was taken from the result of the performance rating of the employees. Documentary analysis was used.

The data gathered on profile of the LGU were analyzed using the simple frequency counts only.

The perception of respondents on the system of recruitment, selection and promotion were analyzed using the weighted mean.

To further interpret the weighted mean a criterion scale was used as follows:

Numerical Value	Mean Range	Descriptive Scale
5	4.20-5.00	always
4	3.40-4.19	often
3	2.60-3.39	sometimes
2	1.80-2.59	rarely
1	1.00-1.79	never

To test any significant difference in the perception of the employees on the system on recruitment, selection and promotion, the t-test for uncorrelated means was utilized.

To test the relationship between the perceptions of the employees on the system of recruitment, selection and promotion and their performance the Chi-square test was utilized.

RESULTS AND DISCUSSION

Table 1.1

Distribution of Local Government Units in the First Class

Municipalities and as a Whole According to Category of Employees in the Cagayan Valley Region

Profile Category of Employees	Baggao	Tumauini	Ilagan	San Mariano	Echague	Maddela	Nagtipunan	As a Whole
1 st level position	101	86	235	99	112	135	88	856
2 nd level position	32	46	86	30	54	60	86	394
Total	133	132	321	129	166	195	174	1250

Table shows the distribution of local government units in the first municipalities and as a whole according to category of employees in the Cagayan valley Region. Ilagan has the highest frequency of



employees with a total of three hundred twenty-one (321) where 235 belong to the first level category while only 86 are in the second level in their organization. The result shows also that majority in this local government unit has more employees in the lower echelon of the organization. This implies the employees still lack relevant requirements to shift to the next level position. While the municipality of San Mariano has the lowest frequency with a total one hundred twenty-nine employees. Ninety-nine (99) of these employees are in the lower level position in comparison to only 29 in the higher level category. This outcome shows that this local government unit has majority of its employees belong to the lower bracket of the organization. This implies the employees are still deficient as to the requisites to the next level position. As a whole, the pattern from each municipality is maintained, so in full, majority or 855 are in the lower group while 394 are in the second level of the 1250 employees. This implies that the first class municipalities of this LGU have more employees presently occupying the lower level position in the organization despite their status as first class.

Table 1.2

Distribution of Local Government Units in the First class

Municipalities and as a Whole According to Internal Revenue Allotment in the Cagayan Valley Region

Profile	Baggao	Tumaui ni	Ilgan	San Mariano	Echague	Maddela	Nagtipunan	As a Whole
Internal Revenue Allotment	80,454,898	59,638,096	118,680,197	89,612,117	68,296,417	63,211,822	81,913,427	561,806,974
Total	80,454,898	59,638,096	118,680,197	89,612,117	68,296,417	63,211,822	81,913,427	561,806,974

Table 1.2 shows the distribution of Local Government Units in the first class municipalities as a whole according to internal revenue allotment in the Cagayan Valley Region. The IRA of Baggao amounts to Php 80,454,898.00. This revenue allotment is the fourth highest from all the first class municipalities in the region while Tumaui has an IRA of Php59,638,096.00 which is the lowest allotment among all the first class municipalities in the region. As a whole the total IRA for the seven first class municipalities included in this study is Php 561,806,974.00 of the LGU in the region.



Table 1.3

Distribution of Local Government Units in the First Class
Municipalities and as a Whole According Population In the Cagayan Valley Region

Profile	Baggao	Tumauini	Ilagan	San Mariano	Echague	Maddela	Nagtipunan	As a Whole
Population	66,264	50,256	119,990	41,309	61,101	32,236	17,027	388,183
Total	66,264	50,256	119,990	41,309	61,101	32,236	17,027	388,183

Table 1.3 shows the distribution of Local Government Units in the first class municipalities and as a whole according to population in the Cagayan Valley Region. The Municipality of Ilagan is most inhabited among the first class municipality in the region with 119,990 while Nagtipunan as a first class municipality is the least populated with only 17,027 among the first class municipalities in the region but yet third highest in terms of IRA. As a Whole the total population of the first class municipalities in the region has a total of 388,183.

Table 1.4

Distribution of Local Government Units in the First Class
Municipalities and as a Whole According Dominant Religion in the Cagayan Valley Region

Profile	Baggao	Tumauini	Ilagan	San Mariano	Echague	Maddela	Nagtipunan	As a Whole
Catholic	56,605	43,629	105,077	37,567	51,343	18,300	8,280	358,368
Total	56,605	43,629	105,077	37,567	51,343	18,300	8,280	358,368

Table 1.4 shows the distribution of Local Government Units in the first class municipalities and as a whole according to dominant religion in the Cagayan Valley Region. Ilagan has also shows a big number of Catholics with a total of 105,077 from that of the total population. Hence there is a majority of Catholics in this municipality implying that this is also the dominant religion just like the other towns. Catholic is also the dominant religion in the of Nagtipunan with the lowest frequency of 8,200. This means that majority of the employees are Catholics. This implies that Catholics dominate the other religion in this LGU. As a whole the total number of Catholics in the first class municipalities is 358,368. This result indicates that majority of the employee respondents are Catholics across municipalities in the region which implies that this is still the dominant religion.



Table 1.5

Distribution of Local Government Units in the First Class

Municipalities and as a Whole According to the total Land Area in the Cagayan Valley Region

Profile	Baggao	Tumauini	Ilagan	San Mariano	Echague	Maddela	Nagtipunan	As a Whole
Total Land Area	92,060	46,730	139,950	146,950	68,080	65,232	160,740	719,162
Total	92,060	46,730	139,950	146,950	68,080	65,232	160,740	719,162

Table 1.5 shows the distribution of Local Government Units in the first class municipalities and as a whole according to total land area in the Cagayan Valley Region. Nagtipunan is the highest among the first class municipalities in the region in terms of land area of 160.740 while Tumauini has the lowest total land area of 46,730 among the first class municipalities. As a whole the total land area of the first class municipalities in the region is 719,162.

Table 2a.1

Item Mean Perception of Employees on the System of

Recruitment of Local Government in the First Class Municipality of Baggao

Items	Item Mean	DS
Job posting notices of the vacancies shall be posted	4.00	Often
The management through the human resource management officer identifies the knowledge, skills, and abilities an individual should possess in order to fulfill the duties and functions being asked by the vacant position.	3.9	Often
Publishes vacancies in the CSC bulletin board and are posted in three (3) conspicuous places of the LGU for fifteen (15) days before same are filled up.	3.8	Often
The process of recruitment starts as soon as the need for additional personnel is identified, ideally as result of human resource planning.	3.2	Sometimes
Conducts preliminary evaluation of the qualification of all candidates. Those initially found qualified shall undergo further assessment such as written examination, skills test, interview and	2.9	Sometimes



others.		
List down candidates aspiring for the vacant position, either from within or outside the agency, including net in rank employees.	2.4	Rarely
HRMOs notify all applicants of the outcome of the preliminary evaluation	2.4	Rarely
Category Mean	3.23	Sometimes

The Item mean perception of employees on the system of recruitment of Local Government in the first class municipality of Baggao is presented in table 2a.1. The item "job posting notices of the vacancies shall be posted" was perceived by the employees with the highest item mean of 4.00 or often. This implies that the members of the selection board frequently make a posting of job vacancies as perceived by the employee respondents. The other items perceived by the employee respondents as often are "the management through the human resource management officer identifies the knowledge, skills, and abilities an individual should possess in order to fulfill the duties and functions being asked by the vacant position and publishes vacancies in the CSC bulletin board and are posted in three (3) conspicuous places of the LGU for fifteen (15) days before same are filled up" with item means of 3.80 and 3.90 respectively. The respondents perceived item "the process of recruitment starts as soon as the need for additional personnel is identified, ideally as result of human resource planning and conducts preliminary evaluation of the qualification of all candidates. Those initially found qualified shall undergo further assessment such as written examination, skills test, interview and others" with item means of 2.90 and 3.20 or sometimes: The respondents perceived with the lowest item mean of 2.60 or rarely the items "list down candidates aspiring for the vacant position, either from within or outside the agency, including next in rank employees and HRMOs notify all applicants of the outcome of the preliminary evaluation". This implies that the members of the selection board seldom inform applicants of their preliminary evaluation results make a list candidates aspiring for the position as perceived by the respondents. The category mean of 3.23 or sometimes implies that respondents observed that recruitment in this municipality is occasionally implemented as to its policies.



Table 2a. 2

Item Mean Perception of Employees on the System of
Recruitment of Local Government in the First Class Municipality of Tumauni

Items	Item Mean	DS
Publishes vacancies in the CSC bulletin board and are posted in three (3) conspicuous places of the LGU for fifteen (15) days before same are filled up.	4.00	Often
Job posting notices of the vacancies shall be posted	3.90	Often
The process of recruitment starts as soon as the need for additional personnel is identified, ideally as result of human resource planning.	3.80	Often
List down candidates aspiring for the vacant position, either from within or outside the agency, including net in rank employees.	3.80	Often
HRMOs notify all applicants of the outcome of the preliminary evaluation	3.30	Sometimes
Conducts preliminary evaluation of the qualification of all candidates. Those initially found qualified shall undergo further assessment such as written examination	3.20	Sometimes
The management through the human resource management officer identifies the knowledge, skills, and abilities an individual should possess in order to fulfill the duties and functions being asked by the vacant position.	3.00	Sometimes
Category Mean	3.57	Often

The item mean perception of employee on the system of recruitment of Local Government in the first class municipality of Tumauni is presented in table 2a.2. The employees perceived as often the item "publishes vacancies in the CSC bulletin board and are posted in three (3) conspicuous places of the LGU for fifteen (15) days before same are filled up" with the highest item mean of 4.00. This implies that the members of the selection board regularly make a publication on job vacancies as perceived by the employee respondents. The other items perceived by the employee respondents as often are "job posting notices of the vacancies shall be posted, the process of recruitment starts as soon as the need for additional personnel is identified, ideally as result of human resource planning and list down candidates aspiring for the vacant position, either from within or outside the agency, including next in



rank employees" with item means of 3.80, 3.90 respectively. perceived the items "HRMOS notify all applicants of the outcome of the preliminary evaluation and conducts preliminary evaluation of the qualification of all candidates. Those initially found qualified shall undergo further assessment such as written examination, skills test, interview and others" with item means of 3.20 and 3.30 or sometimes. Likewise, the respondents perceived with the lowest item mean of 3.00 or sometimes the item "the management through the resource management officer identifies the knowledge, skills, and abilities an individual should possess in order to fulfill the duties and functions being asked by the asked by the vacant position". This implies that the members of the selection board occasionally define the duties and functions being asked by the position as perceived by the respondents. The category mean of 3.57 or often implies that recruitment in this municipality as frequently observed terms of its policies.

Table 2a.3

Item Mean Perception of Employees on the System of
Recruitment of Local Government in the First Class Municipality of Ilagan

Items	Item Mean	DS
The process of recruitment starts as soon as the need for additional personnel is identified, ideally as result of human resource planning.	3.50	Often
Publishes vacancies in the CSC bulletin board and are posted in three (3) conspicuous places of the LGU for fifteen (15) days before same are filled up.	3.40	Often
Job posting notices of the vacancies shall be posted	3.20	Sometimes
The management through the human resource management officer identifies the knowledge, skills, and abilities an individual should possess in order to fulfill the duties and functions being asked by the vacant position.	3.10	Sometimes
List down candidates aspiring for the vacant position, either from within or outside the agency, including net in rank employees.	2.80	Sometimes
Conducts preliminary evaluation of the qualification of all candidates. Those initially found qualified shall undergo further assessment such as written examination	2.50	Rarely
HRMOs notify all applicants of the outcome of the preliminary	2.40	Rarely



evaluation		
Category Mean	2.99	Sometimes

The item mean perception of employee on the system of recruitment of Local Government in the first class municipality of Ilagan is presented in table 2a.3. The employees perceived as always the item "the process of recruitment starts as soon as the need for additional personnel is identified, ideally as result of human resource planning". with the highest item mean of 4.20. This implies that the members of the selection board at all times follow the usual policy prior to recruitment and see to it that the needs in the vacant position are well defined as perceived by the employee respondents. The other item perceived by the employee respondents as often are "publishes vacancies in the CSC bulletin board and are posted in in three (3) conspicuous places of the LGU for fifteen (15) days before same are filled up" with item mean of 3.40. The respondents also perceived the items "job posting notices of the vacancies shall be posted, the management through the human resource management officer identifies the knowledge, skills, and abilities an individual should possess in order in order to fulfill the duties and functions being asked by the vacant position and list down candidates aspiring the vacant position, either from within or outside the agency, including next in rank employees" as sometimes with an item means of 2.80, 3.10 and 3.20. The respondents perceived the item "conducts preliminary evaluation of the qualification of all candidates. Those initially found qualified shall undergo further assessment such as written examination, skills test, interview and others" with an item mean of 2.50 or rarely. Likewise, the respondents perceived with the lowest item mean of 2.40 or rarely the item "HRMOS notify all applicants of the outcome of the preliminary evaluation". This implies that the members of selection board seldom inform applicants of their preliminary evaluation results. The category mean of 2.99 or sometimes implies that the respondents found recruitment in this town as occasionally observed in terms of its policies.

Table 2a.4

Item Mean Perception of Employees on the System of
Recruitment of Local Government in the First Class Municipality of San Mariano

Items	Item Mean	DS
Job posting notices of the vacancies shall be posted	4.10	Often
Publishes vacancies in the CSC bulletin board and are posted in three (3) conspicuous places of the LGU for fifteen (15) days before same are filled up.	4.00	Often



The process of recruitment starts as soon as the need for additional personnel is identified, ideally as result of human resource planning.	3.90	Often
List down candidates aspiring for the vacant position, either from within or outside the agency, including net in rank employees.	3.70	Often
The management through the human resource management officer identifies the knowledge, skills, and abilities an individual should possess in order to fulfill the duties and functions being asked by the vacant position.	3.40	Often
Conducts preliminary evaluation of the qualification of all candidates. Those initially found qualified shall undergo further assessment such as written examination	3.10	Sometimes
HRMOs notify all applicants of the outcome of the preliminary evaluation	2.60	Sometimes
Category Mean	3.54	Often

The item 2a.4 shows the item mean perception of employee on the system of recruitment of Local Government in the first class municipality of San Mariano. The employees perceived as often the item "job posting notices of the vacancies shall be posted" with the highest item mean of 4.10. This implies that the members of the selection board regularly make job posting for all vacancies as perceived by the employee respondents. The other items perceived by the employee respondents as often are "publishes vacancies in the CSC bulletin board and are posted in three (3) conspicuous places of the LGU for fifteen (15) days before same are filled up, the process of recruitment starts as soon as the need for additional personnel is identified, ideally as result of human resource planning, list down candidates aspiring for the vacant position, either from within or outside the agency, including next in rank employees, and the management through the human resource management officer identifies the knowledge, skills, and abilities an individual should possess in order to fulfill the duties and functions being asked by the vacant position" with item means of 3.40, 3.70, 3.90 and 4.00 respectively. Likewise, the respondents perceived as sometimes the item "conducts preliminary evaluation of the qualification of all candidates. Those initially found qualified shall undergo further assessment such as written examination, skills test, interview and others" with item mean of 3.10. Likewise, the respondents perceived with the lowest item mean of 2.60 or sometimes the "HRMOs notify all applicants of the outcome of the preliminary evaluation". This implies that the members of the selection board



occasionally inform applicants of their preliminary evaluation results as perceived by the respondents. The category mean of 3.54 or often implies that the respondents found recruitment in the first class municipality of San Mariano as regularly implemented.

Table 2a.5

Item Mean Perception of Employees on the System of
Recruitment of Local Government in the First Class Municipality of Echague

Items	Item Mean	DS
The process of recruitment starts as soon as the need for additional personnel is identified, ideally as result of human resource planning.	3.40	Often
The management through the human resource management officer identifies the knowledge, skills, and abilities an individual should possess in order to fulfill the duties and functions being asked by the vacant position.	3.30	Sometimes
Conducts preliminary evaluation of the qualification of all candidates. Those initially found qualified shall undergo further assessment such as written examination	3.30	Sometimes
HRMOs notify all applicants of the outcome of the preliminary evaluation	3.30	Sometimes
List down candidates aspiring for the vacant position, either from within or outside the agency, including net in rank employees.	2.80	Sometimes
Job posting notices of the vacancies shall be posted	2.70	Sometimes
Publishes vacancies in the CSC bulletin board and are posted in three (3) conspicuous places of the LGU for fifteen (15) days before same are filled up.	2.70	Sometimes
Category Mean	3.07	Sometimes

The item 2a.5 shows the item mean perception of employee on the system of recruitment of Local Government in the first class municipality of Echague. The employee respondents perceived the item "the process. of recruitment starts as soon as the need for additional personnel is identified, ideally as result of human resource planning" with the highest item mean of 3.40 or often. This implies that the members of the selection board regularly follow the usual policy prior to recruitment prior to recruitment



as perceived by the employee respondents. The other items perceived by the employee respondents as sometimes are "the management through the human resource management officer identifies the knowledge, skills, and abilities an individual should possess. in order to fulfill the duties and functions being asked by the vacant position, conducts preliminary evaluation of the qualification of all candidates. Those initially found qualified shall undergo further assessment such as written examination, skills test, interview and others, HRMOS notify all applicants of the outcome of the preliminary evaluation and list down candidates aspiring for the vacant position, either from within or outside the agency, including next in rank employees" with item means of 2.80 and 3.30 respectively. Likewise, the respondents perceived with the lowest item mean of 2.70 OY sometimes the items job posting notices of the vacancies shall be posted and publishes vacancies in the CSC bulletin board and, are posted in three (3) conspicuous places of the LGU for fifteen (15) days before are filled up." This implies that the members of the selection board occasionally make job posting and publishing of job vacancies as perceived by the respondents. The category mean of 3.07 or sometimes implies that the respondents found recruitment the first class municipality of Echague as occasionally observed in terms of its policies.

Table 2a.7

Item Mean Perception of Employees on the System of
Recruitment of Local Government in the First Class Municipality of Nagtipunan

Items	Item Mean	DS
Job posting notices of the vacancies shall be posted	4.20	Always
Publishes vacancies in the CSC bulletin board and are posted in three (3) conspicuous places of the LGU for fifteen (15) days before same are filled up.	4.20	Always
The management through the human resource management officer identifies the knowledge, skills, and abilities an individual should possess in order to fulfill the duties and functions being asked by the vacant position.	3.20	Sometimes
Conducts preliminary evaluation of the qualification of all candidates. Those initially found qualified shall undergo further assessment such as written examination.	3.00	Sometimes
The process of recruitment starts as soon as the need for	2.80	Sometimes



additional personnel is identified, ideally as result of human resource planning.		
List down candidates aspiring for the vacant position, either from within or outside the agency, including net in rank employees.	2.80	Sometimes
HRMOs notify all applicants of the outcome of the preliminary evaluation	2.10	Rarely
Category Mean	3.19	Sometimes

Table 2a.7 shows the item mean perception of employee on the system of recruitment of Local Government in the first class municipality of Nagtipunan. The employees perceived as always the items "job posting notices of the vacancies shall be posted and publishes vacancies in the CSC bulletin board and are posted in three (3) conspicuous places of the LGU for fifteen (15) days before same are filled up" with the highest item mean of 4.20. This implies that the members of the selection board constantly make job posting notices and make publications for all vacancies as perceived by the employee respondents. The other items perceived by the employee respondents as sometimes are "the management through the human resource management officer identifies the knowledge, skills, and abilities an individual should possess order to fulfill the duties and functions being asked by the vacant position, conducts preliminary evaluation of the qualification of all candidates. Those initially found qualified shall undergo further assessment such as written examination, skills test, interview and others, the process of recruitment starts as soon as the need for additional personnel is identified, ideally as result of human resource planning and list down candidates aspiring for the vacant position, either from within or outside the agency, including next in rank employees" with item means of 2.80 3.00 and 3.20 respectively. Likewise, the respondents perceived with the lowest item mean of 2.10 or rarely the item "HRMOS notify all applicants of the outcome of the preliminary evaluation". This implies that the members of the selection board seldom inform applicants of their preliminary evaluation results. The category mean of 3.19 or sometimes implies that the respondents found recruitment in the first class municipality of Nagtipunan as seldom observed in terms of its policies.

Table 2a.8

Item Mean Perception of Employees on the System of
Recruitment of Local Government as a Whole

Items	Item Mean	DS
Publishes vacancies in the CSC bulletin board and are posted in	4.20	Always



three (3) conspicuous places of the LGU for fifteen (15) days before same are filled up.		
Job posting notices of the vacancies shall be posted.	4.19	Often
The management through the human resource management officer identifies the knowledge, skills, and abilities an individual should possess in order to fulfill the duties and functions being asked by the vacant position.	3.81	Often
The process of recruitment starts as soon as the need for additional personnel is identified, ideally as result of human resource planning.	3.74	Often
Conducts preliminary evaluation of the qualification of all candidates. Those initially found qualified shall undergo further assessment such as written examination.	3.18	Sometimes
List down candidates aspiring for the vacant position, either from within or outside the agency, including net in rank employees.	3.17	Sometimes
HRMOs notify all applicants of the outcome of the preliminary evaluation.	3.06	Sometimes
Category Mean	3.62	Often

Table 2a.8 shows the item mean perception of employees on the system of recruitment of Local Government in the first class municipality as a whole. The employees perceived as always the item "publishes board vacancies in the CSC bulletin board and are posted in three (3) conspicuous places of the LGU for fifteen (15) days before same are filled up" with the highest item mean of 4.20. This implies that the members of the selection board at all times bed its policies ng publish vacancies following standard procedures as perceived by the employee respondents. The other items perceived by the employee respondents as often are "job posting notices of the vacancies shall be posted, the management through the human resource management officer identifies the knowledge, skills, and abilities an individual should possess in order to fulfill the duties and functions being asked by the vacant position and the process of recruitment starts as soon as the need for additional personnel is identified, ideally as result of human resource planning" with item means of 3.74, 3.81 and 4.19 respectively. The items "conducts preliminary evaluation of the qualification of all candidates and list down candidates aspiring vacant position, either from within or outside the agency, including next in rank employees. Those initially found qualified shall undergo further assessment such as written



examination, skills test, interview and others" with item means of 3.17 and 3.18 or sometimes. Likewise, the respondents perceived with the lowest item mean of 3.06 or sometimes the item "HRMOS notify all applicants of the outcome of the preliminary evaluation". This implies that the members of the selection board occasionally inform applicants of their preliminary evaluation results. The category mean of 3.62 or often implies that as a whole the respondents found recruitment as frequently observed and implemented in terms of its policies hence making and background the system effective and efficient.

Table 2b.1

Item Mean Perception of Employees on the System of

Selection of Local Government in the First Class Municipality of Baggao

Items	Item Mean	DS
The Physically fit, then comes job placement.	3.70	Often
If the applicant accepts the offer, physical examination comes next to determine if she/he is physically fit.	3.30	Sometimes
Applicants will gather through recruitment efforts and undergo the initial screening which is normally the first step in the selection process. Those who do not meet the minimum requirements based on their resume are eliminated in this step.	3.20	Sometimes
Standardized tests relevant to the job are then administered to the applicants who passed the initial screening.	3.20	Sometimes
HRM officer subject those pass the test to preliminary interview.	3.20	Sometimes
Departmental interview is conducted where the applicant is supposed meet face-to-face his/her would be supervisor.	3.20	Sometimes
If the applicant has passed the initial screening, preliminary interview, test and background check are administered, then a job offer will follow.	3.10	Sometimes
Background check is administered for reference and employment history.	2.60	Sometimes
Category Mean	3.19	Sometimes

The item mean perception of employees on the system of selection of Local Government in the first class municipality of Baggao is presented in table 2b.1. The item "if physically fit, then comes job placement" was perceived by the employees as often with the highest item mean of 3.70. This implies that the members of the selection board frequently implement the physical fitness of the applicant prior



to placement as perceived by the employees. The employee respondents likewise perceived as sometimes the other items of selection such as "if the applicant accepts the offer, physical examination comes next determine if she/he is physically fit, applicants will gather through recruitment efforts and undergo the initial screening which is normally the first step in the selection process. Those who do not meet the minimum requirements based on their resume' are eliminated in this step, standardized tests relevant to the job are then administered to the applicants who passed the initial screening, standardized tests relevant to the job are administered to the applicants who passed the initial screening, HRM officer subject those who pass the test to preliminary interview, departmental interview is conducted where the applicant is supposed to meet face-to-face his/her would be supervisor and if the applicant has passed the initial screening, preliminary interview, test and background check are administered, then a job offer will follow" with item means of 3.10, 3.20 and 3.30 or sometimes. On the other hand, the respondents perceived item "background check is administered for reference and employment history" with the lowest item mean of 3.04 or sometimes. This implies that the members of the selection board seldom conduct background check among qualified applicants. The category mean of 3.44 or often implies that in this municipality selection policies of the selection process are regularly implemented as perceived by the employees.

Table 2b.2

Item Mean Perception of Employees on the System of
Selection of Local Government in the First Class Municipality of Tumauni

Items	Item Mean	DS
Departmental interview is conducted where the applicant is supposed meet face-to-face his/her would be supervisor.	3.30	Sometimes
The Physically fit, then comes job placement.	3.20	Sometimes
Applicants will gather through recruitment efforts and undergo the initial screening which is normally the first step in the selection process. Those who do not meet the minimum requirements based on their resume are eliminated in this step.	3.10	Sometimes
HRM officer subject those pass the test to preliminary interview.	3.10	Sometimes
Standardized tests relevant to the job are then administered to the applicants who passed the initial screening.	2.90	Sometimes
If the applicant has passed the initial screening, preliminary interview, test and background check are administered, then a	2.90	Sometimes



job offer will follow.		
If the applicant accepts the offer, physical examination comes next to determine if she/he is physically fit.	2.90	Sometimes
Background check is administered for reference and employment history.	2.80	Sometimes
Category Mean	3.03	Sometimes

Table 2b.2. shows the item mean perception of employees on the system of selection of Local Government in the first class Municipality of Tumauni. The respondents perceived item "departmental interview is conducted where the applicant is supposed to meet face-to-face his/her would be supervisor" by the employees as sometimes with the highest item mean of 3.30. This implies that the members of the op selection board occasionally conduct departmental interview where applicant meets would be supervisor as perceived by the employees. The employee respondents likewise perceived as sometimes the other items of selection such as "if physically fit, then comes job placement, applicants will gather through recruitment efforts and undergo the initial screening which is normally the first step in the selection process. Those who do not meet the minimum requirements based on their resume' are eliminated in HRM officer subject those who pass the test to preliminary interview, standardized tests relevant to the job are then administered to the applicants who passed the initial screening, standardized tests relevant to the job are then administered to the applicants who passed the initial screening, if the applicant has passed the initial screening, preliminary interview, test and background check are administered, then a job offer will follow and if the applicant accepts the offer, physical examination comes next to determine if she/he is physically fit," with item means of 2.90, 3.10 and 3.20 or sometimes. On the other hand, the respondents perceived item "background check is administered for reference and employment history" with the lowest item mean of 3.04 or sometimes. This implies that the members of the selection board seldom conduct background check among qualified applicants. The category mean of 3.03 or sometimes implies that in this municipality selection policies of the selection process are occasionally implemented as perceived by the employees.

Table 2b.3

Item Mean Perception of Employees on the System of
Selection of Local Government in the First Class Municipality of Ilagan

Items	Item Mean	DS
Departmental interview is conducted where the applicant is	3.20	Sometimes



supposed meet face-to-face his/her would be supervisor.		
Applicants will gather through recruitment efforts and undergo the initial screening which is normally the first step in the selection process. Those who do not meet the minimum requirements based on their resume are eliminated in this step.	3.10	Sometimes
If the applicant has passed the initial screening, preliminary interview, test and background check are administered, then a job offer will follow.	3.10	Sometimes
Standardized tests relevant to the job are then administered to the applicants who passed the initial screening.	2.90	Sometimes
If the applicant accepts the offer, physical examination comes next to determine if she/he is physically fit.	2.80	Sometimes
HRM officer subject those pass the test to preliminary interview.	2.70	Sometimes
The Physically fit, then comes job placement.	2.60	Sometimes
Background check is administered for reference and employment history.	2.90	Sometimes
Category Mean	2.90	Sometimes

Table 2b.3 shows the item mean perception of employees on the system of selection of Local Government in the first class Municipality of Ilagan. The respondents perceived item "departmental interview is conducted where the applicant is supposed to meet face-to-face his/her would be supervisor" by the employees as sometimes with the highest item mean of 3.20. This implies that the members of the selection board occasionally conduct departmental interview on where applicant meets would be supervisor as perceived by the employees. The employee respondents likewise perceived as sometimes the other items of selection such as "applicants will gather through recruitment efforts and undergo the initial screening which is normally the first step in the selection process. Those who do not meet the minimum requirements based on their resume are eliminated in this step, if the applicant has passed the initial screening, preliminary interview, test and background check are administered, then a job offer will follow, if the applicant accepts the offer, physical examination comes next to determine if she/he is physically fit, standardized tests relevant to the job are then administered to the applicants who passed the initial screening, standardized tests relevant to the job are then administered to the applicants who passed the initial screening, HRM officer subject those who pass the test to preliminary interview and if physically fit, then. comes job placement," with item means of 2.70, 2.80, 2.90 and 3.10



or sometimes. On the other hand, the respondents perceived item "background check is administered for reference and employment history" with the lowest item mean of 2.60 or sometimes. This implies that the members of the selection board seldom conduct background check among qualified applicants. The category mean of 2.90 or sometimes implies that in this municipality the employees perceived selection policies of the selection process as occasionally implemented by the selection board.

Table 2b.4

Item Mean Perception of Employees on the System of
Selection of Local Government in the First Class Municipality of San Mariano

Items	Item Mean	DS
The Physically fit, then comes job placement.	3.90	Often
If the applicant accepts the offer, physical examination comes next to determine if she/he is physically fit.	3.70	Often
If the applicant has passed the initial screening, preliminary interview, test and background check are administered, then a job offer will follow.	3.50	Often
Applicants will gather through recruitment efforts and undergo the initial screening which is normally the first step in the selection process. Those who do not meet the minimum requirements based on their resume are eliminated in this step.	3.40	Often
Background check is administered for reference and employment history.	3.40	Often
HRM officer subject those pass the test to preliminary interview.	3.30	Sometimes
Departmental interview is conducted where the applicant is supposed meet face-to-face his/her would be supervisor.	3.20	Sometimes
Standardized tests relevant to the job are then administered to the applicants who passed the initial screening.	3.10	Sometimes
Category Mean	3.44	Often

The item mean perception of employees on the system of selection of Local Government in the first class Municipality of San Mariano presented in table 2b.4. The item "if physically fit, then comes job placement" was perceived by the employees as often with the highest item mean of 3.90. This implies that the members of the selection board frequently implement the physical fitness of the applicant prior



to placement as perceived by employees. The employee respondents likewise perceived as often the other items of selection such as "if the applicant accepts the offer, physical examination comes to determine if she/he is physically fit, if the applicant has passed the initial screening, preliminary interview, test and background check are administered, then a job offer will follow, applicants will gather through recruitment efforts and undergo the initial screening which is normally the first step in the selection process. Those who do not meet the minimum requirements based on their resume' are eliminated in this step, and background check is administered for reference and employment history" with item means of 3.40, 3.50 and 3.70 respectively. Also the respondents perceived the item "HRM officer subject those who pass the test to preliminary interview and departmental interview is conducted where the applicant is supposed to meet face-to-face his/her would be supervisor" with item mean of 3.20 and 3.30 or sometimes. On the other hand, the respondents perceived with the lowest item mean of 3.10 or sometimes item "standardized tests relevant to the job are then administered to the applicants who passed the initial screening." This implies that the members of the selection board seldom conduct standardized tests among applicants who passed the initial screening as perceived by the employees. The category mean of 3.44 or often implies that selection requisites of the selection process is regularly implemented as perceived by the employees in this municipality.

Table 2b.5

Item Mean Perception of Employees on the System of
Selection of Local Government in the First Class Municipality of Echague

Items	Item Mean	DS
Applicants will gather through recruitment efforts and undergo the initial screening which is normally the first step in the selection process. Those who do not meet the minimum requirements based on their resume are eliminated in this step.	3.40	Often
If the applicant has passed the initial screening, preliminary interview, test and background check are administered, then a job offer will follow.	3.40	Often
The Physically fit, then comes job placement.	3.30	Sometimes
If the applicant accepts the offer, physical examination comes next to determine if she/he is physically fit.	3.10	Sometimes



HRM officer subject those pass the test to preliminary interview.	3.00	Sometimes
Standardized tests relevant to the job are then administered to the applicants who passed the initial screening.	2.90	Sometimes
Background check is administered for reference and employment history.	2.70	Sometimes
Departmental interview is conducted where the applicant is supposed meet face-to-face his/her would be supervisor.	2.70	Sometimes
Category Mean	3.06	Sometimes

The item mean perception of employees on the system of selection of Local Government in the Municipality of Echague presented in table 2b5. The items "applicants will gather through recruitment efforts and undergo the initial screening which is normally the first step in the selection process. Those who do not meet the minimum requirements based on their resume' are eliminated in this step and if the applicant has passed the initial screening, preliminary interview, test and background check are administered, then a job offer will follow, were perceived by the employees as often with the highest item mean of 3.40. This implies that the members of the selection board regularly implement the first step in the selection process and do screening as perceived by the employees. The employee respondents on the other hand perceived as sometimes the other items of selection such as "if physically fit, then comes job placement, if the applicant accepts the offer, physical examination comes next to determine if she/he is physically fit, HRM officer subject those who pass the test to preliminary interview and standardized tests relevant to the job are then administered to the applicants who passed the initial screening" with item means of 2.90, 3.00, 3.10 and 3.30 respectively. On the other hand, the respondents perceived with the lowest item mean of 2.70 or sometimes items "background check is administered for reference and employment history and departmental interview is conducted where the applicant is supposed to meet face-to-face his/her would be supervisor". This implies that the members of the selection board seldom conduct background check among qualified applicants and departmental interview as perceived by the employees. The category mean of 3.06 or sometimes implies that selection requirements of the selection process are at times implemented as perceived by the employees.



Table 2b.6

Item Mean Perception of Employees on the System of
Selection of Local Government in the First Class Municipality of Maddela

Items	Item Mean	DS
Applicants will gather through recruitment efforts and undergo the initial screening which is normally the first step in the selection process. Those who do not meet the minimum requirements based on their resume are eliminated in this step.	3.70	Often
The Physically fit, then comes job placement.	3.20	Sometimes
If the applicant has passed the initial screening, preliminary interview, test and background check are administered, then a job offer will follow.	3.10	Sometimes
Standardized tests relevant to the job are then administered to the applicants who passed the initial screening.	2.70	Sometimes
HRM officer subject those pass the test to preliminary interview.	2.70	Sometimes
If the applicant accepts the offer, physical examination comes next to determine if she/he is physically fit.	2.70	Sometimes
Background check is administered for reference and employment history.	2.60	Sometimes
Departmental interview is conducted where the applicant is supposed meet face-to-face his/her would be supervisor.	2.60	Sometimes
Category Mean	2.91	Sometimes

Table 2b.6 presents the item mean perception of employees on the system of selection of Local Government in the Municipality of Maddela. The items "applicants will gather through recruitment efforts and undergo the initial screening which is normally the first step in the selection process. Those who do not meet the minimum requirements based on their resume' in this step" was perceived by the employees as often with the highest item mean of 3.70. This implies that the members of the selection board regularly implement the first step in the selection process as perceived by the employees. The employee respondents on the other hand perceived as sometimes the other items of selection such as "if physically fit, then comes job placement, if the applicant has passed the initial screening, preliminary



interview, test and background check are administered, then a job offer will follow, standardized tests relevant to the job are then administered to the applicants who passed the initial screening, HRM officer subject those who pass the test to preliminary interview and if the applicant accepts the offer, physical examination comes next to determine if she/he is physically fit" with item means of 2.70, 3.10, 3.10 and 3.20 respectively. On the other hand, the respondents perceived with the lowest item mean of 2.60 or sometimes "background check is administered for reference and employment history and departmental interview is conducted where the applicant is supposed to meet face-to-face his/her would be supervisor". This implies that the members of selection board seldom conduct background check among the qualified applicants and departmental interview as perceived by the employees. The category mean of 2.91 or implies that selection requirements of the selection process are at times implemented as perceived by the employees in this municipality.

Table 2b.7

Item Mean Perception of Employees on the System of
Selection of Local Government in the First Class Municipality of Nagtipunan

Items	Item Mean	DS
If the applicant has passed the initial screening, preliminary interview, test and background check are administered, then a job offer will follow.	3.30	Sometimes
Applicants will gather through recruitment efforts and undergo the initial screening which is normally the first step in the selection process. Those who do not meet the minimum requirements based on their resume are eliminated in this step.	3.10	Sometimes
If the applicant accepts the offer, physical examination comes next to determine if she/he is physically fit.	3.00	Sometimes
HRM officer subject those pass the test to preliminary interview.	2.90	Sometimes
Departmental interview is conducted where the applicant is supposed meet face-to-face his/her would be supervisor.	2.90	Sometimes
The Physically fit, then comes job placement.	2.88	Sometimes
Background check is administered for reference and employment history.	2.50	Rarely
Standardized tests relevant to the job are then administered to	1.90	Rarely



the applicants who passed the initial screening.		
Category Mean	2.81	Sometimes

Table 2b.7 presents the item mean perception of employees on the system of selection of Local Government in the Municipality of Nagtipunan. The item "if the applicant has passed the initial screening, preliminary interview, test and background check are administered, then a job offer will follow" was perceived by the employees as sometimes with the highest item mean of 3.30. This implies that the members of the selection board occasionally conduct preliminary interview, test and background check among applicants as perceived by the employees. The employee respondents likewise perceived as often the other items of selection such as "applicants will gather through recruitment efforts and undergo the initial screening which is normally the first step in the selection process. Those who do not meet the minimum requirements based on their resume' are eliminated in this step, if the applicant accepts the offer, physical examination comes next to determine if she/he is physically fit, HRM officer subject those who pass the test to preliminary interview, departmental interview is conducted where the applicant is supposed to meet face-to-face his/her would be supervisor and if physically fit, then comes job placement" with item means of 2.88, 2.90, 3.00 and 3.10 or sometimes respectively. The respondents perceived the item "Background check is administered for reference and employment history" with an item mean of 2.50 or rarely. On the other hand, the respondents perceived with the lowest item mean of 1.90 or rarely item "standardized tests relevant to the job are then administered to the applicants who passed the initial screening. This implies that the members of selection board seldom conduct standardized tests among applicants who passed the initial screening as perceived by the employees. The category mean of 2.81 or sometimes implies that selection requisites of the selection process is occasionally implemented as perceived by the employees.

Table 2b.8

Item Mean Perception of Employees on the System of
Selection of Local Government As a Whole

Items	Item Mean	DS
The Physically fit, then comes job placement.	3.66	Often
If the applicant accepts the offer, physical examination comes next to determine if she/he is physically fit.	3.37	Sometimes
Applicants will gather through recruitment efforts and undergo	3.34	Sometimes



the initial screening which is normally the first step in the selection process. Those who do not meet the minimum requirements based on their resume are eliminated in this step.		
HRM officer subject those pass the test to preliminary interview.	3.34	Sometimes
Standardized tests relevant to the job are then administered to the applicants who passed the initial screening.	3.34	Sometimes
Departmental interview is conducted where the applicant is supposed meet face-to-face his/her would be supervisor.	3.30	Sometimes
If the applicant has passed the initial screening, preliminary interview, test and background check are administered, then a job offer will follow.	3.26	Sometimes
Category Mean	3.33	Sometimes

Table 2b.8 presents the item mean perception of employees on the system of selection of Local Government as a Whole. The item "if physically fit, then comes job placement" as perceived by the employees as often with the highest item mean of 3.66. This implies that the members of the selection board frequently implement the physical fitness of applicant prior to placement as perceived by the employees. The employee respondents likewise perceived as sometimes the other items of selection such as "if the applicant accepts the offer, physical examination comes next to determine if she/he is physically fit, applicants will gather through recruitment efforts and undergo the initial screening which is normally the first step in the selection process. Those who do not meet the minimum requirements based on their resume' are eliminated in this step, and background check is administered for reference and employment history, HRM officer subject those who pass the test to preliminary interview, standardized tests relevant to the job are then administered to the applicants who passed the initial screening and background check is administered for reference and employment history and departmental interview is conducted where the applicant is supposed to meet face-to-face his/her would be supervisor" with item means of 3.30, 3.34 and 3.37 respectively. Also the respondents perceived with the lowest item mean of 3.26 or now and again the item "if the applicant has passed the initial screening, preliminary interview, test and background check are administered, then a job offer will follow". This implies that the members of the selection board seldom conduct preliminary interview among applicants who passed the initial screening as perceived by the employees. The category mean of 3.33 or sometimes implies that selection requisites of the selection process is irregularly implemented as perceived by the employees as a whole



Table 2c.1

Item Mean Perception of Employees on the System of Promotion of
Local Government in the First Class Municipality of Baggao

Items	Item Mean	DS
The personnel selection board evaluates the qualifications of employees from which the appointing authority, the LCE may choose the person to be promoted.	3.70	Often
An employee who is aspiring for promotion maintains a very outstanding performance coupled with education, training and related job experience.	3.30	Sometimes
An appointing authority may appoint an employee/applicant for promotion who is net in rank and possess qualifications and competence and has undergone selection process.	3.30	Sometimes
HRMOs notify all candidates/employees on the outcome of the selection.	3.00	Sometimes
The personnel selection board maintains fairness and impartiality in the evaluation of candidates for promotion.	2.80	Sometimes
Category Mean	3.28	Sometimes

The table 2c.1 shows the item mean perception of employees on the system of promotion of Local Government in the first class municipality of Baggao. The respondents perceived the item "the personnel selection board evaluates the qualifications of employees from which the appointing authority, the LCE may choose the person to be promoted" with the highest item mean of 3.70 or often. This implies the members of the selection board regularly evaluate the of employees. Also the employee respondents perceived the other items of recruitment as sometimes "an employee who is aspiring for promotion maintains a very outstanding performance coupled with education, training and related job experience, an appointing authority may appoint an employee/applicant for promotion who is next in rank and possess qualifications and competence and has undergone selection process and HRMOS notify all candidates/employees the outcome of the selection" with item means of 3.00 and 3.30 respectively. The respondents perceived with the lowest item mean of 2.80 or sometimes item "the promotion personnel selection board maintains fairness and impartiality in the evaluation of candidates for promotion". This implies that the members of the selection board occasionally observed neutrality in



the evaluation of the promotion of candidates The category mean of 3.28 or sometimes implies that promotion in the system selective/subjective as indicated by the perception of employees

Table 2c.2

Item Mean Perception of Employees on the System of Promotion of
Local Government in the First Class Municipality of Tumauni

Items	Item Mean	DS
An employee who is aspiring for promotion maintains a very outstanding performance coupled with education, training and related job experience.	3.10	Sometimes
The personnel selection board evaluates the qualifications of employees from which the appointing authority, the LCE may choose the person to be promoted.	3.00	Sometimes
An appointing authority may appoint an employee/applicant for promotion who is net in rank and posses qualifications and competence and has undergone selection process.	3.00	Sometimes
HRMOs notify all candidates/employees on the outcome of the selection.	2.80	Sometimes
The personnel selection board maintains fairness and impartiality in the evaluation of candidates for promotion.	2.70	Sometimes
Category Mean	2.92	Sometimes

The table 2c.2 shows the item mean perception of employees on the system of promotion of Local Government in the first class municipality of Tumauni. The respondents perceived the item "an employee who is aspiring for promotion maintains a very outstanding performance coupled with education, training and related job experience" with the highest item mean of 3.10 or sometimes. This implies that the employees opting for promotion must maintain outstanding performance. Also the employee respondents perceived the other items of recruitment "the personnel selection board evaluates the qualifications of employees from which the appointing authority, the LCE may choose the person to be promoted, an appointing authority may appoint an employee/applicant for promotion who is next in rank and possess qualifications and has undergone selection process and HRMOS notify all candidates/employees on the outcome of the selection" with item means of 2.80 and 3.00 respectively. The respondents perceived with the lowest item mean of 2.70 or sometimes item "the personnel



selection board maintains fairness and impartiality in the evaluation of candidates for promotion". This implies that the members of the selection board occasionally maintain neutrality in the evaluation of the promotion of candidates. The category mean of 2.92 or sometimes implies that promotion in the system is more subjective than objective in this organization.

Table 2c.3

Item Mean Perception of Employees on the System of Promotion of
Local Government in the First Class Municipality of Ilagan

Items	Item Mean	DS
The personnel selection board evaluates the qualifications of employees from which the appointing authority, the LCE may choose the person to be promoted.	4.00	Sometimes
An employee who is aspiring for promotion maintains a very outstanding performance coupled with education, training and related job experience.	3.30	Sometimes
HRMOs notify all candidates/employees on the outcome of the selection.	3.10	Sometimes
An appointing authority may appoint an employee/applicant for promotion who is net in rank and possess qualifications and competence and has undergone selection process.	2.90	Sometimes
The personnel selection board maintains fairness and impartiality in the evaluation of candidates for promotion.	2.60	Sometimes
Category Mean	3.18	Sometimes

Table 2c.3 shows the item mean perception of employee on the system of promotion of Local Government in the city of Tuguegarao. The respondents perceived the item "The personnel selection board evaluates the qualifications of employees from which the appointing authority, the LCE may choose the person to be promoted" with the highest item mean of 4.00 or sometimes. This implies that the members of the selection board sometimes follow the first step in the promotion process. Also the employee respondents perceived the other items of recruitment as often " An employee who is aspiring for promotion maintains a very outstanding performance coupled with education, training and related job experience, HRMOs notify all candidates/employees on the outcome of the selection and An appointing authority may appoint an employee/applicant for promotion who is net in rank and possess



qualifications and competence and has undergone selection process " with the item means of 3.30,3.10 and 2.90 respectively. The respondents perceived with the lowest item mean of 2.60 or often item " The personnel selection board maintains fairness and impartiality in the evaluation of candidates for promotion ". This implies that the members of the selection board regularly maintain neutrality in the evaluation of the promotion of candidates. The category mean of 3.18 or sometimes implies that promotion in the system is regularly observed.

Table 2c.4

Item Mean Perception of Employees on the System of Promotion of
Local Government in the First Class Municipality of San Mariano

Items	Item Mean	DS
The personnel selection board evaluates the qualifications of employees from which the appointing authority, the LCE may choose the person to be promoted.	4.10	Often
In appointing authority may appoint an employee/applicant for promotion who is net in rank and possess qualifications and competence and has undergone selection process.	4.00	Often
HRMOs notify all candidates/employees on the outcome of the selection.	4.00	Often
An employee who is aspiring for promotion maintains a very outstanding performance coupled with education, training and related job experience.	3.90	Often
The personnel selection board maintains fairness and impartiality in the evaluation of candidates for promotion.	3.70	Often
Category Mean	3.94	Often

Table 2c.4 shows the item mean perception of employee on the system of promotion of Local Government in the city of Tuguegarao. The respondents perceived the item "an appointing authority may appoint an employee/applicant for promotion who is net in rank and possess qualifications and competence and has undergone selection process" with the highest item mean of 4.30 or always. This implies that the members of the selection board at all times follow the first step in the promotion process. Also the employee respondents perceived the other items of recruitment as often "the



personnel evaluates the qualifications of employees from which appointing authority, the LCE may choose the person to be promoted, HRMOS notify all candidates/employees on the outcome of the selection and an employee who is aspiring for promotion maintains a very outstanding performance coupled with education, training and related job experience" with item means of 3.50,3.60 and 4.00 respectively. The respondents perceived with the lowest item mean of 3.40 or often item "the personnel selection board maintains fairness and impartiality in the evaluation of candidates for promotion". This implies that the members of the selection board regularly maintain neutrality in the evaluation of the promotion of candidates. The category mean of 3.80 or often implies that promotion in the system is highly observed to its highest degree, thus applicants are equally treated.

Table 2c.5

Item Mean Perception of Employees on the System of Promotion of
Local Government in the First Class Municipality of Echague

Items	Item Mean	DS
The personnel selection board evaluates the qualifications of employees from which the appointing authority, the LCE may choose the person to be promoted.	3.10	Sometimes
An employee who is aspiring for promotion maintains a very outstanding performance coupled with education, training and related job experience.	3.00	Sometimes
HRMOs notify all candidates/employees on the outcome of the selection.	2.70	Sometimes
An appointing authority may appoint an employee/applicant for promotion who is net in rank and possess qualifications and competence and has undergone selection process.	2.71	Sometimes
The personnel selection board maintains fairness and impartiality in the evaluation of candidates for promotion.	2.50	Sometimes
Category Mean	2.80	Sometimes

Table 2c.5 shows the item mean perception of employee on the system of promotion of Local Government in the municipality of Echague. The respondents perceived the item "an appointing authority may appoint an employee/applicant for promotion who is net in rank and possess



qualifications and competence and has undergone selection process” with the highest item mean of 4.30 or always. This implies that the members of the selection board at all times follow the first step in the promotion process. Also the employee respondents perceived the other items of recruitment as often "the personnel evaluates the qualifications of employees from which appointing authority, the LCE may choose the person to be promoted, HRMOS notify all candidates/employees on the outcome of the selection and an employee who is aspiring for promotion maintains a very outstanding performance coupled with education, training and related job experience" with item means of 3.50,3.60 and 4.00 respectively. The respondents perceived with the lowest item mean of 3.40 or often item "the personnel selection board maintains fairness and impartiality in the evaluation of candidates for promotion". This implies that the members of the selection board regularly maintain neutrality in the evaluation of the promotion of candidates. The category mean of 3.80 or often implies that promotion in the system is highly observed to its highest degree, thus applicants are equally treated.

Table 2c.6

Item Mean Perception of Employees on the System of Promotion of
Local Government in the First Class Municipality of Maddela

Items	Item Mean	DS
An employee who is aspiring for promotion maintains a very outstanding performance coupled with education, training and related job experience.	3.40	Often
An appointing authority may appoint an employee/applicant for promotion who is net in rank and possess qualifications and competence and has undergone selection process.	3.30	Sometimes
The personnel selection board evaluates the qualifications of employees from which the appointing authority, the LCE may choose the person to be promoted.	3.20	Sometimes
HRMOs notify all candidates/employees on the outcome of the selection.	3.00	Sometimes
The personnel selection board maintains fairness and impartiality in the evaluation of candidates for promotion.	2.90	Sometimes
Category Mean	3.15	Sometimes



Table 2c.6 shows the item mean perception of employee on the system of promotion of Local Government in the Municipality of Maddela. The respondents perceived the item "an appointing authority may appoint an employee/applicant for promotion who is net in rank and possess qualifications and competence an has undergone selection process" with the highest item mean of 4.30 or always. This implies that the members of the selection board at all times follow the first step in the promotion process. Also the employee respondents perceived the other items of recruitment as often "the personnel evaluates the qualifications of employees from which appointing authority, the LCE may choose the person to be promoted, HRMOS notify all candidates/employees on the outcome of the selection and an employee who is aspiring for promotion maintains a very outstanding performance coupled with education, training and related job experience" with item means of 3.50,3.60 and 4.00 respectively. The respondents perceived with the lowest item mean of 3.40 or often item "the personnel selection board maintains fairness and impartiality in the evaluation of candidates for promotion". This implies that the members of the selection board regularly maintain neutrality in the evaluation of the promotion of candidates. The category mean of 3.80 or often implies that promotion in the system is highly observed to its highest degree, thus applicants are equally treated.

Table 2c.7

Item Mean Perception of Employees on the System of Promotion of
Local Government in the First Class Municipality of Nagtipunan

Items	Item Mean	DS
An employee who is aspiring for promotion maintains a very outstanding performance coupled with education, training and related job experience.	3.80	Often
The personnel selection board evaluates the qualifications of employees from which the appointing authority, the LCE may choose the person to be promoted.	3.60	Often
An appointing authority may appoint an employee/applicant for promotion who is net in rank and posses qualifications and competence and has undergone selection process.	3.40	Often
HRMOs notify all candidates/employees on the outcome of the selection.	3.30	Sometimes
The personnel selection board maintains fairness and	3.20	Sometimes



impartiality in the evaluation of candidates for promotion.		
Category Mean	3.46	Often

Table 2c.7 shows the item mean perception of employee on the system of promotion of Local Government in the city of Nagtipunan. The respondents perceived the item "an appointing authority may appoint an employee/applicant for promotion who is net in rank and possess qualifications and competence and has undergone selection process" with the highest item mean of 4.30 or always. This implies that the members of the selection at all times follow the first step in the promotion process. Also the employee respondents perceived the other items of recruitment as often "the personnel evaluates the qualifications of employees from which appointing authority, the LCE may choose the person to be promoted, HRMOS notify all candidates/employees on the outcome of the selection and an employee who is aspiring for promotion maintains a very outstanding performance coupled with education, training and related job experience" with item means of 3.50,3.60 and 4.00 respectively. The respondents perceived with the lowest item mean of 3.40 or often item "the personnel selection board maintains fairness and impartiality in the evaluation of candidates for promotion". This implies that the members of the selection board regularly maintain neutrality in the evaluation of the promotion of candidates. The category mean of 3.80 or often implies that promotion in the system is highly observed to its highest degree, thus applicants are equally treated.

Table 2c.8

Item Mean Perception of Employees on the System of Promotion of
Local Government As a Whole

Items	Item Mean	DS
The personnel selection board evaluates the qualifications of employees from which the appointing authority, the LCE may choose the person to be promoted.	3.63	Often
HRMOs notify all candidates/employees on the outcome of the selection.	3.52	Often
An employee who is aspiring for promotion maintains a very outstanding performance coupled with education, training and related job experience.	3.51	Often
An appointing authority may appoint an employee/applicant for promotion who is net in rank and posses qualifications	3.41	Often



and competence and has undergone selection process.		
The personnel selection board maintains fairness and impartiality in the evaluation of candidates for promotion.	3.41	Often
Category Mean	3.50	Often

Table 2c.8 shows the item mean perception of employee on the system of promotion of Local Government as a whole. The respondents perceived the item "an appointing authority may appoint an employee/applicant for promotion who is net in rank and possess qualifications and competence and has undergone selection process" with the highest item mean of 4.30 or always. This implies that the members of the selection board at all times follow the first step in the promotion process. Also the employee respondents perceived the other items of recruitment as often "the personnel evaluates the qualifications of employees from which appointing authority, the LCE may choose the person to be promoted, HRMOS notify all candidates/employees on the outcome of the selection and an employee who is aspiring for promotion maintains a very outstanding performance coupled with education, training and related job experience" with item means of 3.50,3.60 and 4.00 respectively. The respondents perceived with the lowest item mean of 3.40 or often item "the personnel selection board maintains fairness and impartiality in the evaluation of candidates for promotion". This implies that the members of the selection board regularly maintain neutrality in the evaluation of the promotion of candidates. The category mean of 3.80 or often implies that promotion in the system is highly observed to its highest degree, thus applicants are equally treated

Table 3

Mean Performance of the Employee of the LGU by First Class Municipality as Reflected in their Evaluation

Mean Range	D. S.	Baggao		Tumauini		Ilagan		San Mariano		Echague		Maddela		Nagtipunan	
		F	P	F	P	F	P	F	P	F	P	F	P		
9.30 – 10.00	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
7.50	VS	11	84.2	11	87.1	30	94.0	12	93.8	15	93.	16	85.	16	92.5



– 9.29 9		2	1	5	2	2	8	1	0	6	80	6	13	1	3
4.70 – 7.49 9	S	21	15.7 9	17	12.8 8	19	5.92	8	6.20	8	6.2 0	29	14.8 7	13	7.47
2.90 – 4.69 9	F	0	0.00	0	0.0 0	0	0.00	0	0.00	0	0.0 0	0	0.0 0	0	0.00
2.00 – 2.89 9	P	0	0.00	0	0.0 0	0	0.00	0	0.00	0	0.0 0	0	0.0 0	0	0.00
Total		13 3	100. 00	13 2	100. 00	32 1	100. 00	12 9	100. 00	16 6	100. 00	19 5	100. 00	17 4	100. 00
Mean Performance =						8.04				8.10				8.26	8.26
8.26			8.06			8.23									

Table 3 shows the mean performance of the employees of the LGU by first the class municipality in their evaluation. In Baggao, of the 133 respondents 112 or 84.21 percent obtained a performance rating of very satisfactory while 21 or 15.79 percent were satisfactory. These results, showed that majority of the employees are performing their task well as revealed by the mean performance of 8.04 or very satisfactory. This implies that the employees are doing better their work in this LGU. In Tumauni, of the 132 respondents 115 or 87.12 percent obtained a performance rating of very satisfactory while 17 or 12.88 percent were satisfactory. satisfactory. These results, showed that majority of the employees are performing their task well as revealed by the mean performance of 8.10 or very satisfactory. This implies that the employees are doing better in this LGU. For Ilagan, out of the 321 respondents, 302 or 94.08 percent obtained a performance rating of very satisfactory or 5.92 percent were satisfactory. From this result, it can be stated that majority of the employees are doing better in their work as also shown by the mean performance of 8.26 or very satisfactory. This implies that the employees of this municipality are better performers. San Mariano, 121 or 93.80 percent out of the 129 respondents



obtained a performance rating of very satisfactory while 8 or 6.20 percent were satisfactory. From this result, it can be concluded that majority of the employees are doing better in their work as also shown by the mean performance of 8.26 or very satisfactory. This implies that the employees in this municipality are also active workers of the government. In the municipality of Echague, 156 or 85.13 percent out 166 respondents obtained a performance rating of very satisfactory while 10 or 6.02 were satisfactory. From this result, it can be stated that majority of the employees are doing better in their work as also shown by the mean performance of 8.26. This implies that the employees in this municipality are also active workers. In the municipality of Maddela, 166 or 85.13 percent out of 195 respondents obtained performance rating of very satisfactory while 29 or 14.87 were satisfactory. From this result, it can be stated that majority of the employees are doing better in their work as indicated by mean of 8.06. This implies that the employees in this municipality are also active workers of the government. In the municipality of Nagtipunan, 161 or 92.53 percent out of 171 respondents obtained a performance rating of very satisfactory while 13 or 7.47 were satisfactory. From this result, it can be stated that majority of the employees are doing better their work as also shown by the mean performance of 8.23. This implies that the employees in this municipality are also active workers.

Table 4.1

Test of Difference on the Perception of Employees

on the System of Recruitment of Local Government by First Class Municipality and as a Whole

Items	Baggao		Tumauini		Ilagan		San Mariano		Echague		Maddela		Nagtipunan		As a Whole	
	XI	D	XI	D	XI	D	XI	D	XI	D	XI	D	XI	D	XI	D
Job posting notices of the vacancies shall be posted	4.00	O	3.90	O	3.20	S	4.10	O	2.70	S	4.20	A	4.20	A	3.76	O
The management through the human resource management officer identifies the knowledge	3.90	O	3.00	S	3.10	S	3.40	O	3.30	S	3.90	O	3.20	S	3.40	O



skills, and abilities an individual should possess in order to fulfill the duties and functions being asked by the vacant position.																
Publishes vacancies in the CSC bulletin board and are posted in three (3) conspicuous places of the LGU for fifteen (15) days before same are filled up.	3.80	O	4.00	O	3.40	O	4.00	O	2.70	S	4.60	A	4.20	A	3.81	O
The process of recruitment starts as soon as the need for additional personnel is identified, ideally as result of human resource planning.	3.20	S	3.80	O	3.50	O	3.90	O	3.40	O	3.30	S	2.80	S	3.41	O
Conducts preliminary evaluation of the qualification of all candidates. Those initially found	2.90	S	3.20	S	2.50	R	3.10	S	3.30	S	3.20	S	3.00	S	3.03	S



qualified shall undergo further assessment such as written examination skills test, interview and others.																
List down candidates aspiring for the vacant position, either from within or outside the agency, including nest in rank employees.	2.40	R	3.80	O	2.80	S	3.70	O	2.80	S	3.00	S	2.80	S	2.70	S
HRMOs notify all applicants of the outcome of the preliminary evaluation.	2.40	R	3.30	S	2.40	R	2.60	S	3.30	S	3.40	O	2.10	R	2.57	S
Category Mean	3.23	S	3.57	S	2.99	S	3.54	O	3.07	S	3.66	O	3.19	S	3.32	S

tc =	2.0625		0.6641	6.2707	0.9884	3.6223	0.1474	1.8597
2.7154								
df =	12	12		12	12	12	12	12
12								
a =	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05
0.05								
P =	0.0308		0.2596	0.0438	0.1712		0.001750	0.4426
0.0438	0.009383							



Decision	Reject Ho	Accept Ho	Reject Ho	Accept Ho	Reject Ho	Accept
Ho	Reject Ho	Reject Ho				

The test of difference between the perception of employees on the system of recruitment of local government by first class municipalities and as a whole is presented in table 4. In the Municipality of Baggao, the t-test yielded with a computed value of 2.0625 with a probability of 0.0308 at the 0.05 alpha. Since the probability is less than alpha, then the null hypothesis earlier presented is rejected. This means that there is a significant difference between the perceptions of the employees and members of the selection board. This implies that both respondents variedly perceived recruitment. The inferential test using t-statistic yielded with a computed value of 0.6641 with a probability of 0.2596 at the 0.05 alpha in the municipality of Tumauni. Due to greater probability as compared to alpha, the researcher considered non rejection of the null hypothesis earlier presented. This means that there is no significant difference between the perceptions of the respondents. This implies that the respondents have the same perception on recruitment. In the Municipality of Ilagan, the t-test yielded with computed value of 6.2207 with a probability of 0.0438 at the 0.05 alpha. Since the probability is lesser than alpha, then the null hypothesis earlier presented is rejected. This means that there is a significant difference between the perceptions of the respondents along recruitment. This implies that both respondents variedly perceived recruitment system of this LGU. The t-test for the Municipality of San Mariano resulted with a computed value of 0.09884 with probability is probability of 0.1712 at the 0.05 alpha. As observed the greater than alpha, hence the null hypothesis earlier presented is accepted. From this result it can be inferred that there is no significant difference between the perceptions of the two groups of respondents. This implies that the respondents showed the same perceptions on recruitment. The inferential test using t-statistic yielded with a computed value of 3.6223 with a probability of 0.001750 at in the municipality of alpha Echague. The probability is lesser as compared to alpha, hence the researcher considered the rejection of the null hypothesis earlier presented. This means that there is a significant difference between the perceptions of the respondents which implies that both respondents perceived recruitment differently. The t-test for the Municipality of Maddela resulted with a computed value of 0.1424 with a probability of 0.4426 at the 0.05 alpha. As observed the probability is greater than alpha, hence the null hypothesis earlier presented is accepted. From this output it can be inferred that there is no significant difference between the perceptions of the two groups of respondents. This implies that the respondents showed the same perceptions on basic along recruitment. The inferential test using t-statistic yielded with a computed value of 1.0597 with a probability of 0.0438 at the 0.05



alpha in the municipality of Nagtipunan. Due to a lesser probability as compared to alpha, the researcher considered non acceptance of the null hypothesis earlier presented. This means that there is difference between the perceptions of the respondents. This implies that the respondents variedly perceived recruitment. As a whole, the t-test yielded with a computed value of 2.7154 with a probability of 0.009683 at the 0.05

alpha. Since the probability is very much less than alpha, then the null hypothesis earlier presented is rejected. This means that there is a significant difference between the perceptions of the respondents on recruitment. This implies that as a whole, both respondents have different perceptions along recruitment.

Table 4.2

Test of Difference on the Perception of Employees

on the System of Selection of Local Government by First Class Municipality and as a Whole

Items	Baggao		Tumauin		Ilagan		San Mariano		Echague		Maddela		Nagtipunan		As a Whole	
	XI	DS	XI	DS	XI	DS	XI	DS	XI	DS	XI	DS	XI	DS	XI	DS
If Physically fit, then comes job placement.	3.70	OS	3.20	S	2.70	S	3.90	O	3.30	S	3.20	S	2.88	S	3.27	S
If the applicant accepts the offer, physical examination comes next to determine if she/he is physically fit.	3.30	S	2.90	S	2.80	S	3.70	O	3.10	S	2.70	S	3.00	S	3.27	S
Applicants will gather through recruitment	3.2	S	3.1	S	3.1	S	3.4	O	3.4	O	3.7	O	3.1	S	3.5	O



efforts and undergo the initial screening which is normally the first step in the selection process. Those who do not meet the minimum requirements based on their resume are eliminated in this step.	0		0		0		0		0		0		0		9	
Standardized tests relevant to the job are then administered to the applicants who passed the initial screening.	3.2 0	S	2.9 0	S	2.9 0	S	3.1 0	S	2.9 0	S	2.7 0	S	1.9 0	R	2.8 0	S
HRMOs notify all applicants of the outcome of the preliminary interview.	3.2 0	S	3.1 0	S	2.8 0	S	3.3 0	S	3.0 0	S	2.7 0	S	2.9 0	S	3.0 4	S
Departmental interview if conducted where the applicant is supposed to meet face-to-face	3.2 0	S	2.9 0	S	3.1 0	S	3.5 0	O	3.4 0	O	3.1 0	S	3.3 0	S	3.2 0	S



his/her would be supervisor																
If the applicant has passed the initial screening, preliminary interview, test and background check are administered, then a job offer will follow.	3.10	S	2.90	S	3.10	S	3.50	O	3.40	O	3.10	S	3.30	S	3.20	S
Background check is reference and employment history	2.60	S	2.80	S	2.60	S	3.40	O	2.70	S	2.60	S	2.81	R	2.74	S
Category Mean	3.19	S	3.03	S	2.90	S	3.44	O	3.0	S	2.91	S	2.01	S	3.04	S

tc =	2.6367	8.2201	8.7312	2.6350	3.8256	2.8682
.5350	5.1433					
df =	14	14	14	14	14	14
14						
a =	0.05	0.05	0.05	0.05	0.05	0.05
0.05	0.05					
P =	0.099766	0.0000004985	0.00000002439	0.0165	0.0009273	0.006198
0.001649	0.00007466					
Decision	Reject Ho	Reject Ho	Reject Ho	Reject Ho	Reject Ho	Reject
Ho	Reject Ho	Reject Ho				

The test of difference between the perception of employees and members of selection board of the local government unit on the system of selection of local government by first class municipality and as a



whole is presented in table 4.2. The Municipality of Baggao shows the t-test which yielded with a computed value of 2.6367 with a probability of 0.009766 at the 0.05 alpha. Since the probability is less than alpha, then the null hypothesis earlier presented is rejected. This means that there is a significant difference between the perceptions of the employees and members of the selection board. This implies that both respondents variedly perceived the system of selection. For Tumauni, the inferential test using t-statistic yielded with a computed value of 8.2231 with a probability of 0.0000004855 at a 0.05 alpha. Due to a lesser probability as compared to alpha, the researcher considered non acceptance of the null hypothesis earlier presented. This means that there is a significant difference between the perceptions of the respondents. This implies that the respondents have the different perception along selection. In the Municipality of Ilagan, the t-test yielded with a computed value of 8.7312 with a probability of 0.0000002439 at the 0.05 alpha. Since the probability is lesser than alpha, then null hypothesis earlier presented is rejected. This means that there is a significant difference between the perceptions of the respondents along selection. This implies that both respondents variedly perceived selection system of this LGU. The t-test for the Municipality of San Mariano resulted with a computed value of 2.3650 with a probability of 0.0165 at the 0.05 alpha. As observed the probability is less than alpha, hence the null hypothesis earlier presented is rejected. From this result it can be inferred a significant difference between the perceptions of the two groups of respondents. This implies the respondents showed the different perceptions on selection. The inferential test using t-statistic yielded with a computed value of 3.8256 with a probability of 0.000273 at the 0.05 alpha in the municipality of Echague. The probability is lesser as compared to alpha, hence the researcher considered the rejection of the null hypothesis earlier presented. This means that there is a significant difference between the perceptions of the respondents which implies that both respondents perceived selection differently. The t-test for the Municipality of Maddela resulted computed value of 2.8622 with a probability of 0.006108 at the 0.05 alpha. As observed the probability is less than alpha, hence the null hypothesis earlier presented is rejected. From this output it can be inferred that there is a significant difference between the perceptions of the two groups of respondents. This implies that the respondents showed the different perceptions along selection. The inferential test using t-statistic yielded with a computed value of 3.5350 with a probability of 0.001699 at the 0.05 alpha in the municipality of Nagtipunan. Due to a lesser probability as compared to alpha, the researcher considered non acceptance of the null hypothesis earlier presented. This means that there is a significant difference between the perceptions of the respondents. This implies that the respondents variedly perceived selection. As a whole, the t-test yielded with a computed value of 5.1433 with a probability of 0.00007466 at the 0.05 alpha. Since



the probability is very much less than alpha, then the null hypothesis earlier presented is rejected. This means that there is a significant difference between the perceptions of the respondents on selection. This implies that as a whole, both respondents showed different perceptions along selection.

Table 4.3

Test of Difference on the Perception of Employees

on the System of Promotion of Local Government by First Class Municipality and as a Whole

Items	Bagga o		Tumau ni		Ilagan		San Mariano		Echagu e		Maddela		Nagtipu nan		As a Whole	
	XI S	D S	XI S	D S	XI S	D S	XI S	DS S	XI S	D S	XI S	DS S	XI S	D S	XI S	D S
The personnel selection board evaluates the qualifications of employees from which the appointing authority, the LCR may choose the persons to be promoted.	3.7 0	S	3.0 0	S	4.0 0	O	4.1 0	O	3.1 0	S	3.2 0	S	3.6 0	O	3.3 0	O
An employee who is aspiring for promotion maintains a very outstanding performance coupled with education, training and related job experience.	3.3 0	S	3.1 0	S	3.3 0	S	3.9 0	O	3.0 0	S	3.4 0	O	3.8 0	O	3.4 0	O



An appointing authority may appoint an employee/applicant for promotion who is net in rank and possess qualifications and competence and has undergone selection process.	3.30	S	3.00	S	2.90	S	4.00	O	2.70	S	3.30	S	3.40	O	3.23	S
HRMOs notify all candidates/employees on the outcome of the selection.	3.00	S	2.66	S	3.10	S	4.00	O	2.70	S	3.00	S	3.30	S	3.13	S
The personnel selection board maintains fairness and impartiality in the evaluation of candidates for promotion	2.80	S	2.70	S	2.60	S	3.70	O	2.50	R	2.90	S	3.20	S	2.91	S
Category Mean	3.22	S	2.92	S	3.18	S	3.94	O	2.80	S	3.16	S	3.46	O	3.24	S

tc = 3.3272 9.7014 4.6155 0.8242 7.9802 0.1474
 0.8589 5.4795
 df = 8 8 8 8 8 8
 a = 0.05 0.05 0.05 0.05 0.05 0.05
 0.05 0.05
 P = 0.005214 0.000005319 0.0008601 0.2169 0.00002223 0.4426
 0.2077 0.0002939



Decision Reject Ho Accept Ho Reject Ho Accept Ho Reject Ho Accept Ho
Accept Ho Reject Ho

The test of difference between the perception employees and members of selection board of the local government unit on the system of promotion of local government by first class municipality and as a whole is presented in table 4.3. The Municipality of Baggao shows the t-test which yielded with a computed value of 3.3272 with a probability of 0.005214 at the 0.05 alpha. Since the probability is less than alpha, then the null hypothesis earlier presented is rejected. This means that there is a significant difference between the perceptions of the employees and members of the promotion board. This implies that both respondents variedly perceived the system of selection. For Tumauni, the inferential test using t-statistic yielded with a computed value of 9.7014 with a probability of 0.000005319 at the 0.05 alpha. Due to a lesser probability as compared to alpha, the researcher considered non acceptance of the null hypothesis earlier presented. This means that there is a significant difference between the perceptions of the respondents. This implies that the respondents have different perception along promotion. In the Municipality of Ilagan, the t-test yielded with a computed value of 4.6155 with a probability of 0.0000601 at the 0.05 alpha. Since the probability is lesser than alpha, then the null hypothesis earlier presented is rejected. This means that there is a significant difference between the perceptions of the respondents along promotion. This implies that both respondents variedly perceived promotion system of this LGU. The t-test for the Municipality of San Mariano resulted with a computed value of 0.8242 with a probability of 0.2268 at the 0.05 alpha. As observed the probability is greater than alpha, hence the null hypothesis earlier presented is accepted. From this result it can be inferred that there is no the significant difference between the perceptions of the two groups of respondents. This implies that the respondents showed the same perceptions on promotion. The inferential test using t-statistic yielded with a computed value of 7.9002 with a probability of 0.00002223 at the 0.05 alpha in the municipality of Echague. The probability is lesser as compared to alpha, hence the researcher considered the rejection of the null hypothesis earlier presented. This means that there is a significant difference between the perceptions of the respondents which implies that both respondents perceived promotion differently. The t-test for the Municipality of Maddela resulted with a computed value of 0.2474 with a probability of 0.4425 at the 0.05 alpha. As observed the probability is greater than alpha, hence the null hypothesis earlier presented is accepted. From this output it can be inferred that there is no significant difference between the perceptions of two groups of respondents. This implies that the respondents showed the same perceptions along selection. The



inferential test using t-statistic yielded with a computed value of 0.0509 with a probability of 0.2077 at the probability as 0.05 alpha in the municipality of Nagtipunan. Due to a greater compared to alpha, the researcher considered non acceptance of the null hypothesis earlier presented. This means that there is no significant difference between the perceptions of the respondents. This implies that both respondents variedly perceived promotion. As a whole, the t-test yielded with a computed value of 5.4795 with a probability of 0.0002939 at the 0.05 alpha. Since the probability is very much less than alpha, then the null hypothesis earlier presented is rejected. This means that there is a significant difference between the perceptions of the respondents on promotion. This implies that as a whole, both respondents showed different perceptions along promotion.

Table 5

Test of Relationship Between the Mean Job Performance of the Employees of LGU and their Perception on the System of Recruitment, Selection and Promotion by City, First Class Municipality

Perception	First Class Municipality Performance			
	VS	S	Total	
Often		1133	117	125
Total		1133	117	125

χ^2 = **0.002**
df = **1**
P = **0.9613**
a = **0.05**
Decision = **Accept Ho**

The test of relationship between the mean job performance of the employees of LGU and their perceptions on the system of recruitment, selection and promotion of the first class municipality in table 5. The test of hypothesis in the first class municipalities using the Chi-square statistic yielded with a computed value of 0.002 with a probability of 0.9613 at the 0.05 alpha. The calculation showed that the probability surpassed alpha, thus researcher considered the non-rejection of the null hypothesis earlier presented in this this study. This therefore means that there is no significant relationship between the perception and mean job performance of the employees. This implies that employees' performance is



not influenced by their perceptions on the system of recruitment, selection promotion in the first class municipalities.

CONCLUSIONS

In conclusion, the study on the Recruitment, Selection, and Promotion System of the First Class Municipalities of Local Government Units in the Cagayan Valley Region highlights the importance of a systematic and equitable approach to human resource management. By adhering to the principles outlined in the Merit Selection Plan, local government units can ensure that their workforce is composed of qualified individuals who are selected based on merit and fitness, free from any form of discrimination.

The findings reveal significant variations in employee perceptions across different municipalities, suggesting that while some areas have implemented effective recruitment and selection practices, others may still face challenges. The data indicates that employees generally view the recruitment process positively, with many recognizing the importance of transparency and inclusivity in hiring practices. However, there are areas that require improvement, particularly in communication regarding the outcomes of the selection process.

RECOMMENDATIONS

To further enhance and improve the system of recruitment, selection, and promotion within the first-class municipalities of the Cagayan Valley Region, the following comprehensive recommendations are proposed:

1. **Adopting an Aggressive Recruitment Strategy:** Local governments must adopt a proactive approach to recruitment to attract highly qualified candidates. Effective recruitment methods include:
 - Regularly update and post job vacancies on official LGU websites, social media platforms, and local job boards.
 - Encourage potential candidates to apply directly through streamlined and user-friendly online application portals.
 - Implement a referral program where current employees can recommend potential candidates, incentivizing successful hires.
 - Partner with local universities and colleges to conduct campus recruitment drives, targeting fresh graduates with relevant skills.
 - Utilize local newspapers, online job portals, and community bulletins to advertise job openings broadly.



2. **Conducting Thorough Background Investigations:** A thorough and discreet background investigation of all prospective applicants and employees must be conducted by the Human Resource Management Office (HRMO) before making final employment recommendations. This ensures that only individuals with integrity, credibility, and the necessary qualifications are considered for appointment.
3. **Implementing Rigorous Selection Procedures:** During the selection process, LGUs should adopt the following measures to ensure fairness and compliance with civil service regulations:
 - All applicants should undergo a series of selection procedures, including written examinations, practical tests, and panel interviews, to assess their suitability for bureaucratic roles.
 - Centralize the selection process under the HRMO to ensure consistency and adherence to civil service rules and regulations. This minimizes the risk of biased decisions.
 - The HRMO must ensure that the objective of hiring qualified applicants is maintained, eliminating any biases stemming from personal preferences of department heads or Local Chief Executives (LCEs). This promotes fairness and equality in the selection process.
4. **Enhancing the Promotion System:** The following measures are recommended to improve the promotion system within LGUs:
 - The HRMO must prescribe clear and transparent qualification standards for promotions, including requirements for education, training, experience, civil service eligibility, physical fitness, and other relevant competencies.
 - Ensure that promotions are based on merit and performance rather than personal preferences or political patronage. This safeguards the integrity of the promotion process and provides equal opportunities for all qualified employees.
 - Implement a robust performance evaluation system that objectively assesses employees' contributions and achievements. Use these evaluations as the primary basis for promotion decisions, ensuring that deserving employees are recognized and rewarded.
5. **Encouraging Continued Professional Development:** LGUs should encourage and support employees in pursuing further studies, such as master's and doctoral degrees, to enhance their skills and qualifications. This investment in professional development not only benefits individual employees but also contributes to the overall capability and effectiveness of the organization.



REFERENCES

Agustin, C. P. (2016). The Organizational Climate of Local Government Units of Cagayan Valley Region and Its Implication to Job Performance. *International Journal of Advanced Research in Management, Social Science & Humanities*.

Bruns, H.-J. (2014). HR Development in Local Government: How and Why Does HR Strategy Matter in Organizational Change and Development? *Business Research*. Retrieved from <https://link.springer.com/article/10.1007/s40685-014-0002-z>

Espina, E. A., & Ondin, M. T. (2024). Role of the Human Resource Officer, Strategic Planning, Work Engagement, and Organizational Performance in Cagayan De Oro City: A Causal Model. *Psychology and Education: A Multidisciplinary Journal*. Retrieved from https://www.academia.edu/123942060/Role_of_the_Human_Resource_Officer_Strategic_Planning_Work_Engagement_and_Organizational_Performance_in_Cagayan_De_Oro_City_A_Causal_Model

Esteban-F, M. R. (2021). The Organizational Climate of Local Government Units of Cagayan Valley. *International Journal of Advanced Research in Management, Social Science & Humanities*. Retrieved from <https://garph.co.uk/IJARMSS/Jan2016/29.pdf>

Esteban-F, M. R. (2021). The Organizational Effectiveness of the University of Cagayan Valley. *International Journal of Advanced Research in Management, Social Science & Humanities*. Retrieved from <https://garph.co.uk/IJARMSS/Apr2021/G-2881.pdf>

Gonzales, V. C., & Adducul, R. B. (2020). The Human Resource Information System of the Cagayan Valley Computer and Information Technology College. *Academia.edu*

GovPilot. (2023). Local Government Human Resource Guide: Mastering Municipal HR. Retrieved from <https://www.govpilot.com/blog/local-government-human-resources-strategy>

Inarda, A. V. (2020). Exploring Prime-Human Resource Management and Organizational Commitment: A Perspective. *PalArch's Journal of Archaeology of Egypt/Egyptology*.

Maher, A. (2023). Human Resources Management in Southeastern Asia's Local Government: Case Study of the Philippines and Thailand. *eAJournals*. Retrieved from <https://eajournals.org/wp-content/uploads/Human-Resources-Management-in-Southeastern-Asia-s-Local-Government.pdf>



National Geographic. (2020). Remembering Resilience: Identity and Culture in Cagayan Valley. *Field Notes*. Retrieved from <https://fieldnotes.nationalgeographic.org/expedition/rememberingresilien>

Ondin, M. T., & Espina, E. A. (2024). Role of the Human Resource Officer, Strategic Planning, Work Engagement, and Organizational Performance in Cagayan De Oro City: A Causal Model. *Psychology and Education: A Multidisciplinary Journal*.