



## HUMAN RESOURCE STRATEGIES IN CAGAYAN VALLEY: RECRUITMENT, SELECTION, AND PROMOTION IN FIRST-CLASS MUNICIPALITIES

MINERVA TULUAN-MARAMAG, DPA

Municipal Civil Registrar

Peñablanca, Cagayan, Philippines

[mcrminervamaramag@gmail.com](mailto:mcrminervamaramag@gmail.com)

**ABSTRACT:** *This study assessed the recruitment, selection, and promotion system of first-class municipalities in the Cagayan Valley Region, Philippines, examining its effectiveness and implications for job performance. Guided by the 1991 Local Government Code, which emphasizes meritocracy and transparency, the research employed a descriptive correlational design, utilizing a questionnaire administered to 35 selection board members from seven municipalities (Baggao, Nagtipunan, Maddela, Tumauni, Ilagan, Echague, and San Mariano) with at least three years of experience. Data analysis included frequency counts, weighted means with a five-point Likert scale (always, often, sometimes, rarely, never), t-tests for uncorrelated means, and Chi-square tests. Results revealed that while Ilagan had the highest number of employees (321), a significant portion across all municipalities occupied lower-level positions, suggesting potential skill gaps. Analysis of the municipalities' profiles showed variations in internal revenue allotment (IRA), population, dominant religion (Catholicism), and land area. The weighted mean analysis of selection board members' perceptions indicated that while most aspects of recruitment, selection, and promotion processes were frequently implemented, some areas, such as notifying applicants of preliminary evaluation outcomes, required improvement. Chi-square tests revealed no significant relationship between the selection board's perceptions of the HR system and the municipalities' profiles (category of employees, IRA, population, dominant religion, and land area). The study concludes that while the existing system generally adheres to legal mandates, targeted improvements in communication and potentially in the evaluation processes are needed to enhance efficiency and fairness, ultimately contributing to improved public service delivery in the region. Further research could explore the impact of specific HR practices on employee job performance and organizational effectiveness within the context of the region's unique challenges.*

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

### INTRODUCTION

Human Resource (HR) strategies are crucial in ensuring the effective management and operation of local government units (LGUs), particularly in first-class municipalities. In the Cagayan Valley region, these strategies play a pivotal role in the recruitment, selection, and promotion of government employees, which ultimately impacts the quality of public service delivery. The Local Government Code of the Philippines, enacted in 1991, provides a comprehensive framework that guides these HR practices, emphasizing meritocracy, transparency, and equal opportunity.

The Local Government Code of 1991, specifically in its provisions on personnel administration, underscores the importance of a merit-based system for recruiting, selecting, and promoting LGU employees. According to Section 80 of the Code, LGUs are mandated to implement a merit and fitness principle in appointments and personnel actions, ensuring that all



positions are filled based on competence and qualifications without discrimination. This legal framework supports the development of robust HR strategies that aim to attract and retain the best talent, enhance employee performance, and foster a culture of excellence within the public sector.

In the context of first-class municipalities in Cagayan Valley, effective HR strategies are essential for addressing various challenges, such as resource limitations, administrative efficiency, and the need for continuous capacity building. By adopting innovative recruitment methods, rigorous selection procedures, and fair promotion policies, these municipalities can ensure that their workforce is well-equipped to meet the demands of public service.

Implementing these HR strategies not only aligns with the legal mandates but also promotes a professional and motivated workforce, ultimately leading to improved public services and community satisfaction. The emphasis on transparency and equal opportunity helps to build trust in the local government, reinforcing the community's confidence in its leaders and their commitment to good governance.

The Merit Selection Plan (MSP) is designed to uphold the highest standards of merit and fitness in the appointment of employees within the government service, promoting equal employment opportunities for all qualified individuals. This policy is grounded in the principles of non-discrimination, ensuring that the selection process is free from biases related to gender, civil status, disability, religion, ethnicity, or political affiliation.

Covering positions within the first and second levels, the MSP encompasses all appointments and related personnel actions. When vacancies arise, all competent and qualified applicants possessing the necessary civil service eligibility are considered for permanent appointments. To maintain transparency, vacant positions must be published in accordance with Republic Act 7041 (Publication Law) and posted in at least three prominent locations within the LGU for a minimum of 15 calendar days.

To ensure a fair and impartial selection process, each agency is required to establish a Personnel Selection Board (PSB) for first and second level positions. PSB members, along with their alternates, undergo comprehensive orientation and workshops on the selection and promotion processes, as well as Civil Service Commission (CSC) policies on appointments. This training ensures that all candidates are assessed fairly and impartially.

The Local Chief Executive (LCE) plays a pivotal role in ensuring equal representation of men and women in the PSB across all levels. For first and second level vacancies, all qualified next-in-rank employees are automatically considered for promotion to higher positions. The appointing authority then evaluates the PSB's recommendations and, exercising sound discretion, selects the most qualified candidates from among the top five applicants.

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The recruitment and selection procedures currently adopted by the Local Government Unit (LGU) 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. The appointing authority has the discretion to 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 is 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.

Understanding the specific challenges faced by local government units (LGUs) in Cagayan Valley, such as resource constraints and cultural factors, is crucial for tailoring effective human resource (HR) strategies that ensure their success and relevance. The principles of meritocracy, transparency, inclusivity, ethical standards, and continuous improvement form the bedrock of effective HR practices. Recruitment, selection, and promotion must be based on merit to ensure that the most qualified candidates are chosen, building trust among employees and stakeholders through transparent processes. Inclusive practices guarantee that opportunities are extended to a diverse pool of candidates, while adherence to ethical standards



upholds integrity and professionalism. Continuous improvement fosters a culture of excellence and innovation within the organization.

Recent studies provide valuable insights into enhancing HR practices to support the goals of LGUs in Cagayan Valley. For instance, Bruns (2014) emphasized the importance of HR strategy in driving organizational change and development in local government. Maher (2023) explored HR management practices in local governments across Southeast Asia, including the Philippines, highlighting region-specific challenges and best practices. GovPilot (2023) offered practical recommendations for mastering HR practices in local government, with a focus on recruitment, selection, and promotion. Agustin (2016) investigated the organizational climate of LGUs in Cagayan Valley, underscoring the significance of a positive organizational climate in enhancing job performance.

Further studies underscore the impact of effective HR practices on organizational performance. Esteban-Faculty (2021) examined the organizational effectiveness of the University of Cagayan Valley, linking job satisfaction to recognition, income, promotion, and overall fulfillment, and thereby emphasizing the profound impact of HR practices on employee morale and productivity. Espina (2024) investigated the role of HR officers in Cagayan de Oro City, revealing that continuous development programs and emotional intelligence training can enhance social-emotional awareness and interpersonal skills, leading to improved organizational performance.

Additional research by Ondin and Espina (2024) explored the role of HR officers, strategic planning, work engagement, and organizational performance, using a descriptive correlational and causal-comparative design. Their findings highlighted the high level of implementation, engagement, and performance in organizational tasks, and emphasized the importance of evaluating and improving hiring processes for better performance outcomes. Inarda (2020) delved into PRIME-HRM and organizational commitment in Philippine public service, demonstrating that effective HR systems significantly influence employee engagement and policy enhancement.

Agustin's (2016) study on the organizational climate of LGUs in Cagayan Valley revealed a positive impact on job performance, emphasizing the need to maintain an excellent organizational climate for quality service delivery. Gonzales and Adducul (2020) focused on the Human Resource Information System (HRIS) of the Cagayan Valley Computer and Information Technology College, highlighting the importance of efficient HR systems in managing large volumes of data and improving HR processes through the Agile Software Development Method.

Collectively, these studies provide a comprehensive understanding of the current landscape of HR practices in local government and offer valuable insights into enhancing HR strategies to meet the unique needs of Cagayan Valley's LGUs. By integrating these insights, LGUs can develop more effective, fair, and transparent HR systems that foster organizational excellence and improve public service delivery.

Through this study, we aim to explore and enhance the HR practices in Cagayan Valley's first-class municipalities, leveraging the provisions of the Local Government Code of 1991. This will involve examining current HR processes, identifying areas for improvement, and proposing strategies that align with best practices and legal standards. By doing so,



we hope to contribute to the development of more efficient, fair, and effective HR systems that support the growth and sustainability of local government units in the region.

## **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 members of the selection board on the system of recruitment, selection, and promotion of Local Government Units of the first class municipalities?
3. Is there a significant relationship in the perceptions of the selection board on the system of recruitment, selection, and promotion when grouped according to the profile by first class municipalities and as a whole?

## **HYPOTHESES**

This study is guided by the lone hypothesis:

- That there is no relationship in the perceptions of the members of the selection board on the system of recruitment, selection, and promotion when grouped according to the profile by 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 were the members of selection board 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 the members of selection board 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	Selection Board
Baggao	5
Nagtipunan	5
Maddela	5
Tumauini	5
Ilagan	5
Echague	5
San Mariano	5
<b>Total</b>	<b>35</b>

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 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 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 the relationship between the perceptions of the members of the selection board 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 <sup>st</sup> level position	101	86	235	99	112	135	88	856
2 <sup>nd</sup> level position	32	46	86	30	54	60	86	394
<b>Total</b>	<b>133</b>	<b>132</b>	<b>321</b>	<b>129</b>	<b>166</b>	<b>195</b>	<b>174</b>	<b>1250</b>

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	Tumauni	Ilagan	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 Tumauni 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	Tumauni	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	Tumauni	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
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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 Members of the Selection Board on the

System of Recruitment of Local Government in the First Class Municipality of Baggao

Items	Item Mean	DS
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.	4.70	Always
The process of recruitment starts as soon as the need for additional personnel is identified, ideally as result of human resource planning.	4.50	Always
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.	4.30	Always
Job posting notices of the vacancies shall be posted.	4.00	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.	3.80	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	2.70	Sometimes
<b>Category Mean</b>	<b>3.97</b>	<b>Often</b>

Table 2a.1 presents the item mean perception of members of the selection board on the system of recruitment of Local Government in the first class municipality of Baggao. The members of the selection board perceived as always the item "the





management through the human resource management officer identifies the knowledge, skills, and abilities individual should possess in order to fulfill the duties and functions being asked by the vacant position" highest item mean of 4.70. This implies that the members of the selection board constantly identify the needs, duties and functions asked in the vacant position. Similarly, items "the process of recruitment starts as soon as the need for additional personnel is identified, ideally as result of human resource planning, job posting notices of the vacancies shall be posted, 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 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 and list down candidates aspiring for the vacant position, either from within or outside the agency, including next in rank employees" were perceived as often with of 3.50, 3.80, 4.00 and 4.50 respectively. The lowest item mean of 2.70 or sometimes is the perception of the respondents on the item "HRMOS notify all applicants of the outcome of the preliminary evaluation". This implies that the members of the selection board at times inform applicants of the outcome of the preliminary evaluation. The category mean of 3.97 or often implies that members of the selection board frequently adhere to the requirements of recruitment process.

**Table 2a.2**

Item Mean Perception of Members of the Selection Board on the  
System of Recruitment of Local Government in the First Class Municipality of Tumauni

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.	4.10	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
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.	3.60	Often
HRMOs notify all applicants of the outcome of the preliminary evaluation	3.60	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.	3.50	Often
List down candidates aspiring for the vacant position, either from within or outside the agency, including net in rank employees.	3.20	Sometimes
<b>Category Mean</b>	<b>3.70</b>	<b>Often</b>

Table 2a.2 presents the item mean perception of members of the selection board on the system of recruitment of Local Government in the first class municipality of Tumauni. The members of the selection board perceived as often the items "job posting notices of the vacancies shall be posted and publishes vacancies in the CSC bulletin board and posted in three (3) conspicuous places of the LGU for fifteen (15) days before same are filled up" with the highest item mean of 4.10. This implies that the members of the selection board frequently make posting of job vacancies and make publication of it. Similarly, items "the process of recruitment starts as soon as the need for additional personnel is identified, ideally as result of human resource planning, 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 management



through the human resource 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 list down candidates aspiring for the vacant position, either from within or outside the agency, including next in rank employees" were perceived as often with item means of 3.50, 3.80, 4.00 and 4.50 respectively. The lowest item mean of 2.70 or sometimes is the perception of the respondents on the item HRMOS notify all applicants of the outcome of the preliminary evaluation". This implies that the members of the selection board at times inform applicants of the outcome of the preliminary evaluation. The category mean of 3.70 or often implies that members of the selection board regularly follow the requirements of recruitment process in this town.

**Table 2a.3**

Item Mean Perception of Members of the Selection Board on the  
System of Recruitment of Local Government in the First Class Municipality of Ilagan

Items	Item Mean	DS
Job posting notices of the vacancies shall be posted.	4.50	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.	4.50	Always
The process of recruitment starts as soon as the need for additional personnel is identified, ideally as result of human resource planning.	4.10	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.	4.10	Often
HRMOs notify all applicants of the outcome of the preliminary evaluation	4.00	Often
List down candidates aspiring for the vacant position, either from within or outside the agency, including net in rank employees.	4.00	Often
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.	3.90	Often
<b>Category Mean</b>	<b>4.16</b>	<b>Often</b>

Table 2a.3 presents the item mean perception of members of the selection board on the system of recruitment of Local Government in the first class municipality of Ilagan. The members of the selection board 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 4.50. This implies that the members of the selection board frequently make posting of job vacancies and make publication of it. Similarly items "the process of recruitment starts as soon as the need for additional personnel is identified, ideally as result of human resource planning, 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, 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" were perceived as often with item means of 4.00 and 4.10 respectively. The lowest item mean of 3.90 or often is the perception of the respondents on 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". This implies that the members of the selection



board frequently conduct preliminary evaluation. The category mean of 4.16 or often implies that members of the selection board regularly follow every step in the recruitment process in this municipality.

**Table 2a.4**

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

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
HRMOs notify all applicants of the outcome of the preliminary evaluation	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.	3.80	Often
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.	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.	3.60	Often
Job posting notices of the vacancies shall be posted.	3.60	Often
List down candidates aspiring for the vacant position, either from within or outside the agency, including next in rank employees.	3.60	Often
<b>Category Mean</b>	<b>3.76</b>	<b>Often</b>

The item mean perception of members of the selection board on the system of recruitment of Local Government in the first class municipality of San Mariano is presented in table 2a.4. The members of the selection board perceived as often the items "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 and HRMOs notify all applicants of the outcome of the preliminary evaluation" with the highest item mean of 4.00. This implies that the members of the selection board constantly publish all vacancies following the standard procedure on recruitment and notify all applicants of the result of preliminary evaluation. Other items perceived by the members of the selection board as often are "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 the item means of 3.70 and 3.80 respectively. The lowest item mean of 3.60 or often is the perception of the respondents on items "the management through the human resource management officer identifies the knowledge, skills, and abilities Individual should possess in order to fulfill the duties and functions being asked by the vacant position and job posting notices of the vacancies shall be posted and list down candidates aspiring for the vacant position, either from within or outside the agency, including next in rank employees". This implies that the members of the selection board regularly identify needs of the vacant position make posting of it and prepare listing of aspirant candidates for the vacant positions. The category mean of 3.76 or often implies that members of the selection board regularly implement the requirements of recruitment in this town.



**Table 2a.5**

Item Mean Perception of Members of the Selection Board on the  
System of Recruitment of Local Government in the First Class Municipality of Echague

Items	Item Mean	DS
Job posting notices of the vacancies shall be posted.	4.20	Always
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
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.	3.80	Often
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.	3.80	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.	3.70	Often
List down candidates aspiring for the vacant position, either from within or outside the agency, including next in rank employees.	3.50	Often
HRMOs notify all candidates/employees on the outcome of the selection.	3.10	Sometimes
<b>Category Mean</b>	<b>3.71</b>	<b>Often</b>

Table 2a.5 presents the item mean perception of members of the selection board on the system of recruitment of Local Government in the first class municipality of Echague. The members of the selection board perceived as always the items "job posting notices of the vacancies posted" with the highest item mean of 4.10. This implies that the members of the selection board constantly make posting of job vacancies. The other items "the process of recruitment starts as soon as the need for additional personnel is identified, ideally as result of human resource planning, 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, 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 and list down candidates aspiring for the vacant position, either from within or outside the agency, including next in rank employees were perceived as often with item means of 3.50, 3.70, 3.80 and 3.90 respectively. The lowest item mean of 3.10 or sometimes is the perception of the respondents on 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 the outcome of the preliminary evaluation. The category mean of 3.71 or often implies that members of the selection board regularly follow the steps of the requirements of recruitment process.



**Table 2a.6**

Item Mean Perception of Members of the Selection Board on the  
System of Recruitment of Local Government in the First Class Municipality of Maddela

Items	Item Mean	DS
Job posting notices of the vacancies shall be posted.	4.22	Always
The process of recruitment starts as soon as the need for additional personnel is identified, ideally as result of human resource planning.	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.	4.00	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.	3.67	Often
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.	3.33	Sometimes
List down candidates aspiring for the vacant position, either from within or outside the agency, including net in rank employees.	3.22	Sometimes
HRMOs notify all applicants of the outcome of the preliminary evaluation	2.86	Sometimes
<b>Category Mean</b>	<b>3.61</b>	<b>Often</b>

Table 2a.6 presents the item mean perception of members of the selection board on the system of recruitment of Local Government in the first class municipality of Maddela. The members of the selection board perceived as always the item "job posting notices of the vacancies shall be posted". with the highest item mean of 4.20. This implies that the members of the selection board constantly make posting of job vacancies. The other items "the process of recruitment starts as soon as the need for additional personnel is identified, ideally as result of human resource planning, 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" were perceived as often with item means of 3.67 and 4.00 respectively. The items "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, and list down candidates aspiring for vacant the position either from within or outside the agency, including next in rank employees", were perceive as sometimes with item means of 3.22 and 3.33. The lowest item mean of 2.86 or sometimes is the perception of the respondents on 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 the outcome of the preliminary evaluation. The category mean of 3.61 or often implies that members of the selection board regularly follow the steps of the requirements of recruitment process in this town.



**Table 2a.7**

Item Mean Perception of Members of the Selection Board 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.	4.67	Always
The process of recruitment starts as soon as the need for additional personnel is identified, ideally as result of human resource planning.	4.22	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.	4.11	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.	3.78	Often
HRMOs notify all applicants of the outcome of the preliminary evaluation.	3.57	Often
List down candidates aspiring for the vacant position, either from within or outside the agency, including net in rank employees.	3.44	Often
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.	3.11	Sometimes
<b>Category Mean</b>	<b>3.84</b>	<b>Often</b>

Table 2a.7 presents the item perception of members of the selection board on the system of recruitment of local Government in the first class municipality of Nagtipunan. The members of the selection board perceived as always the item "job posting notices of the vacancies shall be posted". with the highest item mean of 4.50. This implies that the members of the selection board frequently make posting of job vacancies. Similarly, item "the process of recruitment starts as soon as the need for additional personnel is identified, ideally as result of human resource planning" was perceived as always with item mean of 4.22 or always. The other items "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, 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, 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" were perceived as often with item means of 3.44, 3.57, 3.78 and 4.11 respectively. The lowest item mean of 3.11 or sometimes is the perception of the respondents on the item Conducts preliminary evaluation of the qualification of all candidates. Those initially found qualified shall further undergo assessment such as written examination, skills test, Interview and others". This implies that the members of the selection board frequently conduct preliminary evaluation. The category mean of 3.84 or often implies that members of the selection board regularly follow every step in the recruitment process in this municipality.



**Table 2a.8**

Item Mean Perception of Members of the Selection Board on the  
System of Recruitment of Local Government as a Whole

Items	Item Mean	DS
Job posting notices of the vacancies shall be posted.	4.22	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.	4.02	Often
The process of recruitment starts as soon as the need for additional personnel is identified, ideally as result of human resource planning.	3.95	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.	3.93	Often
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.	3.50	Often
List down candidates aspiring for the vacant position, either from within or outside the agency, including next in rank employees.	3.43	Often
HRMOs notify all applicants of the outcome of the preliminary evaluation.	3.30	Sometimes
<b>Category Mean</b>	<b>3.76</b>	<b>Often</b>

Table 2a.8 presents the item mean perception of members of the selection board on the system of recruitment of Local Government as a whole. The members of the selection board perceived as always the items "job posting notices of the vacancies shall be posted" with the highest item mean of 4.67. This implies that the members of the selection board constantly make posting of job vacancies. Similarly, the 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 item mean of 4.22 or always. The other items "the management through the human resource identifies officer the knowledge, skills, and management 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, HRMOS notify all applicants of the outcome of the preliminary evaluation candidates within or aspiring outside for the vacant position, the agency, and list down either from including next in rank employees" were perceived as often with item means of 3.44, 3.57, 3.78 and 4.11 respectively. The lowest item mean of 3.11 or sometimes is the perception of the respondents on 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". This implies that the members of the selection board occasionally inform applicants of the outcome of the preliminary evaluation. The category mean of 3.84 or often implies that members of the selection board regularly follow the steps of the requirements of recruitment process as a whole.





**Table.2b.1**

Item Mean Perception of Members of the Selection Board on the  
System of Selection of Local Government in the First Class Municipality of Baggao

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.	4.50	Always
If the applicant has passed the initial screening, preliminary interview, test and background check are administered, then a job offer will follow.	4.20	Always
Standardized tests relevant to the job are then administered to the applicants who passed the initial screening.	3.80	Often
HRM Officer subject those who pass the test to preliminary interview.	3.80	Often
Departmental interview is conducted where the applicant is supposed to meet face-to-face his/her would be supervisor.	3.80	Often
Background check is administered for reference and employment history.	3.60	Often
If the applicant accepts the offer, physical examination comes next to determine if she/he is physically fit.	3.60	Often
If physically fit, then comes job placement.	2.70	Sometimes
<b>Category Mean</b>	<b>3.75</b>	<b>Often</b>

The item mean perception of members of selection board on the system of selection of Local Government in the municipality of Baggao is presented in table 2b.1. 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" was perceived by the respondents as always with the highest item mean of 4.50. This implies that the members of the selection board constantly implement the first step in the selection perceived as process. The employee respondents similarly perceived as always the item of selection such as "if the applicant has passed the initial screening, preliminary interview, test and background check are administered, then a job offer will follow" with an item mean of 4.20. The other items "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, departmental interview is conducted where the applicant is supposed to meet face-to-face his/her would be supervisor, background check is administered for reference and employment history and if the applicant accepts the offer, physical examination comes next to determine if she/he is physically fit" were perceived as often with item means of 3.60, and 3.80 respectively. On the other hand, the lowest item mean of 2.70 or sometimes items "if physically fit, then comes job placement". This implies that the members of the selection board occasionally consider being physically fit. The category mean of 3.75 or often implies that selection requirements of the selection process are frequently implemented as perceived by the employees.



**Table 2b.2**

Item Mean Perception of Members of the Selection Board on the  
System of Selection of Local Government in the First Class Municipality of Tumauini

Items	Item Mean	DS
If physically fit, then comes job placement.	3.90	Often
HRM Officer subject those who pass the test to preliminary interview.	3.80	Often
If the applicant has passed the initial screening, preliminary interview, test and background check are administered, then a job offer will follow.	3.80	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.	3.70	Often
If the applicant accepts the offer, physical examination comes next to determine if she/he is physically fit.	3.70	Often
Background check is administered for reference and employment history.	3.60	Often
Standardized tests relevant to the job are then administered to the applicants who passed the initial screening.	3.50	Often
Departmental interview is conducted where the applicant is supposed to meet face-to-face his/her would be supervisor.	3.50	Often
<b>Category Mean</b>	<b>3.69</b>	<b>Often</b>

The item mean perception of members of selection board on system of selection of Local of Government in the municipality of Tumauini is presented in table 2b.2. 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 the employees. The respondents likewise perceived as often the other items of selection such as "HRM officer subject those who pass the test to preliminary interview, 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 if the applicant accepts the offer, physical examination comes next to determine if she/he is physically fit, background check is administered for reference and employment history and standardized tests relevant to the job are then administered to the applicants who passed the screening" with item of means 3.50, 3.60, 3.70 and 3.80 respectively. Similarly, respondents perceived item departmental interview is conducted where the applicant is supposed to meet face-to-face his/her would be supervisor" with the lowest item mean of 3.50 or often. This implies that the members of the selection board frequently departmental interview with applicants for the purpose of meeting the would be supervisor. The category mean of 3.69 or often implies that selection requisites of the process is regularly observed.



**Table 2b.3**

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

Items	Item Mean	DS
If the applicant accepts the offer, physical examination comes next to determine if she/he is physically fit.	4.30	Always
If physically fit, then comes job placement.	4.30	Always
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.	4.20	Always
Standardized tests relevant to the job are then administered to the applicants who passed the initial screening.	4.00	Often
If the applicant has passed the initial screening, preliminary interview, test and background check are administered, then a job offer will follow.	4.00	Often
HRM Officer subject those who pass the test to preliminary interview.	3.90	Often
Background check is administered for reference and employment history.	3.60	Often
Departmental interview is conducted where the applicant is supposed to meet face-to-face his/her would be supervisor.	3.60	Often
<b>Category Mean</b>	<b>3.99</b>	<b>Often</b>

The item mean perception of members of selection board on the system of selection of Local Government in the municipality of Ilagan is presented in table 2b.3. The items "if the applicant accepts the offer, physical examination comes next to determine if she/he is physically fit, then comes job placement" was perceived by the employees as always with the highest item mean of 4.30. This implies that the members of the selection board constantly consider the physical fitness of the applicant prior to placement. The item "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" was perceived also as always with item mean of 4.20. The respondents perceived as often the other items of selection such as "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 HRM officer subject those who pass the test to preliminary interview" with item means of 3.50, 3.60, 3.70 and 3.80 respectively. Similarly, the respondents perceived item "background check are administered, then a job offer will follow 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 the lowest item mean of 3.60 often. This implies that the members of the selection board frequently conduct background check and departmental interview with applicants for the purpose of meeting the would be supervisor. The category mean of 3.49 or often implies that selection requisites of the selection process is regularly observed.



**Table 2b.4**

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

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.	4.20	Always
Standardized tests relevant to the job are then administered to the applicants who passed the initial screening.	4.10	Often
HRM Officer subject those who pass the test to preliminary interview.	4.00	Often
If physically fit, then comes job placement.	3.60	Often
Departmental interview is conducted where the applicant is supposed to meet face-to-face his/her would be supervisor.	3.60	Often
If the applicant has passed the initial screening, preliminary interview, test and background check are administered, then a job offer will follow.	3.60	Often
If the applicant accepts the offer, physical examination comes next to determine if she/he is physically fit.	3.50	Often
Background check is administered for reference and employment history.	3.50	Often
<b>Category Mean</b>	<b>3.75</b>	<b>Often</b>

The item mean perception of members of selection board on the system of selection of Local Government in the municipality of San Mariano is presented in table 2b.4. The item "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" was perceived by the employees as always with the highest item mean of 4.20. This implies that the members of the selection board constantly implement screening among applicants. The respondents on the other hand perceived as often the other items of selection such as "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, if physically fit, then comes job placement, 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 with item means of 3.60, 4.00 and 4.10 respectively. On the other hand, the respondents perceived with the lowest item mean of 3.50 or often items "if the applicant accepts the offer, physical examination comes next to determine if she/he is physically fit and background check is administered for reference employment history". This implies members of the selection board regularly conduct physical examination and background check among qualified applicants. The category mean of 3.766 or often implies that selection requirements of the selection process are regularly implemented.



**Table 2b.5**

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

Items	Item Mean	DS
HRM Officer subject those who pass the test to preliminary interview.	4.00	Often
Departmental interview is conducted where the applicant is supposed to meet face-to-face his/her would be supervisor.	4.00	Often
If the applicant has passed the initial screening, preliminary interview, test and background check are administered, then a job offer will follow.	4.00	Often
If physically fit, then comes job placement.	3.70	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.	3.60	Often
If the applicant accepts the offer, physical examination comes next to determine if she/he is physically fit.	3.60	Often
Standardized tests relevant to the job are then administered to the applicants who passed the initial screening.	3.30	Sometimes
Background check is administered for reference and employment history.	3.10	Sometimes
<b>Category Mean</b>	<b>6.66</b>	<b>Often</b>

The item mean perception of members of selection board on the system of selection of Local Government in the municipality of Echague is presented in table 2b.5. The items "HRM officer subject those who pass the test to mean preliminary interview, if physically fit, then comes job placement, 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" were perceived by the employees as often with the highest item mean of 4.00. This implies that the members of the selection board regularly conduct preliminary, departmental, and screening among applicants. The respondents on the other hand perceived 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 and if the applicant accepts the offer, physical examination comes next to determine if she/he is physically fit" with item means of 3.60 and 4.0 respectively. The respondents perceived the item standardized tests relevant to the job are then administered to the applicants who passed the initial screening" as sometimes with item mean of 3.30. On the other hand, the respondents perceived with the lowest item mean of 3.10 or sometimes item "background check is administered for reference and employment history". This implies that the members of the selection board occasionally conduct physical examination and background check among qualified applicants. The category mean of 3.66 or often implies that selection requirements of the selection process are regularly implemented.



**Table 2b.6**

Item Mean Perception of Members of the Selection Board 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.	3.67	Often
If the applicant accepts the offer, physical examination comes next to determine if she/he is physically fit.	3.56	Often
Standardized tests relevant to the job are then administered to the applicants who passed the initial screening.	3.44	Often
Departmental interview is conducted where the applicant is supposed to meet face-to-face his/her would be supervisor.	3.44	Often
If physically fit, then comes job placement.	3.33	Sometimes
If the applicant has passed the initial screening, preliminary interview, test and background check are administered, then a job offer will follow.	3.22	Sometimes
HRM Officer subject those who pass the test to preliminary interview.	3.11	Sometimes
Background check is administered for reference and employment history.	3.11	Sometimes
<b>Category Mean</b>	<b>3.36</b>	<b>Sometimes</b>

The item mean perception of members of selection board on the system of selection of Local Government in the municipality of Maddela is presented in table 2b.6. The item "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" was perceived by the employees as often with the highest item mean of 3.67. This implies that the members of the selection board regularly implement the first step in the selection process as perceived by the employees. The respondents likewise perceived as often 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, standardized tests relevant to the job are then administered to the applicants who passed the initial screening and departmental interview is conducted where the applicant is supposed to meet face-to-face his/her would be supervisor" with item means of 3.44 and 3.56 respectively. Also the respondents perceived the item "if physically fit, then comes job placement if the applicant has passed the initial screening, preliminary interview, test" with an item means of 3.22 and 3.33 or sometimes. On the other hand, the respondents perceived with the respondents perceived with the lowest item mean of 3.11 or sometimes items "HRM officer subject those who pass the test to preliminary interview and background check is administered for reference and employment history". This implies that the members of the selection board occasionally conduct preliminary interview and background check among qualified applicants. The category mean of 3.36 or sometimes implies that selection requisites of the selection process is at times observed.



**Table 2b.7**

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

Items	Item Mean	DS
If physically fit, then comes job placement.	4.11	Often
If the applicant accepts the offer, physical examination comes next to determine if she/he is physically fit.	4.00	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.	3.78	Often
HRM Officer subject those who pass the test to preliminary interview.	3.78	Often
If the applicant has passed the initial screening, preliminary interview, test and background check are administered, then a job offer will follow.	3.67	Often
Standardized tests relevant to the job are then administered to the applicants who passed the initial screening.	3.44	Often
Departmental interview is conducted where the applicant is supposed to meet face-to-face his/her would be supervisor.	3.00	Sometimes
Background check is administered for reference and employment history.	2.89	Sometimes
<b>Category Mean</b>	<b>3.58</b>	<b>Often</b>

Table 2b.7 shows the item mean perception of members of selection board on the system of selection of Local Government in the municipality of Nagtipunan. The item "if physically fit, then comes job placement" was perceived by the employees as often with the highest item mean of 4.11. 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 respondents likewise perceived as often 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, HRM officer subject those who pass the test to preliminary interview and standardized tests relevant to the job then administered to the applicants who passed the job are initial screening, if the applicant has passed the initial screening, preliminary interview, test and standardized tests relevant to the job are then administered to the applicants who passed the initial screening" with item means of 3.44, 3.67 and 3.78. The item "departmental interview is conducted where the applicant is supposed to meet face-to-face his/her would be supervisor" was perceived as sometimes with an item mean of 3.00. On the other hand, the respondents perceived item "background check is administered for reference and employment history" with the lowest item mean of 2.89 or sometimes. This implies that the members of the selection board seldom conduct background check among qualified applicants. The category mean of 3.58 or often implies that in this municipality selection policies of the selection process are regularly implemented.





**Table 2b.8**

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

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.	3.80	Often
If 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.	3.64	Often
HRM Officer subject those who pass the test to preliminary interview.	3.64	Often
If the applicant has passed the initial screening, preliminary interview, test and background check are administered, then a job offer will follow.	3.63	Often
Standardized tests relevant to the job are then administered to the applicants who passed the initial screening.	3.56	Often
Departmental interview is conducted where the applicant is supposed to meet face-to-face his/her would be supervisor.	3.48	Often
Background check is administered for reference and employment history.	3.29	Sometimes
<b>Category Mean</b>	<b>2.59</b>	<b>Often</b>

The item mean perception of members of selection board on the system of selection of Local Government as a whole is presented in table 2b.8. The item "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" was perceived by the employees as often with highest item mean of 3.80. This implies that the members of the selection board regularly implement the first step in the selection process as perceived by the employees. The respondent's likewise perceived as often 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, if the applicant has passed the initial screening, preliminary interview, test, departmental interview, is conducted where the applicant is supposed to meet face-to-face his/her would be supervisor with item means of 3.50 and 3.60 respectively. Also the respondents perceived the item "background check is administered, then a job offer will follow " with an item means of 3.48, 3.56, 3.63, 3.64 and 3.66, respectively. On the other hand, the respondents perceived with mean item of 3.29 or sometimes item lowest the "background check is administered for reference and employment history". This implies that the members of the selection board occasionally conduct check among qualified applicants. The category mean of 3.59 or often implies that selection requisites of the selection process is regularly observed as a whole.



**Table 2c.1**

Item Mean Perception of Members of the Selection Board on the  
System of Promotion of Local Government in the First Class Municipality of Baggao

Items	Item Mean	DS
An employee who is aspiring for promotion maintains a very outstanding performance coupled with education, training and related job experience.	4.00	Often
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	Often
HRMOs notify all candidates/employees on the outcome of the selection.	4.00	Often
An appointing authority may appoint an employee/applicant for promotion who is next in rank and posses qualifications and competence and has undergone selection process.	3.90	Often
The personnel selection board maintains fairness and impartiality in the evaluation of candidates for promotion.	3.40	Often
<b>Category Mean</b>	<b>3.86</b>	<b>Often</b>

The table 2c.1 shows the item mean perception of members of selection board on the system of promotion of Local Government in the first class municipality of Baggao. 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, the personnel selection board evaluates the qualification of employees from which the appointing authority, the LCE may choose the person to be promoted and HRMOS notify all candidates/employees on of the outcome of the selection" with the highest item mean of 4.00 or often. This implies that the members of selection board implement an outstanding rating for promotion, evaluation of qualifications and candidates are notified of the result of evaluation. Also the respondents perceived the other items of recruitment as often "an appointing an employee/applicant for promotion who is next in rank and possess qualifications and competence and has undergone selection process" with item an item mean of 3.90. 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 3.86 or often implies that promotion in the system is objective in organization.

**Table 2c.2**

Item Mean Perception of Members of the Selection Board 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.	3.80	Often
The personnel selection board evaluates the qualifications of employees from which the appointing authority, the LCE may choose the person to be promoted.	3.80	Often
An appointing authority may appoint an employee/applicant for promotion who is next in rank and posses qualifications and competence and has undergone selection process.	3.70	Often
HRMOs notify all candidates/employees on the outcome of the selection.	3.70	Often



The personnel selection board maintains fairness and impartiality in the evaluation of candidates for promotion.	3.60	Often
<b>Category Mean</b>	<b>3.72</b>	<b>Often</b>

The table 2c.2 shows the item mean perception of members of selection board 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, the personnel selection board maintains fairness and impartiality in the evaluation of candidates for promotion" with the highest item mean of 3.80 or often. This implies that the members of the selection board implement an outstanding rating for promotion, and maintain impartiality in the evaluation of applicants. Also the respondents perceived the other items of recruitment as often "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. on the outcome of the selection" with an item mean of 3.70 or often. The respondents perceived with the lowest item mean of 3.72 or often item "the personnel selection board evaluates the qualifications of employees from selection board evaluates the qualifications of employees from to be promoted". This implies that the members of the selection board regularly evaluate the qualifications of applicants. The category mean of 3.72 or often implies that promotion in the system is also objectively implemented in this town.

**Table 2c.3**

Item Mean Perception of Members of the Selection Board 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.	4.40	Always
An employee who is aspiring for promotion maintains a very outstanding performance coupled with education, training and related job experience.	4.30	Always
An appointing authority may appoint an employee/applicant for promotion who is next in rank and posses qualifications and competence and has undergone selection process.	4.30	Always
The personnel selection board maintains fairness and impartiality in the evaluation of candidates for promotion.	4.20	Always
HRMOs notify all candidates/employees on the outcome of the selection.	4.20	Always
<b>Category Mean</b>	<b>4.28</b>	<b>Always</b>

The table 2c.3 shows the item mean perception of members of selection board on the system of promotion of Local Government in the first class municipality of Ilagan. 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 4.30 or always. This implies that the members of selection board evaluate carefully the qualifications of the applicants. The respondents perceived the other items of recruitment as always "an employee who is aspiring for promotion maintains a very outstanding performance coupled with education, training and related job experience, and 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" with item mean 4.30. The respondents perceived with the lowest item mean of 4.20 or always item "the personnel selection board maintains fairness and impartiality in the



evaluation of candidates for promotion qualifications and HRMOS notify all candidates/employees on the outcome of the selection". This implies that the members of the selection board at all times maintain fairness in terms of promotion of the candidates and inform all candidates of the result of the selection. The category mean of 4.28 or always implies that the process of promotion in this system is constantly observed in terms of promotion.

**Table 2c.4**

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

Items	Item Mean	DS
HRMOs notify all candidates/employees on the outcome of the selection.	4.50	Often
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
An employee who is aspiring for promotion maintains a very outstanding performance coupled with education, training and related job experience.	4.00	Often
The personnel selection board maintains fairness and impartiality in the evaluation of candidates for promotion.	4.00	Often
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.	3.70	Often
<b>Category Mean</b>	<b>4.06</b>	<b>Often</b>

The item mean perception of employees on the system of promotion of Local Government in the first class municipality of San Mariano is presented in table 2c.4. The respondents perceived the item "HRMOs notify all candidates/employees on the outcome of the selection" with the highest item mean of 4.00 or often. This implies that the members of the selection board regularly notify/inform candidates of the outcome of the selection. Also the respondents perceived the other item of recruitment as often "the personnel selection board evaluates the qualifications of employees from which the appointing authority, the LCE may choose the person to be promoted, | the personnel selection board maintains fairness and impartiality in the evaluation of candidates for promotion and" with item means of 3.78 and 3.89. respectively. The respondents perceived with the lowest item mean of 3.67 or often item "an employee who is aspiring for promotion maintains a very outstanding performance coupled with education, training and related job experience and an appointing authority may appoint an employee/applicant for promotion who is next in rank and possess qualifications competence and has undergone selection process". This implies that the members of the selection board regularly consider outstanding performance for promotion purposes. The category mean of 3.85 or often implies that promotion in the system is regularly observe as a scheme for promotion in this city.



**Table 2c.5**

Item Mean Perception of Members of the Selection Board on the  
System of Promotion of Local Government in the First Class Municipality of Echague

Items	Item Mean	DS
An appointing authority may appoint an employee/applicant for promotion who is next in rank and posses qualifications and competence and has undergone selection process.	4.20	Always
The personnel selection board maintains fairness and impartiality in the evaluation of candidates for promotion.	3.90	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 evaluates the qualifications of employees from which the appointing authority, the LCE may choose the person to be promoted.	3.80	Often
HRMOs notify all candidates/employees on the outcome of the selection.	3.70	Often
<b>Category Mean</b>	<b>3.90</b>	<b>Often</b>

The item mean perception of employees on the system of promotion of Local Government in the first class municipality of Echague is presented in table 2c.5. 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 and the personnel selection board evaluates the qualifications of employee from which the appointing authority, the LCE may choose the person to be promoted" with the highest item mean of 3.56 or often. This implies that the employees prior to promotion one must meet all the requirements of said vacant position and must maintain outstanding performance. The respondents perceived the other items of recruitment as sometimes "the personnel selection board maintains fairness and impartiality in the evaluation of candidates for promotion and 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" with items mean of 3.11 and 3.22 respectively. The respondents perceived with the lowest item mean of 2.89 or sometimes item "HRMOS notify all candidates/employees on the outcome of the selection". This implies that the members of the selection board occasionally inform all candidates of the result of the selection. The category mean of 3.27 or sometimes implies that the process of promotion in the system members is at times observed in terms of promotion.

**Table 2c.6**

Item Mean Perception of Members of the Selection Board on the  
System of Promotion of Local Government in the First Class Municipality of Maddela

Items	Item Mean	DS
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.	3.56	Often
The personnel selection board maintains fairness and impartiality in the evaluation of candidates for promotion.	3.56	Often
The personnel selection board evaluates the qualifications of employees from which the appointing authority, the LCE may choose the person to be promoted.	3.44	Often
HRMOs notify all candidates/employees on the outcome of the selection.	3.44	Often
An employee who is aspiring for promotion maintains a very outstanding performance	3.33	Sometimes



coupled with education, training and related job experience.		
<b>Category Mean</b>	<b>3.47</b>	<b>Often</b>

The item 2c.6 shows the item mean perception of members of selection board on the system of promotion of Local Government is the first class municipality of Maddela. 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, the personnel selection board evaluates the qualifications of employees from which the appointing authority, the LCE may choose the person to be promoted and HRMOS notify all candidates/employees on the outcome of the selection" with the highest item mean of 4.00 or often. This implies that the members of selection board implement an outstanding rating for promotion, evaluation of qualifications and candidates are notified of the result of evaluation. Also respondents perceived the other items of recruitment as often appointing authority may appoint an employee/applicant for promotion who is next in rank and possess qualifications and competence and has undergone selection process" with item an item mean of 3.90. 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 3.86 or often implies that promotion in the system is objective in this organization.

**Table 2c.7**

Item Mean Perception of Members of the Selection Board 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.	3.78	Often
The personnel selection board evaluates the qualifications of employees from which the appointing authority, the LCE may choose the person to be promoted.	3.78	Often
The personnel selection board maintains fairness and impartiality in the evaluation of candidates for promotion.	3.67	Often
HRMOs notify all candidates/employees on the outcome of the selection.	3.67	Often
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.	3.11	Sometimes
<b>Category Mean</b>	<b>3.60</b>	<b>Often</b>

The item 2c.7 shows the item mean perception of members of selection board on the system of promotion of Local Government is the first class municipality of Nagtipunan. 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, the personnel selection board evaluates the qualifications of employees from which the appointing authority, the LCE may choose the person to be promoted and HRMOS notify all candidates/employees on the outcome of the selection" with the highest item mean of 4.00 or often. This implies that the members of selection board implement outstanding rating for promotion, evaluation of qualifications and candidates are notified of the result of evaluation. Also the respondents perceived the other items of recruitment as often "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 with item an item mean of 3.90. 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 3.86 or often implies that promotion in the system is objective in this organization.

**Table 2c.8**

Item Mean Perception of Members of the Selection Board 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.	3.79	Often
HRMOs notify all candidates/employees on the outcome of the selection.	3.78	Often
An employee who is aspiring for promotion maintains a very outstanding performance coupled with education, training and related job experience.	3.77	Often
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.	3.70	Often
The personnel selection board maintains fairness and impartiality in the evaluation of candidates for promotion.	3.69	Often
<b>Category Mean</b>	<b>3.75</b>	<b>Often</b>

The item 2c.8 shows the item mean perception of members of selection board 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 next 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. The items of recruitment as often "the personnel selection board evaluates the qualifications of employees from which the 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 3a.1**

Test of Relationship Between the Perception of the Selection Board on the System of Recruitment, Selection and Promotion of Cities, First Class Municipalities and as a Whole and Category of Employees

Perception	Category of Employees		
	First Level	Second Level	Total
Often	1906	772	2678
<b>Total</b>	<b>1906</b>	<b>772</b>	<b>2678</b>





Table 3a.1 shows the test of relationship between the perceptions of the selection board on the system of recruitment, selection and promotion of first class municipalities and as a whole and category of employees. The Chi-Square Test yielded a computed value of 0.000 with a probability of 0.9830 at the hypothesis earlier presented in this study is accepted. This means that there is no significant relationship between perceptions and category of employees. This implies that category of employees did not influence perceptions of the members of the selection board on the system of recruitment, selection and promotion.

**Table 3a.2**

Test of Relationship Between the Perception of the Selection Board on the System of Recruitment, Selection and Promotion of Cities, First Class Municipalities and as a Whole and IRA

Perception	First Class
Often	561.806,974.00
<b>Total</b>	<b>561.806,974.00</b>

Table 2a.2 shows the test of relationship between the perceptions of the selection board on the system of recruitment, selection and promotion of first class municipalities and as a whole and internal revenue allotment. The hypothesis test **Chi-Square statistics** yielded resulted with a computed value of 0.000 and a probability of 1.000 at the 0.05 alpha. As shown in the result the probability is much greater than the designated alpha hence the researcher accepted the null hypothesis earlier stated in this study. This means that no significant relationship exists between the perceptions of the members of the selection board and internal revenue allotment of the LGU. This implies that internal revenue allotment is independent of the perceptions of the members of the selection board.

**Table 3a.3**

Test of Relationship Between the Perception of the Selection Board on the System of Recruitment, Selection and Promotion of First Class Municipalities and As a Whole Population

Perception	First Class
Often	388,183
<b>Total</b>	<b>388,183</b>

As indicated in table 3a.3 on the test of relationship between the perceptions of the selection board on the system of recruitment, selection and promotion of cities, first class municipalities and as a whole and population, the **Chi-Square test** showed a calculated value of 0.000 with a probability of 0.991 at the 0.05 alpha. The result showed a probability exceeding the designated alpha, thus the researcher decided not to reject the null hypothesis earlier stated in this study. Therefore, it can be concluded that there is no significant relationship that exists between the perceptions of the members of the selection board and population. This implies that population is independent of perception of the members of the selection board in the cities and first class municipalities.



**Table 3a.4**

Test of Relationship Between the Perception of the Selection Board on the System of Recruitment, Selection and Promotion of First Class Municipalities and as a Whole and Dominant Religion

Perception	DOMINANT RELIGION		
	First Level	Second Level	Total
Often	287,190	358,368	645,558
<b>Total</b>	<b>287,190</b>	<b>358,368</b>	<b>645,558</b>

Table 3a.4 presents the test relationship between the perceptions of the selection board on the system of recruitment, selection and promotion of first class municipalities and as a whole and dominant religion. The hypothesis test using **Chi-Square statistic** resulted with a computed value of 0.000 and a probability of 0.9990 at the 0.05 alpha. As shown in the result the probability is much greater than the designated alpha hence the researcher accepted the null hypothesis earlier stated in this study. This means that there is no significant relationship between the perceptions of the members of the selection board and dominant religion. This implies that dominant religion is independent of perceptions of the members of the selection board.

**Table 3a.5**

Test of Relationship Between the Perception of the Selection Board on the System of Recruitment, Selection and Promotion of First Class Municipalities and as a Whole and Land Area

Perception	First Class
Often	719,162
<b>Total</b>	<b>719,162</b>

Table 3a.5 presents the test of relationship between the perceptions of the selection board on the system of recruitment, selection and promotion of cities, first class municipalities and as a whole and land area. The hypothesis test using **chi-Square statistic** resulted with a computed value of 0.000 and a probability of 9.9985 at the 0.05 alpha. As shown in the result, the probability is much greater than the designated alpha hence the researcher accepted the null hypothesis earlier stated in this study. This means that there is no significant relationship between the perceptions of the members of the selection board and land area. This implies that land area is independent of perceptions of the members of the selection board of the first class municipalities.

## CONCLUSIONS

The assessment of the Recruitment, Selection, and Promotion System of the First Class Municipalities in the Cagayan Valley Region highlights the significant role that robust HR strategies play in fostering an effective local government. The findings from this study underscore the importance of adhering to the principles of meritocracy, transparency, and equal opportunity as mandated by the Local Government Code of the Philippines. The perceptions of the selection board members indicate a strong commitment to maintaining a fair and systematic approach to recruitment and promotion, particularly in



ensuring that all candidates are evaluated based on their qualifications and competencies. Despite the positive trends observed, the study also reveals areas for improvement, particularly in enhancing communication regarding the outcomes of the selection process and ensuring that all candidates, regardless of their background, feel informed and included. Moreover, the analysis demonstrates that factors such as internal revenue allotments, dominant religion, and land area do not significantly influence the perceptions of the selection board members.

## RECOMMENDATIONS

To further strengthen the Recruitment, Selection, and Promotion System in the first-class municipalities of the Cagayan Valley Region, aligned with the goal of maintaining a robust HR framework that supports effective local governance and equitable public service delivery, it is recommended that:

- local government units (LGUs) enhance their communication strategies to ensure transparency and inclusivity throughout the selection process.
- implement clear and consistent communication protocols, all candidates, regardless of their background, will be well-informed and included, thus fostering a culture of trust and fairness.
- the selection board members should receive ongoing training to continually uphold the principles of meritocracy and equal opportunity, ensuring that evaluations remain objective and based on qualifications and competencies.
- Establish feedback mechanisms where candidates can receive constructive feedback on their application and performance can further promote continuous improvement and career development.
- leverage technology to streamline HR processes and provide real-time updates can enhance efficiency and accessibility, ensuring that the selection process is both systematic and user-friendly.

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