



## OPTIMIZING PATHWAYS: REFINING RECRUITMENT AND PROMOTION IN THE LOCAL GOVERNMENT UNITS OF CAGAYAN VALLEY REGION

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**ABSTRACT:** *This study assessed the recruitment, selection, and promotion (RSP) systems of cities and first-class municipalities in the Cagayan Valley Region, Philippines, and their impact on employee job performance. Employing a descriptive correlational design, the research utilized questionnaires administered to two groups: members of the Local Government Unit (LGU) selection boards and permanent employees with at least three years of service. Data were collected from three cities (Tuguegarao, Cauayan, and Santiago) and seven first-class municipalities via total enumeration, resulting in a sample of 2688 employees and 50 selection board members. The study analyzed LGU profiles (employee categories, population, Internal Revenue Allotment (IRA), dominant religion, and land area) using frequency counts, while employee and selection board perceptions of the RSP system were analyzed using weighted means and a criterion scale. A t-test examined differences in perceptions between the two groups, while Chi-square tests assessed the relationships between employee perceptions, job performance (obtained from performance evaluation reports), and selection board perceptions grouped by LGU profile. Results revealed that while the majority of employees across all LGUs held first-level positions, perceptions of the RSP system varied between employee and selection board groups, with statistically significant differences found in selection and promotion processes in some LGUs. However, no significant relationship was found between employee perceptions of the RSP system and their job performance. Similarly, no significant relationship existed between selection board perceptions and LGU profiles. The study concludes that while the RSP system generally functions, improvements are needed to enhance fairness, transparency, and efficiency, particularly in aligning practices with modern HR models and leveraging technology. Recommendations include implementing more robust recruitment strategies, thorough background checks, standardized selection procedures, and merit-based promotion criteria to improve the overall effectiveness and accountability of local governments in the region.*



**Keywords:** *recruitment, selection, promotion, standard procedures, local government units, selection board, RA 7160, competency based recruitment model*

## **INTRODUCTION**

The Local Government Units (LGUs) in the Cagayan Valley region play a pivotal role in delivering essential services to their communities. However, the effectiveness of these services largely depends on the quality of the workforce employed by these LGUs. The recruitment, selection, and promotion processes within these units are therefore critical to ensuring that the most qualified and capable individuals are appointed to positions of responsibility. The Local Government Code of 1991 (Republic Act No. 7160) provides the legal framework for the recruitment, selection, and promotion of personnel in LGUs. Section 91 of the Code mandates that LGUs establish a merit-based system for hiring and promoting employees, which is crucial for ensuring that qualified individuals occupy positions of responsibility. By adhering to these principles, LGUs can enhance their service delivery, promote transparency, and foster public trust. The significance of standard procedures in recruitment and selection cannot be overstated. A well-defined process helps mitigate biases, promotes transparency, and ensures that appointments are made based on qualifications rather than political connections or nepotism. This is particularly important in regions like Cagayan Valley, where local governance has historically faced challenges related to corruption and inefficiency. Moreover, the Local Government Code emphasizes the need for local civil service boards to oversee these processes. These boards are tasked with formulating rules and regulations that align with national standards while considering local contexts. By adhering to these guidelines, LGUs can enhance their credibility and effectiveness.

The recruitment, selection, and promotion processes within local government units (LGUs) are critical components that influence the overall effectiveness and efficiency of public administration. Various models have been developed to enhance these processes, ensuring that they align with the principles of meritocracy and transparency. One prominent model is the Competency-Based Recruitment Model, which emphasizes identifying candidates based on specific competencies required for a role rather than solely on educational qualifications or experience. This model has gained traction in LGUs as it allows for a more nuanced understanding of what skills are necessary for effective governance. Additionally, the Behavioral Interviewing Model has been adopted to assess candidates' past behaviors as indicators of future performance. This approach encourages interviewers to ask situational questions that reveal how candidates have handled challenges in previous roles, thereby providing deeper insights into their problem-solving abilities and interpersonal skills.



The importance of integrating technology into recruitment processes through e-recruitment platforms that streamline application submissions and enhance candidate outreach can be utilized by the LGUs. This modern approach not only widens the talent pool but also facilitates a more efficient selection process by allowing HR personnel to utilize data analytics for better decision-making. Furthermore, Agustin, CP (2016) emphasizes the significance of establishing clear promotion pathways within LGUs to motivate employees and retain talent. The use of structured promotion criteria based on performance evaluations and professional development opportunities fosters an environment where employees feel valued and recognized for their contributions. Moreover, the implementation of a Transparent Selection Process Model is crucial in mitigating biases often associated with traditional hiring practices. This model advocates for open job postings, standardized evaluation criteria, and diverse selection panels to ensure fairness throughout the recruitment process. By adopting these models, LGUs can create a more equitable workforce that reflects the community's diversity while enhancing public trust in local governance.

Recent studies provide valuable insights into enhancing HR practices to support LGUs in Cagayan Valley. For example, Bruns (2014) emphasized the role of HR development in driving organizational change in local government. Maher (2023) explored HR management practices in Southeast Asia, highlighting challenges and best practices. GovPilot (2023) offered practical recommendations for mastering HR practices in local government, covering key areas such as recruitment, selection, and promotion. Agustin (2016) investigated the organizational climate of LGUs in Cagayan Valley, underlining the importance of a positive organizational climate for enhancing job performance.

Additional studies have highlighted the significance of effective HR practices in LGUs. Esteban-Faculty (2021) examined organizational effectiveness at the University of Cagayan Valley, finding that job satisfaction, closely linked to recognition, income, promotion, and overall fulfillment, significantly impacts employee morale and productivity. Espina (2024) studied the role of HR officers in Cagayan de Oro City, noting that continuous development programs and emotional intelligence training improve social-emotional awareness and interpersonal skills, enhancing organizational performance.

Ondin and Espina (2024) investigated the role of HR officers, strategic planning, work engagement, and organizational performance in Cagayan de Oro City. Their study revealed high awareness and implementation of HR practices, showing that improvements in the hiring process significantly impact organizational performance. Inarda (2020) explored Prime-Human Resource Management (PRIME-HRM) and organizational commitment in public service in the Philippines, finding a strong correlation between HR systems implementation and employee engagement.



However, recent studies have highlighted several challenges in the implementation of these processes. For instance, a study by Tuluan-Maramag (2024) found that many LGUs in the Cagayan Valley region still rely on outdated job descriptions and lack standardized evaluation systems. This can lead to inconsistencies in the hiring process and the selection of less qualified candidates. One of the main challenges identified in the recruitment process is the lengthy and bureaucratic nature of the hiring procedures. This can deter highly qualified candidates from applying for positions within LGUs. Additionally, the lack of continuous training for HR personnel can result in a lack of awareness of modern recruitment practices and technologies. On the other hand, there are opportunities to leverage technology, such as online job portals and virtual interviews, to streamline the recruitment process and reach a wider pool of candidates. In terms of promotion, the absence of clear criteria and regular performance evaluations can lead to perceptions of favoritism and demotivate employees. Implementing transparent and fair promotion processes, including regular performance assessments and opportunities for professional development, can enhance employee morale and reduce turnover.

To address these challenges, several strategies can be proposed. First, updating job descriptions and developing standardized evaluation systems can ensure that the recruitment process is more consistent and fair. Second, providing continuous training for HR personnel can equip them with the skills and knowledge needed to implement modern recruitment practices. Third, leveraging technology in the recruitment process can increase efficiency and reach a broader audience.

For promotions, establishing clear criteria for advancement and conducting regular performance evaluations can promote transparency and fairness. Additionally, offering professional development opportunities and career coaching can support employee growth and prepare them for higher positions within the LGU.

Optimizing the recruitment, selection, and promotion processes within the LGUs of the Cagayan Valley region is essential for enhancing the overall performance and accountability of local governments. By aligning these processes with the principles of the Local Government Code of 1991 and incorporating modern HR practices, LGUs can attract and retain qualified personnel, ultimately improving their service delivery and fulfilling their mandates more effectively.

## **STATEMENT OF THE PROBLEM**

This study aimed at assessing the Recruitment, Selection, and Promotion System of Cities and 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 Cities and First Class Municipalities in the Cagayan Valley Region for the relative to:
  - 1.1. Category of Employees
  - 1.2. Population
  - 1.3. Internal Revenue Allotment
  - 1.4. Dominant Religion
  - 1.5. Total Land Area
2. What is the perception of employees and members of the selection board on the system of recruitment, selection, and promotion of Local Government Units by cities, first class municipalities and as a whole?
3. Is there a significant difference in the perceptions of the selection board and the employees on the system of their recruitment, selection and promotion by cities, first class municipalities and as a whole?
4. What is the job performance of the employees of Local Government Units of Cities and First Class municipalities as reflected in their performance evaluation report?
5. Is there a significant relationship between the perception of the employees on the recruitment, selection and promotion system and their job performance by cities, first class municipalities and as a whole?
6. Is there a significant relationship in the perceptions of the selection board on the system of recruitment, selection, and promotion when grouped according to their profile by cities, first class municipalities and as a whole?

## **HYPOTHESES**

This study is guided by the following hypotheses:

1. That there is no significant difference in the perceptions of the personnel selection board and the employees on the system of their recruitment, selection, and promotion by cities, first class municipalities and as a whole.
2. That there is no significant relationship between the perception of the employees on the recruitment, selection and promotion system and their job performance by cities, first class municipalities and as a whole.
3. That there is no significant relationship in the perception of the selection board on the system of recruitment, selection and promotion when grouped according to their profile by cities, first class municipalities and as a whole.



## RESEARCH METHODOLOGY

Since this study attempted to assess the recruitment, selection and promotion system in the Local Government Units of Cities and 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.

This study assessed the recruitment, selection and promotion of Cities and First Class Municipalities of Local Government Units in the Cagayan Valley Region. The respondents of the study were two groups. The main respondents were the members of selection board of the LGU. The second group of respondents were all the permanent employees of the Local Government Units of the Cities and 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 from the Local Government Unit of three (3) Cities which are Tuguegarao City, Santiago City and Cauayan City and seven (7) First Class Municipalities which are, Baggao, Nagtipunan, Maddela, Tumauni, Ilagan, Echague and San Mariano of the Cagayan Valley Region only. The distribution of respondents is shown in Table 1.

**Table 1**

Distribution of Respondents by Cities and First Class Municipalities

Cities/First class Municipalities	Members of Selection Board	Employees
Tuguegarao City	5	651
Cauayan City	5	390
Santiago City	5	387
<b>Sub-Total</b>	<b>15</b>	<b>1428</b>
Baggao	5	133
Nagtipunan	5	174
Maddela	5	195
Tumauni	5	132
Ilagan	5	331
Echague	5	166
San Mariano	5	129
<b>Sub-Total</b>	<b>35</b>	<b>1260</b>
<b>Over all Total</b>	<b>50</b>	<b>2688</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 and employees on the system of recruitment, selection and promotion of the Local Government Unit (LGU). The data gathering tool was patterned from questionnaire used by Pasicolan (2001). The job performance of the employees was taken from the result of the performance rating of the employees. Documentary analysis was used.

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

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

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

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

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

To test the relationship between the perceptions of the employees on the system of recruitment, selection and promotion and their performance the Chi-square test was utilized and likewise the relationship between the perceptions of the members of selection board on the system of recruitment, selection and promotion when grouped according to profile of the LGU.

## RESULTS AND DISCUSSIONS

**Table 2a**

Summary of Distribution of Local Government Units in the Cities and as a Whole on the Profile of LGU in the Cagayan Valley Region

Profile	Category	of	Tuguegarao	Cauayan City	Santiago City	As a Whole
Employees			City			
First Level Position			512	258	280	1050





Second Level Position	139	132	107	378
<b>Total</b>	<b>651</b>	<b>390</b>	<b>387</b>	<b>1428</b>
Internal Revenue Allotment	189,366,293.00	228,220,875.00	462,827,454.00	880,414,622.00
<b>Total</b>	<b>189,366,293.00</b>	<b>228,220,875.00</b>	<b>462,827,454.00</b>	<b>880,414,622.00</b>
Population	120,645	103,965	110,531	335,128
<b>Total</b>	<b>120,645</b>	<b>103,965</b>	<b>110,531</b>	<b>335,128</b>
Roman Catholic	109,156	89,271	88,763	287,190
<b>Total</b>	<b>109,156</b>	<b>89,271</b>	<b>88,763</b>	<b>287,190</b>
Land Area	14,480	38,020	25,550	78,050
<b>Total</b>	<b>14,480</b>	<b>38,020</b>	<b>25,550</b>	<b>78,050</b>

Table 2a presents the summary of distribution of local government units in the cities and as a whole on the profile of the LGU in the Cagayan Valley Region.

### **Category of Employees**

Majority of the employee respondents in Tuguegarao City are still occupying low level positions. This implies this scenario is either due to their educational qualifications or their inability to improve themselves professionally hence they are still in this position. Likewise, in Cauayan City has majority of its employees belonging to the lower level position in the organization. This implies that the bulk of employees in the lower level position are either those who are still under graduates or those who did not opt for any further educational growth. Further, in Santiago City, 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 pertinent requirements to move on the next level position. And as a whole, majority of the employee respondents are in the lower level position of the LGU of the region among the cities. This implies that the cities of the LGU have more employees presently occupying the lower level position in the organization despite greater IRA is allotted for them in comparison to their counterpart in the first class municipalities.

### **Internal Revenue Allotment**

Tuguegarao City has an IRA of Php 189,366,293.00. This allotment is less than Cauayan City with an IRA of Php 228,220,875.00 and Santiago City has the highest allotment of IRA of 462,827,454.00 among the three cities in region 2. As a Whole the total IRA for the three cities is Php 880,414,622.00 making Santiago City the recipient of the highest subsidy of the LGU in the region.





### Population

The city of Tuguegarao has the highest population of 120,645 surpassing that of Cauayan City (103,965) and Santiago City (110,531). As a Whole the total population of the three cities in the region for the three cities is 335,128.

### Dominant Religion

In the whole region as regards religion of the respondents, majority are Catholics.

### Total Land Area

The city of Tuguegarao has the least land area of 14,480 compared to that of the city of Santiago of 25,550 and City of Cauayan with the highest land area of 38,020. As a whole the total land area of the three cities in the region is 78,050.

**Table 2b**

Summary of Distribution of Local Government Units in the First Class Municipalities and as a Whole on the Profile of LGU in the Cagayan Valley Region

Profile	Baggao	Tumaui ni	Ilagan	San Mariano	Echagu e	Maddela	Nagtipun an	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>
Internal Revenue Allotme nt	80,454,8 98	59,638,0 96	118,680. 197	89,612,1 17	68,296,4 17	63,211,8 22	81,913,4 27	561.806, 974
<b>Total</b>	<b>80,454,8 98</b>	<b>59,638,0 96</b>	<b>118,680. 197</b>	<b>89,612,1 17</b>	<b>68,296,4 17</b>	<b>63,211,8 22</b>	<b>81,913,4 27</b>	<b>561.806, 974</b>
Populati	66,264	50,256	119,990	41,309	61,101	32,236	17,027	388,183



on								
<b>Total</b>	<b>66,264</b>	<b>50,256</b>	<b>119,990</b>	<b>41,309</b>	<b>61,101</b>	<b>32,236</b>	<b>17,027</b>	<b>388,183</b>
Catholic	56,605	43,629	105,077	37,567	51,343	18,300	8,280	358,368
<b>Total</b>	<b>56,605</b>	<b>43,629</b>	<b>105,077</b>	<b>37,567</b>	<b>51,343</b>	<b>18,300</b>	<b>8,280</b>	<b>358,368</b>
Land Area	92,060	46,730	139,370	146,950	68,080	65,232	160,740	719,162
<b>Total</b>	<b>92,060</b>	<b>46,730</b>	<b>139,370</b>	<b>146,950</b>	<b>68,080</b>	<b>65,232</b>	<b>160,740</b>	<b>719,162</b>

Table 2b presents the summary of distribution of local government units in the first class municipalities and as a whole on the profile of the LGU in the Cagayan Valley Region.

### **Category of Employee**

Majority of the employee respondents in Baggao are still occupying low level positions. This implies that this set-up is either caused by low promotion rate or the employees do not have the necessary requirement for the next level position. In Tumauni, Ilagan, San Mariano, Echague, Maddela majority of the employees belong to the lower level position in the organization. This implies that these numbers of employees in the lower level position are either those who are not qualified for any promotion. On the other hand, Nagtipunan has almost equal category of level of employees but still majority prevails in the lower bracket. This implies the employees have exerted effort to climb to the next higher rank hence the ratio of employees in the first and second level respectively.

As a whole, 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 the lower level position in the organization despite their status as first class.

### **Internal Revenue Allotment**

The IRA of Ilagan amounts to Php 118,680.197 which is highest from all the first class municipalities in the region while Tumauni has an IRA of Php 59,638,096.00 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.

### **Population**

The Municipality of Ilagan is most inhabited among the first class municipalities 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.



### Dominant Religion

In the whole region as regards religion of the respondents, majority are Catholics.

### Total Land Area

Nagtipunan is the highest among the first class municipalities in the region in terms of land area of 160,740 while Tumauni 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 3a.1**

Summary of the Perception of Employees and Members Selection Board of the Local Government Unit on the System of Recruitment of Local Government by City and as a Whole

Items	Tuguegarao City				Cauayan City				Santiago City				As a Whole			
	Emplo yees		Mem of SB		Emplo yees		Mem of SB		Emplo yee		Mem of SB		Emplo yees		Mem of SB	
	X 1	D S	X1 S	D S	X 1	D S	X 1	D S	X 1	D S	X 1	D S	X 1	D S	X 1	D S
The process of recruitment starts as soon as the need for additional personnel is identified, ideally as result of human resource planning.	4. 20	A	4. 00	0	3. 90	0	3. 89	0	3. 70	0	3. 33	S	3. 93	0	3. 74	0
The management through the human resource management officer identifies the knowledge, skills and abilities an individual should possess in order to fulfill the duties	4. 20	A	4. 00	0	3. 80	0	3. 89	0	3. 80	0	3. 55	0	3. 93	0	3. 81	0



and function being asked by the vacant position.																
Job posting notices of the vacancies shall be posted.	3.80	0	4.00	A	4.00	0	4.67	A	3.50	0	3.89	0	4.01	0	4.19	0
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.	3.60	0	4.38	A	4.00	0	4.44	A	4.44	A	3.78	0	4.01	0	4.20	A
List down candidates aspiring for the vacant position, either from within or outside the agency, including net in rank employees.	3.60	0	3.33	S	3.40	0	3.67	0	3.00	S	2.50	R	3.33	S	3.17	S
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.	3.40	0	3.67	0	3.60	0	3.00	S	3.67	0	2.88	S	3.56	0	3.18	S
HRMOs notify all applicants of the outcome of the	2.60	S	3.50	0	3.22	S	2.67	S	3.00	S	3.00	2	2.94	S	3.06	S



preliminary evaluation																
<b>Category Mean</b>	<b>3.63</b>	<b>0</b>	<b>3.84</b>	<b>0</b>	<b>3.70</b>	<b>0</b>	<b>3.75</b>	<b>0</b>	<b>3.59</b>	<b>0</b>	<b>3.28</b>	<b>0</b>	<b>3.67</b>	<b>0</b>	<b>3.62</b>	<b>0</b>

Table 3a shows summary of perception of employees and members of selection board of the Local Government Unit on the system of recruitment of Local Government by city and as a whole.

**Employees**

In Cauayan City, the category mean of 3.70 or often which is the highest among the cities as regards the employees, implies that the respondents perceived recruitment in the city of Cauayan as frequently followed in terms of the implementation of its policies where 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" were perceived by the employees with the highest item mean of 4.00 or often. This implies that the members of the selection board frequently make job posting notices also make a publication of all job vacancies. The respondents perceived with the lowest item mean of 3.22 or sometimes the item "HRMOS notify all applicants of the outcome of the preliminary evaluation". This implies that the members of the selection board occasionally inform applicants of their preliminary evaluation results as perceived by the employees.

As a whole, the employees perceived as often the items "job posting 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 4.01. This implies that the members of the selection board regularly make a posting of job vacancies and likewise make a publication of vacant positions as perceived by the employee respondents. Similarly, the respondents perceived with the lowest item mean of 2.94 or sometimes the item "HRMOS notify all applicants of the outcome of the preliminary evaluation". This implies that the members of the selection board occasionally inform applicants of their preliminary evaluation results. The category mean of 3.67 or often implies that as a whole, the respondents found recruitment as frequently observed in terms implementation of its policies.

**Members of Selection Board**

As regards to the members of the selection board the highest category mean of 3.84 or often belong to Tuguegarao City which implies that members of the selection board regularly implement the requirements of recruitment. The respondents perceived as always the item "publishes vacancies in the CSC bulletin board and are posted in three (3) conspicuous places of the LGU for fifteen (15) days



before same are filled up". with the highest item mean of 4.38. 4.38. This implies that the selection board constantly publish all vacancies following the standard procedure on recruitment. The lowest item mean of 3.33 or sometimes is the perception of the respondents on the item "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 occasionally prepare listing of aspirant candidates for the vacant positions.

As a whole, the members of the selection board perceived as always the item "publishes vacancies in the CSC bulletin board and are posted in three (3) conspicuous places of the LGU for fifteen (15) days before same are filled up" with the highest item mean of 4.38. This implies that the members of the selection board constantly publish all vacancies following the standard procedure on recruitment. The lowest item mean of 3.33 or sometimes is the perception of the respondents on the item "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 occasionally prepare listing of aspirant candidates for the vacant positions. The category mean of 3.84 or often implies that members of the selection board regularly implement the requirements of recruitment as a whole.

**Table 3a.2**

Summary of Perception of Employees and Members of Selection Board of the  
Local Government Unit on the System of Selection of Local Government by City and as a Whole

Items	Tuguegara o City		Cauayan City		Santiago City		As A Whole	
	EM	SB	EM	SB	EM	SB	EM	SB
	X1 Ds	X1 Ds	X1 DS	X1 DS	X1 DS	X1 DS	X1 DS	X1 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 dominated in this step.	3.90 0	3.67 0	3.3 0	3.2 2	3.2 2	3.5 0	3.4 7	3.7 6
If the applicant has passed the initial screening, preliminary interview, test and background check are administered, then a job offer will follow.	3.60 0	3.44 0	3.6 0	3.3 3	3.5 6	3.0 0	3.5 9	3.2 6
If the applicants accepts the offer, physical	3.60	3.44	3.8	3.1	3.8	3.5	3.7	3.3



examination comes next to determine if she/he as physically fit.	O	O	0	1	9	7	6	7
			O	S	O	O	O	S
Standardized tests relevant to the job are then administered to the applicants who passed the initial screening	3.50	3.67	3.1	3.2	3.2	3.1	3.3	3.3
	O	O	4	2	5	3	0	4
			S	S	S	S	S	S
HRM officer subject those who pass the test to preliminary interview	3.50	3.67	3.3	3.1	3.3	3.2	3.3	3.3
	O	O	0	1	3	5	8	4
			S	S	S	S	S	S
If physically fit, then comes job placement.	3.50	3.78	4.0	3.3	4.0	3.8	3.8	3.6
	O	O	0	3	0	8	3	6
			O	S	O	S	O	O
Departmental interview is conducted where the applicant is supposed to meet face-to-face his/her would be supervisor.	3.10	3.33	3.7	3.4	3.6	3.1	3.1	3.3
	S	S	0	4	7	3	3	0
			O	O	O	S	S	S
Background check is administered for reference and employment history.	2.50	3.22	3.4	3.1	3.2	2.7	3.0	3.0
	R	S	0	1	2	5	4	3
			O	S	S	S	S	S
<b>Category Mean</b>	<b>3.40</b>	<b>3.53</b>	<b>3.5</b>	<b>3.2</b>	<b>3.3</b>	<b>3.2</b>	<b>3.4</b>	<b>3.3</b>
	<b>O</b>	<b>O</b>	<b>3</b>	<b>3</b>	<b>9</b>	<b>6</b>	<b>4</b>	<b>3</b>
			<b>O</b>	<b>S</b>	<b>S</b>	<b>S</b>	<b>O</b>	<b>S</b>

Table 3a.2 shows the summary of perception of employees and members of selection board of the Local Government Unit on the system of selection Local Government by city and as a whole.

As regards to the employee respondents, the highest category mean of 3.53 or often belong to Cauayan City implies that selection requisites of the selection process is regularly implemented as perceived by the employees. The data showed that item "if physically fit, then comes job placement" was perceived by the employees as often with the highest item mean of 4.00. 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 perceived with the lowest item mean of 3.14 or sometimes item "standardized tests relevant to the job are then administered to the applicants who passed the initial screening. This implies that the members of the selection board seldom conduct standardized tests among applicants who passed the initial screening as perceived by the employees.





As a whole, the item "if physically fit, then comes job placement" was perceived by the employees as often with mean of 3.83. 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 perceived item "background check is administered for reference and employment history" with the lowest item mean of 3.04 or sometimes. This implies that the members of the selection board seldom conduct background check among qualified applicants. The category mean of 3.44 or often implies that as a whole selection requisites of the selection process regularly observed as perceived by the employees.

On the other hand, as far as the members of the selection board, the respondents of Tuguegarao City have the highest category mean of 3.53 or often implies that selection requisites of the selection process is regularly observed as perceived by the employees. The members of the selection board perceived the item "if physically fit, then comes job placement" with the highest item mean of 3.78 or often. This implies that the members of the selection board frequently adhere to the employment of the physically fit. The respondents perceived with the lowest item mean of 3.23 and 3.22 or sometimes. This implies that the members of the selection board seldom conduct departmental interview with applicants for the purpose of meeting the would be supervisor.

And as a whole, the members of the selection board perceived the item "if physically fit, then comes job placement" with item mean of 3.66 or often. This implies that the members of the selection board frequently adhere to the employment of the physically fit. The respondents perceived with the lowest item mean of 3.22 or sometimes "background check are administered; job offer will follow". This implies that the members of the selection board seldom conduct background check among applicants. The category mean of 3.53 or often implies that selection requisites of the selection process is regularly observed by the members of the selection board.

**Table 3b.2**

Summary of Perception of Employees and Members of Selection Board of the Local Government Unit on the System of Selection of Local Government by First Class Municipality and as a Whole

Items	Baggao		Tumauini		Santiego City		Ilagan		Echague		Maddela		Nagtipunan		As a Whole	
	E	S	E	S	E	S	E	S	E	S	E	S	E	S	E	S
	M	B	M	B	M	B	M	B	M	B	M	B	M	B	M	B
	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X



	1 D s	1 D s	1 D S	1 D S	1 D S	1 D S	1 D S	1 D S	1 D S	1 D S	1 D S	1 D S	1 D S	1 D S	1 D S	1 D S
If physically fit, then comes job placement.	3. 70 O	2. 70 S	3. 20 S	3. 90 O	2. 70 S	4. 30 A	3. 90 O	3. 60 O	3. 30 S	3. 70 O	3. 20 S	3. 33 S	2. 88 S	4. 11 O	3. 27 S	3. 66 O
If the applicants accept the offer, physical examination comes next to determine if she/he as physically fit.	3. 30 S	3. 60 O	2. 90 S	3. 80 O	2. 80 S	4. 30 A	3. 70 O	3. 50 O	3. 10 S	4. 00 O	2. 70 S	3. 56 O	3. 00 S	4. 00 O	3. 93 O	3. 82 O
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 dominated in this step.	3. 20 S	4. 50 A	3. 10 S	3. 70 O	3. 10 S	4. 20 A	3. 40 O	4. 20 A	3. 40 O	3. 60 O	3. 70 O	3. 67 O	3. 10 S	3. 78 O	3. 59 O	3. 82 O
Standardized tests relevant to the job are then administered to the applicants who passed the initial screening.	3. 20 S	3. 80 O	2. 90 S	3. 50 O	2. 90 S	4. 00 O	3. 10 S	4. 10 O	2. 90 S	3. 30 S	2. 70 S	3. 44 O	1. 90 R	3. 44 O	2. 80 S	3. 65 O
HRM officer subject	3.	3.	3.	3.	2.	3.	3.	4.	3.	4.	2.	3.	2.	3.	3.	3.



those who pass the test to preliminary interview	20 S	80 O	10 S	80 O	80 S	90 O	30 S	00 O	00 S	00 O	70 S	11 S	90 S	78 O	04 S	77 O
Departmental interview is conducted where the applicant is supposed to meet face-to-face his/her would be supervisor.	3. 20 S	3. 80 O	3. 30 S	3. 50 O	3. 20 S	3. 60 O	3. 20 S	3. 60 O	2. 70 S	4. 00 O	2. 60 S	3. 44 O	2. 90 S	3. 00 S	3. 01 S	3. 56 O
If the applicant has passed the initial screening, preliminary interview, test and background check are administered, then a job offer will follow.	3. 10 S	4. 20 O	2. 90 S	3. 70 O	3. 10 S	4. 00 O	3. 50 O	3. 60 O	3. 40 O	3. 60 O	3. 10 S	3. 22 S	3. 30 S	3. 67 O	3. 20 S	3. 71 O
Background check is administered for reference and employment history	2. 60 S	3. 60 O	2. 80 S	3. 60 O	2. 60 S	3. 60 O	3. 40 O	3. 50 O	2. 70 S	3. 10 S	2. 60 S	3. 11 S	2. 50 R	2. 89 S	2. 71 S	3. 10 O
Category Mean	3. 19 S	3. 75 O	3. 03 S	3. 69 O	2. 90 S	3. 99 O	3. 44 O	3. 76 O	3. 06 S	3. 66 O	2. 91 S	3. 36 O	2. 81 S	3. 58 O	3. 09 S	3. 08 S

The summary of perception of employees and members of selection board of the local government unit on the system of selection of local government by first class municipality and as a whole is shown in table 3b.2.

As to the employees' perception, Ilagan City has the highest category mean of 2.90 or sometimes implies that in this municipality the employees perceived selection policies of the selection process as occasionally implemented by the selection board. The respondents perceived item "departmental interview is conducted where the applicant is supposed to meet face-to-face his/her would be supervisor" by the employees as sometimes the highest item mean of 3.20. This implies that the members of the selection board occasionally conduct departmental interview where applicant meets



would be supervisor as perceived by the employees. The respondents perceived item "background check is administered for reference and employment history" with the lowest item mean of 2.60 or sometimes. This implies that the members of the selection board seldom conduct background check among qualified applicants.

And as whole, the item "if physically fit, then comes job placement" was perceived by the employees as often with item mean of 3.66. This implies that members of the selection board frequently implement the physical fitness of the applicant prior to placement as perceived by employees. The respondents perceived with the lowest item mean of 3.26 or now and again the item if t and again the item "if the applicant has passed the initial screening, preliminary interview, test and background check are administered, then a job offer will follow": This implies that the members of the selection board seldom occasionally conduct preliminary interview among applicants who passed the initial screening as perceived by the employees. The category mean of 3.33 or sometimes implies that selection requisites of the selection process is irregularly implemented as perceived by the employees as a whole.

As regards the members of the board, Ilagan has the highest category mean of 3.49 or often implies that selection requisites of the selection process are regularly observed. The items "if the applicant accepts the offer, physical examination comes next to determine if she/he is physically fit and if 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 implement the physical fitness of the applicant prior to placement. The respondents perceived item "background check is administered, then a job offer will follow background check is administered, for reference and employment history and departmental interview conducted where the applicant is supposed to meet face-to-face his/her would be supervisor" with the lowest item mean of 3.60 or often. This implies that members of the selection board frequently conduct background check and departmental interview with applicants for the purpose of meeting the would be supervisor.

And as a whole. 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 3.80. This implies that the members of the selection board regularly implement the first step the selection process as perceived by the employees. The respondents perceived with the lowest item mean 3.29 sometimes item "background check is administered for reference employment history". This implies that the members of the selection board occasionally



conduct background check among qualified applicants. The category mean of 3.59 or often implies that selection requisites of the selection process is regularly observed as whole.

**Table 3a.3**

Summary of Perception of Employees and Members of Selection Board of the Local Government Unit on the System of Promotion of Local Government by City and as a Whole

Items	Tuguegarao City		Cauayan City		Santiago City		As A Whole	
	EM	SB	EM	SB	EM	SB	EM	SB
	X1 Ds	X1 Ds	X1 DS	X1 DS	X1 DS	X1 DS	X1 DS	X1 DS
An appointing authority may appoint an employee/applicant for promotion who is net in rank and possess qualifications and competence and has undergone selection process.	4.30 A	3.78 O	3.9 O	3.3 S	3.4 O	3.1 S	3.8 O	3.41 O
If the applicant has passed the initial screening, preliminary interview, test and background check are administered, then a job offer will follow.	4.00 O	3.89 O	3.9 O	3.4 O	3.6 O	3.5 O	3.8 O	3.63 O
The personnel selection board evaluates the qualifications of employees from which the appointing authority, the LCR may choose the persons to be promoted.	3.80 O	4.00 O	3.6 O	3.6 O	3.2 O	2.8 S	3.5 O	3.52 O
HRMOs notify all candidates/employees on the outcome of the selection.	3.50 O	3.67 O	3.9 O	3.3 S	3.9 O	3.5 O	3.7 O	3.52 O
An employee who is aspiring for promotion maintains a very outstanding performance coupled with education, training and related job experience.	3.40 O	3.89 O	3.8 O	3.1 S	3.4 O	3.2 S	3.5 O	3.41 O
<b>Category Mean</b>	<b>3.80 O</b>	<b>3.83 O</b>	<b>3.8 O</b>	<b>3.3 S</b>	<b>3.5 O</b>	<b>3.2 S</b>	<b>3.7 O</b>	<b>3.50 O</b>



Table 3a.3 shows summary of perception of employees and members of selection board of the Local Government Unit on the system of selection of Local Government by city and as a whole.

The highest category mean of 3.82 or often on the employees perception belong to Cauayan City which implies that the process of promotion in the system is observed to fairly treat applicants. The respondents perceived the items "an employee who is aspiring for promotion maintains a very outstanding 298performance 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 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 3.90 or often. This implies that the employees prior to promotion must meet all the requirements of said vacant position. The respondents perceived with the lowest item mean of 3.60 or often item HRMOS notify all candidates/employees on the outcome of the selection". This implies that the members of the selection board regularly inform all candidates of the result of the selection.

And 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 3.87 or often. This implies that the members of the selection board frequently adhere to the first step in the promotion process. The respondents perceived with the lowest 3.53 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 objectivity in the promotion of candidates. The category mean of 3.71 or often implies that promotion in the system is highly implemented to its highest degree, thus applicants are equally treated as perceived by the employees.

As regards the perception of the members of the board, Tuguegarao City has the highest category mean of 3.85 or often implies that promotion in the system is highly observed to its highest degree. 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. 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". This implies that the members of the selection board regularly consider and outstanding performance for the promotion of candidates.



As a whole, 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. The respondents perceived with the lowest item mean 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 and competence and has undergone selection process". This implies that the members of the selection board regularly consider an outstanding performance for promotion purposes. The category mean of 3.85 or often implies that promotion in the system regularly observe as a scheme for promotion in this city.

**Table 3b.3**

Summary of Perception of Employees and Members of Selection Board of the Local Government Unit on the System of Promotion of Local Government by First Class Municipality and as a Whole

Items	Baggao		Tumauini		Santia go City		Ilagan		Echague		Maddela		Nagtipunan		As a Whole	
	E	S	E	S	E	S	E	S	E	S	E	S	E	S	E	S
The personnel selection board evaluates the qualifications of employees from which the appointing authority, the LCE may choose the person to be promoted.	3.70	4.00	3.00	3.60	4.00	4.40	4.10	4.00	3.10	3.80	3.20	3.44	3.60	3.78	3.53	3.21





An employee who is aspiring for promotion maintains a very outstanding performance coupled with education, training and related job experience.	3.30	4.00	3.10	3.80	3.30	4.30	3.90	4.00	3.00	3.90	3.40	3.33	3.80	3.78	3.40	3.67
An appointing authority may appoint an employee/applicant for promotions who is next in rank and poses qualifications and competence and has undergone selection process.	3.30	3.90	3.00	3.80	2.90	4.30	4.00	3.70	2.70	4.20	3.30	3.56	3.40	3.11	3.23	3.78
HRMOs notify all candidates/employees on the outcome of the selection.	3.00	4.00	2.80	3.70	3.10	4.20	4.00	4.50	2.70	3.70	3.00	3.44	3.30	3.65	3.13	3.89
The personnel selection board maintains fairness and impartiality in the evaluation of candidates for promotion	2.90	3.40	2.70	3.80	2.60	4.20	3.70	4.10	2.50	3.90	2.90	3.56	3.20	3.67	2.91	3.80
<b>Category Mean</b>	3.22	3.86	2.91	3.72	3.18	4.28	3.94	4.06	2.80	3.90	3.16	3.47	3.46	3.60	3.24	3.84



The summary of perception of employees and members of selection board of the local government unit on the system of Promotion of local government by first class municipality and as a whole is shown in table 3b.3

The highest category mean of 2.60 or sometimes belong to Ilagan implies that promotion in the system is irregularly observed in this LGU. The respondents perceived the item "the personnel selection board evaluates the qualifications of employees from which the appointing authority, the LCE may choose the person to be promoted," with the highest item mean of 4.00 or often. This implies that the members of the selection board regularly evaluate employees. The respondents perceived with the lowest item mean of 2.60 or sometimes item "the personnel selection board maintains fairness and impartiality in the evaluation of candidates for promotion". This implies that the members of the selection board at times maintain neutrality in the evaluation of the promotion of candidates.

And as a whole, the respondents perceived the item "the personnel selection board evaluates the qualifications of employees from which the appointing authority, the LCE may choose the person to be promoted," with the highest item mean of 3.63 or often. This implies that the members of the selection board regularly evaluate the qualifications of their employees. The respondents perceived with the lowest item mean of 3.41 or often 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 and 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 adhere to the requisites of a vacant position and maintain neutrality in the evaluation of the promotion of candidates. The category mean of 3.50 or often implies that promotion in the system is regularly observed and implemented.

As regards to the members of the selection board, the highest category mean of 3.50 or often was in Santiago City implies that the process of promotion in the system is well observed to fairly treat applicants desire for promotion. The respondents perceived the item "an employee who is aspiring d for promotion maintains a very outstanding performance coupled with education, training and related job experience" with the highest item mean of 3.90 or often. This implies that the employees prior to promotion must meet all the requirements of said vacant position and must maintain outstanding performance. The respondents perceived with the lowest item mean of 3.20 or sometimes item "HRMOS notify all candidates/employees on the outcome selection". This implies that the members of the board selection occasionally inform all candidates of the result of the selection.



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 3.87 or often. This implies that the members of the selection board frequently adhere to the first step in the promotion process. The respondents perceived with the lowest item mean 3.53 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 objectivity in the promotion of candidates. The category mean of 3.71 or often implies that promotion in the system is highly implemented to its highest degree, thus applicants equally treated as perceived by the employees.

**Table 4a.1**

Summary of test of Difference between the Perception of the Employees and Members of the Selection Board by Cities and as a Whole

Items	Tuguegarao City			Cauayan City			Santiago City			As a Whole		
	Employees Of SB	DS	Mem. XI	Employees Of SB	DS	Mem. XI	Employees Of SB	DS	Mem. XI	Employees Of SB	DS	Mem. XI
<b>Recruitment</b>	<b>3.63</b>	<b>O</b>	<b>3.84</b>	<b>3.70</b>	<b>O</b>	<b>3.59</b>	<b>O</b>	<b>3.67</b>	<b>O</b>	<b>3.62</b>	<b>O</b>	<b>3.84</b>
	<b>0</b>			<b>3.75</b>	<b>O</b>		<b>3.28</b>	<b>O</b>		<b>3.62</b>	<b>O</b>	
	t - 0.8552			0.1501			1.1588			0.2130		
	df - 12			12			12			12		
	a - 0.05			0.05			0.05			0.05		
	P - 0.2046			0.4416			0.1345			0.4175		
	Decision - Accept Ho			Accept Ho			Accept Ho			Accept Ho		
<b>Selection</b>	<b>3.40</b>	<b>O</b>	<b>3.84</b>	<b>3.53</b>	<b>O</b>	<b>3.39</b>	<b>S</b>	<b>3.44</b>	<b>O</b>	<b>3.44</b>	<b>O</b>	<b>3.84</b>
	<b>3.53</b>	<b>O</b>		<b>3.23</b>	<b>S</b>		<b>3.28</b>	<b>S</b>		<b>3.32</b>	<b>O</b>	
	t - 0.7705			t - 2.6314			t - 5936			t - 0.9269		
	df - 14			df - 14			df - 14			df - 14		
	a - 0.05			a - 0.05			a - 0.05			a - 0.05		
	P - 0.2269			P - 0.009866			P - 0.2811			P - 0.1848		
	Decision - Accept Ho			Decision - Reject Ho			Decision - Accept Ho			Decision - Accept Ho		



<b>Promotion</b>	<b>3.80</b>	<b>O</b>	<b>3.82</b>	<b>O</b>	<b>3.50</b>	<b>O</b>	<b>3.71</b>	<b>O</b>
	<b>3.83</b>	<b>O</b>	<b>3.38</b>	<b>S</b>	<b>3.27</b>	<b>S</b>	<b>3.50</b>	<b>O</b>
	t - 0.1615		t - 4.1090		t - 1.3169		t - 2.4668	
	df - 8		df - 8		df - 8		df - 8	
	a - 0.05		a - 0.05		a - 0.05		a - 0.05	
	P - 0.4379		P - 0.01698		P - 0.1122		P - 0.0195	
	Decision - Accept Ho		Decision - Accept Ho		Decision - Accept Ho		Decision - Reject Ho	

Table 4a.1 presents the summary of test of difference between the perceptions of the employee and members of the selection board by cities and as a whole.

### **Recruitment**

In the City of Tuguegarao, the t-test yielded with a computed value of 0.8552 with a probability of 0.2046 at alpha. Since the probability is greater than the 0.05 alpha, then the null hypothesis earlier presented is accepted. This means that there is no significant difference between the perception of employees and members of selection board of the local government unit on the system of recruitment of local government. This implies that both respondents equally perceived the system of recruitment of local government. The t-test for Cauayan City yielded with a computed value of 0.1501 with a probability of 0.4416 at the 0.05 alpha. Since the probability is greater than alpha, then the null hypothesis earlier presented is accepted. Hence it can be inferred that there is no significant difference between the perceptions of the two groups of respondents. This implies that respondents showed the same perceptions on the system of recruitment of local government. The inferential test with the use of t-statistic yielded with a computed value of 1.1588 with a probability of 0.1345 at the 0.05 alpha in the City of Santiago. The designated alpha is than lesser than the probability, thus the researcher considered non rejection of the null hypothesis earlier presented. This means that there is no significant difference between the perceptions of the respondents. This implies that the respondents have the same perceptions on the system of recruitment of the local government unit. As a whole, the t-test yielded with a computed value of 0.2130 with a probability of 0.4175 at the 0.05 alpha. Since the probability is greater than alpha, then the null hypothesis earlier presented is accepted. This means that there is no significant difference between the perceptions of the respondents on the systems of recruitment. This implies that as a whole, both respondents showed the same perceptions.



### **Selection**

Tuguegarao City, the t-test yielded with a computed value of 0.7705 with a probability of 0.2269 at the 0.05 alpha. Since the probability is greater than alpha, then the null hypothesis earlier presented is accepted. This means that there is no significant difference between the perception of employees and members of selection board of the local government unit on the system of recruitment of local government. This implies that both equally perceived the system of recruitment of local government. The t-test for Cauayan City yielded with a computed value of 2.6314 with a probability of 0.009861 at the 0.05 alpha. Since the probability is less than alpha, then the null hypothesis earlier presented is rejected. Hence it can be inferred that there is a significant difference between the perceptions of the two groups of respondents. This implies that the respondents showed the varied perceptions on the system of recruitment of local government. The inferential test with the use of t-statistic yielded with a computed value of 0.5936 with a probability of 0.2811 at the 0.05 alpha in the City of Santiago. The designated alpha is than lesser than the probability, thus the researcher considered non rejection of the null hypothesis earlier presented. This means that there is no significant difference between the perceptions of the respondents. This implies that the respondents have the same perceptions on the system of recruitment of the local government unit. As a whole, the t-test yielded with a computed value of 0.9269 with a probability of 0.1848 at the 0.05 alpha. Since the probability is greater than alpha, then the null hypothesis earlier presented is accepted. This means that there is no significant difference between the perceptions of that as a whole, the respondents on the systems of recruitment. This implies a whole, both respondents showed the same perceptions.

### **Promotion**

In the City of Tuguegarao, the t-test yielded with a computed value of 0.4615 with a probability of 0.4379 at the 0.05 alpha. Since the probability is greater than the alpha, then the null accepted. This means that there is no significant difference between the perception of employees and members of the selection board of the local government unit on the system of promotion of local government. This implies that both respondents equally perceived the system of promotion of local government. The t-test for Cauayan City yielded with a computed that as value of 4.1090 with a probability of 0.001698 at the 0.05 alpha. Since the probability is less than alpha, then the null hypothesis earlier presented is rejected. Hence it can the perceptions of be inferred that there is a significant difference between the two groups of respondents. This implies that the respondents showed the varied perceptions on the system of recruitment of local government. The inferential test with the use of t-statistic yielded with a computed value of 1.3169 with a probability of 0.1222 at the 0.05 alpha in the City of Santiago. The



designated alpha is than lesser than the probability, thus the researcher considered non rejection of the null hypothesis earlier presented. This means that there is no significant difference between the perceptions of the respondents. This implies that the respondents have the same perceptions on the system of promotion of the local government unit. As a whole, the t-test yielded with a computed value of 2.4668 with a probability of 0.0195 at the 0.05 alpha. Since the probability is less than alpha, then the null hypothesis earlier presented is rejected. This means that there is a significant difference between perceptions of the respondents on the systems of promotion. This implies that as a whole, both respondents showed the different perceptions.

**Table 4b.1**

Summary of Test of Difference between the Perception of the Employee  
and Members of the Selection Board by First Class Municipalities and as a Whole

Items	Baggao	Tumauini		Ilagan			San	Echague	Maddela	Nagtipunan	As
	Emp Mem. Of SB XI DS XI DS	Emp Of SB XI DS DS	Mem. XI	Emp Of SB XI DS DS	Mem. XI	Mem. XI DS XI DS	Mariano Emp Mem. Of SB XI DS XI DS	Emp Mem. Of SB XI DS XI DS	Emp Mem. Of SB XI DS XI DS	Emp Mem. Of SB XI DS XI DS	Whole Emp Mem. SB XI XI DS
Recruitment	3.23 3.97 S O	3.57 370 S O		2.99 4.16 S			3.54 3.76 O O	3.07 3.71 S O	3.66 3.61 O O	3.19 3.84 S O	3.32 3.82 S O
tc =	<b>2.0625</b>	<b>0.6641</b>		<b>6.2707</b>			<b>0.9884</b>	<b>3.6223</b>	<b>0.1474</b>	<b>1.8597</b>	<b>2.7154</b>
df =	<b>12</b>	<b>12</b>		<b>12</b>			<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>
cx =	<b>0.05</b>	<b>0.05</b>		<b>0.05</b>			<b>0.05</b>	<b>0.05</b>	<b>0.05</b>	<b>0.05</b>	<b>0.05</b>
P =	<b>0.0308</b>	<b>0.2596</b>		<b>0.0438</b>			<b>0.1712</b>	<b>0.001750</b>	<b>0.4426</b>	<b>0.0438</b>	<b>0.00938</b>
Decision	<b>Reject Ho</b>	<b>Accept Ho</b>		<b>Reject Ho</b>			<b>Accept Ho</b>	<b>Reject Ho</b>	<b>Accept Ho</b>	<b>Reject Ho</b>	<b>Reject H</b>
Selection	3.19 3.75 S	3.03 3.69 S		2.90 3.99 S			3.44 3.76 O	3.06 3.66 S	2.91 3.36 S	2.81 3.58 S	<b>3.09</b> <b>3.70</b> <b>S</b>



	O	O	O	O	O	O	O	O
tc =	2.6367	8.2201	8.7312	2.3650	3.8256	2.8682	3.5350	5.1433
df =	14	14	14	14	14	14	14	14
cx =	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05
P =	0.009766	0.0000004985	0.00000002439	0.0165	0.009273	0.006198	0.001649	0.00007
Decision	Reject Ho	Reject Ho	Reject Ho	Reject Ho	Reject Ho	Reject Ho	Reject Ho	Reject M
Promotion	3.22 3.86 S O	2.92 3.72 S O	3.18 4.28 S A	3.94 4.06 O O	2.80 3.90 S O	3.16 3.47 S O	3.46 3.60 O O	3.24 3.84 S O
tc =	3.3272	9.7014	4.6155	0.8242	7.9802	0.1474	0.8589	5.4795
df =	8	8	8	8	8	8	8	8
cx =	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05
P =	0.005214	0.000005319	0.0008601	0.2169	0.00002223	0.4426	0.2077	0.00029
Decision	Reject Ho	Reject Ho	Reject Ho	Accept Ho	Reject Ho	Accept Ho	Accept Ho	Reject H

Table 4b.1.4 shows the summary of test of difference between the perceptions of the employee and members of the selection board by first class municipalities and as a whole

### Recruitment

In the Municipality of Baggao, the t-test yielded with a computed value of 2.0625 with a probability of 0.0308 at the 0.05 alpha. Since the probability is less than alpha, then the null hypothesis earlier presented is rejected. This means that there is a significant difference between the perceptions of the employees and members of the selection board. This implies that both respondents variedly perceived recruitment. The inferential test using t-statistic yielded with a computed value of 0.6641 with a probability of 0.2596 at the 0.05 alpha in the municipality of Tumauni. Due to a greater probability as compared to alpha, the researcher considered non rejection of the null hypothesis earlier presented. This means that there is no significant difference between the perceptions of the respondents. This implies that the respondents have the same perception on recruitment. In the Municipality of Ilagan, the t-test yielded with a computed value of 6.2207 with a probability of 0.0438 at the 0.05 alpha. Since the probability is lesser than alpha, then the null hypothesis earlier presented is rejected. This means that there is a significant difference between the perceptions of the respondents along recruitment. This





implies that both respondents variedly perceived recruitment system of this LGU. The t-test for the Municipality of San Mariano resulted with a computed value of 0.09884 with a probability of 0.1712 at the 0.05 alpha. As observed the probability is greater than alpha, hence the null hypothesis earlier presented is accepted. From this result it can be inferred that there is no significant difference between the perceptions of the two groups of respondents. This implies that the respondents showed the same perceptions on recruitment. The inferential test using t-statistic yielded with a computed value of 3.6223 with a probability of 0.001750 at the 0.05 alpha in the municipality of Echague. The probability is lesser as compared to alpha, hence the researcher considered the rejection of the null hypothesis earlier presented. This means that there is a significant difference between the perceptions of the respondents which implies that both respondents perceived recruitment differently. The t-test for the Municipality of Maddela resulted with a computed value of 0.1424 with a probability of 0.4426 at the 0.05 alpha. As observed the probability is greater than alpha, hence the null hypothesis earlier presented is accepted. From this output it can be inferred that there is no significant difference between the perceptions of the two groups of respondents. This implies that the respondents showed the same perceptions on basic along recruitment. The inferential test using t-statistic yielded with a computed value of 1.0597 with a probability of 0.0438 the 0.05 alpha in the municipality of Nagtipunan. Due to a lesser probability compared to alpha, the researcher considered non acceptance of the null hypothesis earlier presented. This means that there is a significant difference between the perceptions of the respondents. This implies that the respondents variedly perceived recruitment. As a whole, the t-test yielded with a computed value of the probability 2.7154 with a probability of 0.009683 at the 0.05 alpha. Since the probability is very much less than alpha, then the null hypothesis earlier presented is rejected. This means that there is a significant difference between the perceptions of the respondents on recruitment. This implies that as a whole, both respondents have different perceptions along recruitment.

### **Selection**

The Municipality of Baggao shows the t-test which yielded with a computed value of 2.6367 with a probability of 0.009766 at the 0.05 alpha. Since the probability is less than alpha, then the null hypothesis earlier presented rejected. This means that there is a significant difference between the perceptions of the employees and selection board. This implies that both respondents variedly perceived the system of selection. For Tumauni, the inferential test using t-statistic yielded with a computed value of 8.2231 with a probability 0.05 alpha. Due to a lesser probability as compared to alpha, the researcher considered non acceptance of the null hypothesis earlier presented. This means that there is a significant difference between the perceptions of the respondents. This implies that the



respondents have the different perception along selection. In the Municipality of Ilagan, the t-test yielded with a computed value of 8.7312 with a probability of 0.0000002439 at the 0.05 alpha. Since the probability is lesser than alpha, then the null hypothesis earlier presented is rejected. This means that there is a significant difference between the perceptions along selection. This implies that both respondents variedly perceived selection system of this LGU. The t-test for the Municipality of San Mariano resulted with a computed value of 2.3650 with a probability of 0.0165 at the 0.05 alpha. As observed the probability is less than alpha, hence the null hypothesis earlier presented is rejected. From this result it can be inferred that there is a significant difference between the perceptions of the two groups of respondents. This implies that the respondents showed the different perceptions on selection. The inferential test using t-statistic yielded with a computed value of 3.8256 with a probability of 0.000273 at 0.05 alpha in the municipality of Echague. The probability is lesser as compared to alpha, hence the researcher considered the rejection of the null hypothesis earlier presented. This means that there is a significant difference between the perceptions of the respondents which implies the both respondents perceived selection differently. The t-test for the municipality of Maddela resulted with a computed value of 2.8622 with a probability of 0.006108 at the 0.05 alpha. As observed the probability is less than alpha, hence the null hypothesis earlier presented is rejected. From this result it can be inferred that there is a significant difference between the perceptions of the two groups of respondents. This implies that the respondents showed the different perceptions on selection. The inferential test using t-statistic yielded with a computed value of 3.5350 with a probability of 0.0001699 at 0.05 alpha in the municipality of Nagtipunan. Due to a lesser probability as compared to alpha, researcher considered non acceptance of the null hypothesis earlier presented. This means that there is a significant difference between the perceptions of the respondents. This implies that the respondents variedly perceived selection. As a whole, the t-test yielded with a computed value of 5.1433 with a probability of 0.00007466 at the 0.05 alpha. Since the probability is very much less than alpha, then the null hypothesis earlier presented is rejected. This means that there is a significant difference between the perceptions of the respondents on selection. This implies that as both respondents showed different perceptions along selection.

### **Promotion**

The Municipality of Baggao shows the t-test which yielded with a computed value of 3.3272 with a probability of 0.005214 at the 0.05 alpha. Since the probability is less than alpha, then the null hypothesis earlier presented is rejected. This means that there is a significant difference between the perceptions the employees and members of the promotion board. This implies that both respondents



variedly perceived the system of selection. For Tumauni, the Inferential test using t-statistic yielded with a computed value of 9.7014 with a probability of 0.000005319 at the 0.05 alpha. Due to a lesser probability as compared to alpha, the researcher considered non acceptance of the null hypothesis earlier presented. This means that there is a significant difference between the perceptions of the respondents. This implies that the respondents have different perception along promotion. In the Municipality of Ilagan, the t-test yielded with a computed value of 4.6155 with a probability of 0.0000601 at the 0.05 alpha. Since the probability is lesser than alpha, then the null hypothesis earlier presented is rejected. This means that there is a significant difference between perceptions of the respondents along promotion. This implies that both respondents variedly perceived promotion system of this LGU. The t-test for the municipality of San Mariano resulted with a computed value of 0.8242 with a probability of 0.2268 at the 0.05 alpha. As observed the probability is greater than alpha hence the null hypothesis earlier presented is accepted. From this result it can be inferred that there is no significant difference between the perceptions of the two of groups of respondents This implies that the respondents showed the same perceptions on promotion. The inferential test using t-statistic yielded with computed value of 7.9002 with a probability of 0.00002223 at the 0.05 alpha in the municipality of Echague. The probability is lesser as compared to alpha, hence the researcher considered the rejection null hypothesis earlier presented. This means that there is a significant difference between the perceptions of the respondents which implies that both respondents perceived promotion differently. The t-test for the Municipality of Maddela resulted with a computed value of 0.2474 with a probability of 0.4425 at the 0.05 alpha. As observed the probability is greater than alpha, hence the null hypothesis earlier presented is accepted. From this output it can be inferred that there is no significant difference between the perceptions of the two groups of respondents. This implies that the respondents showed the same perceptions along selection. The inferential test using t-statistic yielded with a computed value of 0.0509 with a probability of 0.2077 at the 0.05 alpha in the municipality of Nagtipunan. Due to a greater probability as compared to alpha, the researcher considered non acceptance of the null hypothesis earlier presented. This means that there is no significant difference between the perceptions of the respondents. This implies that the respondents variedly perceived promotion. As a whole, the t-test yielded with a computed value of 5.4795 with a probability of 0.0002939 at the 0.05 alpha. Since the probability is very much less than alpha, then the null hypothesis earlier presented is rejected. This means that there is a significant difference between the perceptions of the respondents on promotion. This implies that as a whole, both respondents showed different perceptions along promotion.



**Table 5a**

Mean Performance of the Employees of the LGU by City and as a Whole as Reflected in their Evaluation

Mean Range	D.	Tuguegarao City		Cauayan City		Santiago City		As a Whole	
		F	P	F	P	F	P	F	P
9.30 - 10.000	O	0	0.00	0	0.00	0	0.00	0	0.00
7.50 – 9.99	VS	453	69.58	378	96.96	360	93.02	1,191	83.40
4.70 – 7.499	S	198	30.42	12	3.00	27	6.98	237	16.60
2.90 – 4.699	F	0	0.00	0	0.00	0	0.00	0	0.00
2.00 – 2.899	P	0	0.00	0	0.00	0	0.00	0	0.00
<b>Total</b>		651	100.00	390	100.00	387	100.00	1,428	100.00
<b>Mean Performance =</b>				<b>7.70</b>		<b>8.33</b>		<b>8.24</b>	

**8.02**

Table 5a shows the mean performance of the employees of the LGU by City and as evaluation. In Tuguegarao City, 453 or 69.58 percent out of the 651 respondents obtained a performance rating of very satisfactory while 198 or 30.42 percent were satisfactory. From this result, it can be stated that majority of the employees are doing better in their work as also shown by the mean performance of 8.24 or very satisfactory. This implies that the employees in this City are likewise better performers.

For Cauayan City, out of the 390 respondents, 378 or 96.96 percent obtained of rating satisfactory while 12 or 3.08 percent were satisfactory. From this result, it can be stated that majority of the employees are doing better in their work as also shown by the mean performance of 8.33 or very satisfactory. This implies that the employees of this City are better performers.

In Santiago City, 360 or 93.02 percent out of the 687 respondents obtained a performance rating of very satisfactory while 27 or 6.98 percent were satisfactory. From this result, it can be concluded that majority of the employees are doing better in their work as also shown by the mean performance of 7.70 or very satisfactory. This implies that the employees in this City are performers.

As a whole, of the total of 1428 respondents, 1191 or 83.40 percent obtained a performance rating of very satisfactory while 237 or 16.60 percent were satisfactory. From this result, it can be concluded that majority of the employees are doing better in their work as also shown by the mean performance of



8.02 or very satisfactory. This implies that the employees as a whole are dedicated in their work as revealed by their rating.

**Table 5b**

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

Mean Range D.S.	Baggao		Tumauini		Ilagan		San Mariano		Echague		Maddela		Nagtipunan		As a
	F	P	F	P	F	P	F	P	F	P	F	P	F	P	F
9.30 – 10.00 0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
7.50 – 9.299 VS	112	84.21	115	87.12	302	94.08	121	93.80	156	93.80	166	85.13	161	92.53	1133
4.70 – 7.499 S	21	15.79	17	12.88	19	5.92	8	6.20	8	6.20	29	14.87	13	7.47	117
2.90 – 4.699 F	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
2.00 – 2.899 P	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
Total	133	100.00	132	100.00	321	100.00	129	100.00	166	100.00	195	100.00	174	100.00	1250

Mean Performance = **8.04**      **8.10**      **8.26**      **8.26**      **8.26**  
**8.06**      **8.23**

Table 5b shows the mean performance of the employees of the LGU by first the class municipality and as a whole as reflected in their evaluation.

In Baggao, of the 133 respondents 112 or 84.21 percent obtained a performance rating of very satisfactory while 21 or 15.79 percent were satisfactory. These results, showed that majority of the



employees are performing their task well as revealed by the mean performance of 8.04 or very satisfactory. This implies that the employees are doing better their work in this LGU.

In Tumauni, of the 132 respondents 115 or 87.12 percent obtained a performance rating of very satisfactory while 17 or 12.88 percent were satisfactory. These results, showed that majority of the employees are performing their task well as revealed by the mean performance of 8.10 or very satisfactory. This implies that the employees are doing better in this LGU.

For Ilagan, out of the 321 respondents, 302 or 94.08 percent obtained a performance rating of very satisfactory or 5.92 percent were satisfactory. From this result, it can be stated that majority of the employees are doing better in their work as also shown by the mean performance of 8.26 or very satisfactory. This implies that the employees of this municipality are better performers

San Mariano, 121 or 93.80 percent out of the 129 respondents obtained a performance rating of very satisfactory while 8 or 6.20 percent were satisfactory. From this result, it can be concluded that majority of the employees are doing better in their work as also shown by the mean performance of 8.26 or very satisfactory. This implies that the employees in this municipality are also active workers of the government.

In the municipality of Echague, 156 or 85.13 percent out 166 respondents obtained a performance rating of very satisfactory while 10 or 6.02 were satisfactory. From this result, it can be stated that majority of the employees are doing better in their work as also shown by the mean performance of 8.26. This implies that the employees in this municipality are also active workers.

In the municipality of Maddela, 166 or 85.13 percent out of 195 respondents obtained performance rating of very satisfactory while 29 or 14.87 were satisfactory. From this result, it can be stated that majority of the employees are doing better in their work as indicated by mean of 8.06. This implies that the employees in this municipality are also active workers of the government.

In the municipality of Nagtipunan, 161 or 92.53 percent out of 171 respondents obtained a performance rating of very satisfactory while 13 or 7.47 were satisfactory. From this result, it can be stated that majority of the employees are doing better their work as also shown by the mean performance of 8.23. This implies that the employees in this municipality are also active workers.

As a whole, of the total of 1250 respondents, 1133 or 90.64 percent obtained a performance rating of very satisfactory while 117 or 9.36 percent were satisfactory. From this result, it can be concluded that majority of the employees are doing better in their work as also shown by the mean performance of 8.18 or very satisfactory. This implies that the employees as a whole are dedicated in their work as revealed by their rating.



**Table 6**

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

Perception	City Performance		First Class Performance		As a Whole Performance	
	VS Total	S	VS Total	S	VS Total	S
Often	1191 1428	237	1133 125	117	2324 267	254
<b>Total</b>	<b>1191 1428</b>	<b>237</b>	<b>1133 125</b>	<b>117</b>	<b>2324 267</b>	<b>254</b>

$\chi^2$	=	0.001	0.002	0.001
df	=	1	1	1
P	=	0.9716	0.9613	0.9772
$\alpha$	=	0.05	0.05	0.05
Decision	=		Accept Ho	Accept Ho

**Accept Ho**

The test of relationship between the mean job performance of the employees of LGU and their perceptions on the system of recruitment, selection and promotion by city, first class municipality and as a whole is presented in table 6. The test of hypothesis in the cities using the Chi-square statistic yielded with computed value of 0.001 with a probability of 0.9716 at the 0.05 alpha. The calculation showed that the probability surpassed alpha, thus the researcher considered the non-rejection of the null hypothesis earlier presented in this study. This therefore means there is no significant relationship between perception and mean job performance of the employees. This implies that employees' performance is not influenced by their perceptions on the system of recruitment, selection and promotion. The test of hypothesis in the first class municipalities using the Chi-square statistic yielded with a computed value of 0.002 with a probability of 0.9613 at the 0.05 alpha. The calculation showed that the probability surpassed alpha, thus researcher considered the non-rejection of the null hypothesis earlier presented in this this study. This therefore means that there is no significant relationship between the perception





and mean job performance of the employees. This implies that employees' performance is not influenced by their perceptions on the system of recruitment, selection promotion in the first class municipalities. As a whole, the test of hypothesis with the use of Chi-square test resulted with a computed value of 0.001 with a probability of 0.9772 at the 0.05 alpha. Since the probability is very much greater than alpha, then the null hypothesis earlier presented in this study is accepted. This therefore means that there is no significant relationship between perception and mean performance of the employees. This implies employees' performance is independent of their perceptions.

**Table 7a.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 (City/First Class)		
	First Level	Second Level	Total
Often	1906	772	2678
<b>Total</b>	<b>1906</b>	<b>772</b>	<b>2678</b>

**$X^2c = 0.000$      $df = 1$      $a = 0.05$      $P = 0.9830$     *Accept Ho***

Table 7a.1 shows 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 category of employees. The Chi-Square Test yielded a computed a 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 the selection board on the system of recruitment, selection and promotion.

**Table 7a.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	IRA		
	City	First Class	Total
Often	880,414,622.00	561.806,974.00	1,442,221,596.00
<b>Total</b>	<b>880,414,622.00</b>	<b>561.806,974.00</b>	<b>1,442,221,596.00</b>

**$X^2c = 0.000$      $df = 1$      $a = 0.05$      $P = 1.0000$     *Accept Ho***



Table 7a.2 shows 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 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 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 7a.3**

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 Population

Perception	POPULATION		
	City	First Class	Total
Often	335,128	388,183	673,311
Total	<b>335,128</b>	<b>388,183</b>	<b>673,311</b>

**$X^2c = 0.000$      $df = 1$      $\alpha = 0.05$      $P = 0.9991$     Accept  $H_0$**

As indicated in table 7a.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 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 7a.4**

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 Dominant Religion

Perception	DOMINANT RELIGION		
	First Level	Second Level	Total



Often	287,190	358,368	645,558
Total	<b>287,190</b>	<b>358,368</b>	<b>645,558</b>

$X^2c = 0.000$      $df = 1$      $\alpha = 0.05$      $P = 0.990$     **Accept Ho**

Table 7a.4 presents the test 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 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 and dominant religion. This implies that dominant religion is independent of perceptions of the members of the selection board.

**Table 7a.5**

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 Land Area

Perception	LAND AREA		
	City	First Class	Total
Often	78,058	719,162	797,220
Total	<b>78,058</b>	<b>719,162</b>	<b>797,220</b>

$X^2c = 0.000$      $df = 1$      $\alpha = 0.05$      $P = 0.9985$     **Accept Ho**

Table 7a.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 and land area. This implies that land area is independent of perceptions of the members of the selection board of the cities and first class municipalities.

**Table 7a.6**

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 Profile of LGU

Profile	$\chi^2$	df	P	$\alpha$	Decision
Category of Employee	0.000	1	0.9830	0.05	Accept Ho
IRA	0.000	1	1.0000	0.05	Accept Ho
Population	0.000	1	0.9991	0.05	Accept Ho
Dominant Religion	0.000	1	0.9990	0.05	Accept Ho
Land Area	0.000	1	0.9982	0.05	Accept Ho

Table 7a.6 shows the summary of 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 hole and profile of LGU The hypothesis test showed that all the variables under comparison did not yield any significant relationship. This implies that both variables are independent from each other or perceptions of the respondents are not influenced by the profile of the local government unit.

## CONCLUSIONS

From the aforementioned findings, it can be concluded that the Personnel Selection Board (PSB) and employees of the Local Government Units (LGUs) believe that accurate procedures in recruitment, selection, and promotion are crucial for ensuring a fair and just system. Both the PSB and employees have a favorable perception of the current system, despite some variations in their views. Inferential tests indicate no significant difference in overall perceptions, supporting the hypothesis that the PSB's views are independent of the organization's profile. The ongoing demand for qualified personnel in LGUs underscores the need for systematic human resource planning to meet organizational goals. Effective recruitment processes involve forecasting manpower needs and aligning them with the LGU's objectives, ensuring both qualitative and quantitative adequacy of personnel. The primary objective of employee selection is to acquire individuals with the capability and potential to grow within the LGU, essential for achieving organizational goals. Recognizing and correcting misplacements in job roles is vital, not through sanctions, but through effective selection programs and proper implementation. Regular performance appraisals and evaluations of employees' administrative potentials and interpersonal skills are also important. Promoting from within the organization, based on clear criteria and without political patronage, can enhance employee morale and job satisfaction. Providing opportunities for professional development and advancement ensures that employees are motivated and competent, ultimately contributing to the overall success of the LGU.



## **RECOMMENDATIONS**

The researcher recommends the following to enhance and improve the system of recruitment, selection, and promotion in the cities and first-class municipalities of the Cagayan Valley Region:

- Local governments should adopt a more aggressive stance when recruiting personnel. Effective methods include job posting, direct application, referrals, campus recruitment, and job advertisement.
- Conduct a discreet and thorough background investigation of all prospective applicants by the HRMOS before making final employment recommendations.
- Applicants should undergo a series of selection procedures required for becoming a bureaucrat. Centralize the selection process under the HRMO to ensure compliance with civil service rules and eliminate biases. Ensure the objective of hiring qualified applicants is observed, eliminating biases stemming from personal preferences of department heads and LCEs.
- The HRMOS should prescribe qualification standards, including education, training, experience, CS eligibility, physical fitness, and other qualities for successful performance. Strictly avoid personal preferences or political patronage to ensure fairness in promotions. Base promotions on the performance evaluation system of LGUs.
- Encourage employees to pursue further studies, such as master's and doctorate degrees, as a requirement for advancing their positions.

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