



## ELEVATING EXCELLENCE: STREAMLINING RECRUITMENT AND PROMOTION IN LOCAL GOVERNANCE

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**ABSTRACT:** *This study evaluates the effectiveness of recruitment, selection, and promotion systems within local government units (LGUs) in the Cagayan Valley Region of the Philippines, focusing on cities and first-class municipalities. Employing a descriptive correlational design, the research utilized a questionnaire to gather data on employee perceptions of these processes from a total of 2688 permanent employees 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 to compare perceptions across LGUs, and Chi-square tests to examine the relationship between perceptions and job performance. Results revealed that while the majority of employees across all LGUs occupy first-level positions, there were variations in Internal Revenue Allotment (IRA), population, dominant religion, and land area among the LGUs studied. Analysis of employee perceptions indicated that while some aspects of recruitment and selection processes were frequently followed, others, such as notifying applicants of evaluation outcomes, were less consistently implemented. Similarly, promotion processes showed inconsistencies in practice. T-tests revealed significant differences in perceptions of selection and promotion processes between employee groups in some cities and municipalities, but not in others or for recruitment processes. Finally, Chi-square tests indicated no significant relationship between employee perceptions of the recruitment, selection, and promotion systems and their job performance across all LGUs. The study concludes that while overall job performance is high, improvements are needed in communication and evaluation processes within the LGU recruitment, selection, and promotion systems to enhance transparency and equity, aligning practices with the principles of the Local Government Code of the Philippines. Recommendations include adopting modern human resource management practices, such as competency-based recruitment and continuous training for HR personnel.*

**Keywords:** *streamlining, excellence, recruitment, promotion, selection local governance, selection board, employees*

### INTRODUCTION

The recruitment, selection, and promotion processes within local government units (LGUs) are critical components in ensuring effective governance and public service delivery. These processes not only determine the quality of personnel within LGUs but also impact the overall efficiency and responsiveness of local governments to the needs of their constituents. The Local Government Code of the Philippines (Republic Act No. 7160) of 1991 provides the legal framework for these processes, emphasizing the principles of merit and fitness in appointments and personnel actions.

Recent studies have highlighted the importance of optimizing these processes to enhance the performance and accountability of LGUs. For instance, a study conducted in Cagayan Valley by Agustin, Chona (2016) assessed the recruitment, selection, and promotion system in first-class municipalities, revealing areas for improvement in communication and evaluation processes. Another study highlighted the importance of optimizing these processes to enhance the performance and accountability of LGUs. For instance, a study by Pantoja and De Castro (2021) assessed the recruitment, selection, and promotion system in the Provincial Government of Sorsogon, revealing areas for improvement in communication and evaluation processes. The study recommended adopting modern human resource management practices, such as competency-based recruitment and continuous training for HR personnel, to bridge these gaps and enhance the effectiveness of the



recruitment process. Recent studies have highlighted the importance of optimizing these processes to enhance the performance and accountability of LGUs. For instance, a study by Pantoja and De Castro (2021) assessed the recruitment, selection, and promotion system in the Provincial Government of Sorsogon, revealing areas for improvement in communication and evaluation processes. The study recommended adopting modern human resource management practices, such as competency-based recruitment and continuous training for HR personnel, to bridge these gaps and enhance the effectiveness of the recruitment process.

Campton and Cantor (2009) provided a broader perspective on human resource management in public sector organizations. Their research underscored the importance of strategic human resource management (SHRM) in public administration. By integrating SHRM principles, LGUs can enhance their recruitment and promotion processes, ensuring that they align with organizational goals and public service mandates.

The Center for State and Local Government Excellence (2018) identified several challenges in public sector recruitment, selection, and retention. These challenges include a limited talent pool, outdated job descriptions, and lengthy hiring processes. Addressing these issues requires a systematic approach to modernize HR practices and improve the attractiveness of public sector jobs. Implementing these recommendations could significantly enhance the efficiency and effectiveness of LGU operations in the Philippines.

Iwayama (2022) explored recruitment strategies for Overseas Filipino Workers (OFWs), which, while focused on a different context, provides valuable insights into effective recruitment practices. The study highlighted the importance of comprehensive labor market programs and career coaching in attracting and retaining qualified candidates. These practices can be adapted to the local government context to enhance recruitment and promotion processes. Moreover, the study aligns with the principles of the Local Government Code of the Philippines, which emphasizes the importance of merit and fitness in personnel actions. By evaluating the current state of these processes and proposing recommendations for improvement, the research can contribute to the realization of these principles, promoting a more transparent and equitable system of governance.

In light of the Local Government Code of the Philippines, which mandates a merit-based system for personnel actions, this research aims to evaluate the effectiveness of current practices and propose recommendations for enhancing these processes. The findings of this study will provide valuable insights for local government officials, policymakers, and scholars interested in improving the governance and service delivery of LGUs.

The significance of this study lies in its potential to contribute to the development of more efficient and fair recruitment, selection, and promotion processes within LGUs. By identifying best practices and areas for improvement, the study can help local governments attract and retain qualified personnel, ensuring that they are well-equipped to meet the needs of their communities. Furthermore, aligning these practices with the principles of the Local Government Code of the Philippines promotes a transparent and equitable system of governance. The significance of this study lies in its potential to contribute to the development of more efficient and fair recruitment, selection, and promotion processes within LGUs. By identifying best practices and areas for improvement, the study can help local governments attract and retain qualified personnel, ensuring that they are well-equipped to meet the needs of their communities. Furthermore, aligning these practices with the principles of the Local Government Code of the Philippines promotes a transparent and equitable system of governance.

## **STATEMENT OF THE PROBLEM**

The conduct of this undertaking was designed to determine 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 relative to:
  - 1.1. Category of Employees
  - 1.2. Population
  - 1.3. Internal Revenue Allotment
  - 1.4. Dominant Religion
  - 1.5. Total Land Area
2. What is the perception of employees on the system of recruitment, selection, and promotion of Local Government Units by cities, first class municipalities and as a whole?
3. What is the job performance of the employees of Local Government Units of Cities and First Class municipalities?
4. Is there a significant difference in the perceptions of the employees on the system of their recruitment, selection and promotion by cities, first class municipalities and as a whole?
5. Is there a significant relationship between the perception of the employees on the recruitment, selection and promotion system and their job performance by cities, first class municipalities and as a whole?

## HYPOTHESES

This study was guided by the following hypotheses, to wit:

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

## RESEARCH METHODOLOGY

This study assessed the recruitment, selection and promotion of the First Class Municipalities of Local Government Units in the Cagayan Valley Region. Respondents are limited to employees with three-year experience and above in the Local Government Units of the Cities and 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 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. The respondents of the study 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. The distribution of respondents is shown in Table 1.001

**Table 1**  
**Distribution of Respondents**

Cities/First class Municipalities	Employees
Tuguegarao City	651
Cauayan City	390
Santiago City	387
<b>Sub-Total</b>	<b>1428</b>
Baggao	133
Nagtipunan	174
Maddela	195
Tumauni	132



Ilagan	331
Echage	166
San Mariano	129
<b>Sub-Total</b>	<b>1260</b>
<b>Over all Total</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 employees on the system of recruitment, selection and promotion of the Local Government Unit (LGU). The data gathering tool was patterned from questionnaire used by Pasicolan (2001). The job performance of the employees was taken from the result of the performance rating of the employees. Documentary analysis was used.

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

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

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

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

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

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

## RESULTS AND DISCUSSION

### ELEVATING EXCELLENCE: STREAMLINING RECRUITMENT AND PROMOTION IN LOCAL GOVERNANCE

**Table 2a.1**

Distribution of Local Government Units in the Cities and as a Whole as category of Employees

Profile Category of Employees	Tuguegarao City	Cauayan City	Santiago City	As a Whole
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>

There are five hundred twelve (512) who are categorized as first level position among the employees of the City of Tuguegarao while 139 belong to the second level position. This result is out of the total of 651 employees. This means that majority of the employee respondents in this local government unit 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 are still in this position. Likewise, the City of Santiago has 280 out of the 387 employees are in the first level or the lowest level position while 107 are categorized second level in their organization and no one is in the third level. The result shows also that majority in this local government unit has more employees in the lower echelon of the organization. This implies that the employees still lack pertinent requirements to move on to the next level position. As a whole, the trend from one city to another sustained as indicated by the 1050 of the 1428 employee respondents still occupying the lowest level position in region 2 among the Cities.



The other counterpart of 378 makes up the minority number in the second level position. Hence still 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.

**Table 2a.2**

Distribution of Local Government Units in the Cities and as a Whole as to Internal Revenue Allotment

Profile	Tuguegarao City	Cauayan City	Santiago City	As a Whole
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>

The data in table 2a.2 show the distribution of Local Government Units in the cities and as a whole according to internal revenue allotment in the Cagayan Valley Region. Tuguegarao City has an IRA of Php189,366,293.00. This allotment is less than Cauayan City and Santiago City. Cauayan City is allotted with an IRA of Php288,220,875.00 which is greater than Tuguegarao City but less than that of Santiago City. Santiago City has the highest allotment of IRA among the three cities in region 2. As a whole the total IRA for the three cities is Php880,414,622.00 making Santiago City the recipient of the highest subsidy of the LGU in the region.

**Table 2a.3**

Distribution of Local Government Units in the Cities and as a Whole According to Population

Profile	Tuguegarao City	Cauayan City	Santiago City	As a Whole
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>

Table 2a.3 shows the distribution of Local Government Units in the cities and as a whole according to population in the Cagayan Valley Region. The city of Tuguegarao has the highest population of 120,645 surpassing that of Cagayan City and Santiago City. In the City of Cauayan, the least population of 103,965 compared to that of Tuguegarao and Santiago. As a whole the total population of the three cities in the region for three cities is 335,128.

**Table 2a.4**

Distribution of Local Government Units in the Cities and as a Whole According Dominant Religion

Dominant Religion	Tuguegarao City	Cauayan City	Santiago City	As a Whole
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>

Table 2a.4 shows the distribution of Local Government Units in the cities and as a whole according to dominant religion in the Cagayan Valley Region. The dominant religion in the city of Tuguegarao is Catholic with 109,156. Majority are Catholics in this city which implies that this religion dominates the other sect. Santiago City also manifests a remarkable number of 88,763 Catholics from that of the total population. Hence there is a majority of Catholics in the City implying that this is also the dominant religion just like the two other cities. As a whole the total number of Catholics in the city is 287,190 across the three cities in the region. This result indicates that majority of the employee respondents are Catholics in the region which implies that this is still the dominant religion in the Cities.





**Table 2a.5**

Distribution of Local Government Units in the Cities and as a Whole According to Total Land Area

Land Area	Tuguegarao City	Cauayan City	Santiago City	As a Whole
Total Land Area	14,480	38,020	25,550	78,050
Total	14,480	38,020	25,550	78,050

Table 2a.5 shows the distribution of Local Government Units in the cities and as a whole according to total land area in the Cagayan Valley Region. The city of Tuguegarao has the least land area of 14, 480 compared to that of the city of Santiago and City of Cauayan. The city of Cauayan has the highest land area of 38,020 surpassing that of Tuguegarao City and Santiago City.

**Table 2b.1**

Distribution of Local Government Units in the First Class Municipalities and as a Whole as to Category of Employees

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 2b.1 shows the distribution of local government units in the first class municipalities and as a whole according to category of employees in the Cagayan valley Region. Ilagan has the highest number of employees with a total of three hundred twenty-one (321) employees. Out of this number, 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. The municipality of San Mariano has the least number of employees 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 2b.2**

Distribution of Local Government Units in the First class Municipalities and as a Whole According to Internal Revenue Allotment

Profile	Baggao	Tumauini	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	<b>80,454,898</b>	<b>59,638,096</b>	<b>118,680,197</b>	<b>89,612,117</b>	<b>68,296,417</b>	<b>63,211,822</b>	<b>81,913,427</b>	<b>561,806,974</b>

Table 2b.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. Tumauini has an IRA of



Php59,638,096.00 which is the lowest allotment among all the first class municipalities while Ilagan has the highest allotment of IRA among the first class municipalities in the region amounting to Php 118,680,197.00. 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 2b.3**  
Distribution of Local Government Units in the First Class Municipalities and as a Whole  
According Population

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

Table 2b.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. 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 2b.4**  
Distribution of Local Government Units in the First Class Municipalities and as a Whole as to  
Dominant Religion

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

Table 2b.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 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 2b.5**  
Distribution of Local Government Units in the First Class Municipalities and as a Whole According to the  
total Land Area

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



Table 2b.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. Nagtipunan is the highest among the first class municipalities in the region in terms of land area of 160,740. 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 of the Local Government Unit on the System of Recruitment by City and as a Whole

Items	Tuguegarao City		Cauayan City		Santiago City		As a Whole	
	X1	DS	X1	DS	X1	DS	X1	DS
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	3.90	O	3.70	O	3.93	O
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 function being asked by the vacant position.	4.20	A	3.80	O	3.80	O	3.93	O
Job posting notices of the vacancies shall be posted.	3.80	O	4.00	O	3.50	O	4.01	O
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	O	4.00	O	4.44	A	4.01	O
List down candidates aspiring for the vacant position, either from within or outside the agency, including net in rank employees.	3.60	O	3.40	O	3.00	S	3.33	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	O	3.60	O	3.67	O	3.56	O
HRMOs notify all applicants of the outcome of the preliminary evaluation	2.60	S	3.22	S	3.00	S	2.94	S
<b>Category Mean</b>	<b>3.63</b>	<b>O</b>	<b>3.70</b>	<b>O</b>	<b>3.59</b>	<b>O</b>	<b>3.67</b>	<b>O</b>

Table 3a.1 shows summary of perception of employees of the Local Government Unit on the system of recruitment of Local Government by city and as a whole. In Cauayan City, 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. The category mean of 3.70 or often implies that the respondents perceived recruitment in the city of Cauayan as frequently followed in terms of the implementation of its policies. While in Santiago City, the employees 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 4.20. This implies that the members of the selection board at all times follow the usual policy prior to recruitment and see to it that the needs in the vacant position are well defined as perceived by the employee respondents. On the other hand, the respondents perceived with the lowest item mean of 3.00 or sometimes the items "list down candidates aspiring for the vacant position, either within or outside the agency, including next in rank employees from and HRMOS notify all applicants of the outcome of preliminary evaluation". This implies that the members of the selection board from time to time inform applicants of their preliminary evaluation results and make a listing of candidates aspiring for vacant positions as perceived by the employees. The category mean of 3.59 or often implies that recruitment in the city of Santiago is as regularly observed in terms of its policies. 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.

**Table 3a.2**

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

Items	Tuguegarao City		Cauayan City		Santiago City		As a Whole	
	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	O	3.30	S	3.22	S	3.47	O
If the applicant has passed the initial screening, preliminary interview, test and background check are administered, then a job offer will follow.	3.60	O	3.60	O	3.56	O	3.59	O
If the applicants accept the offer, physical examination comes next to determine if she/he as physically fit.	3.60	O	3.80	O	3.89	O	3.76	O
Standardized tests relevant to the job are then administered to the applicants who passed the initial screening	3.50	O	3.14	S	3.25	S	3.30	S
HRM officer subject those who pass the test to preliminary interview	3.50	O	3.30	S	3.33	S	3.38	S
If physically fit, then comes job placement.	3.50	O	4.00	O	4.00	O	3.83	O
Departmental interview is conducted where the applicant is supposed to meet face-to-face his/her would be supervisor.	3.10	S	3.70	O	3.67	S	3.16	S



Background check is administered for reference and employment history.	2.50	R	3.40	O	3.22	S	3.04	S
<b>Category Mean</b>	<b>3.40</b>	<b>O</b>	<b>3.53</b>	<b>O</b>	<b>3.39</b>		<b>3.44</b>	<b>O</b>

The table shows summary of perception of employees of the Local Government Unit on the system of selection Local Government by city and as a whole. In **Cauayan City**, the 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. The category mean of 3.53 or often implies that selection requisites of the selection process is regularly implemented as perceived by the employees. While in Santiago City, the 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 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 2.67 or sometimes. This implies that the members of the selection board occasionally conduct departmental interview with applicants for the purpose of meeting the would be supervisor. The category mean of 3.39 or sometimes implies that selection requisites of the selection process is from time to time observed 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.

**Table 3a.3**  
Summary of Perception of Employees of the  
Local Government Unit on the System of Promotion by City and as a Whole

Items	Tuguegarao City		Cauayan City		Santiago City		As a Whole	
	XI	DS	XI	DS	XI	DS	XI	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	3.90	O	3.40	O	3.87	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	3.90	O	3.60	O	3.86	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	3.60	O	3.20	O	3.53	O
HRMOs notify all candidates/employees on the	3.50	O	3.90	O	3.90	O	3.77	O



outcome of the selection.								
An employee who is aspiring for promotion maintains a very outstanding performance coupled with education, training and related job experience.	3.40	O	3.80	O	3.40	O	3.53	O
<b>Category Mean</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>

The table shows summary of perception of employees of the Local Government Unit on the system of selection of Local Government by city and as a whole. The respondents in Cauayan City perceived the items "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 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 The category mean of 3.82 or often implies that the process of promotion in the system is observed to fairly treat applicants. While in Santiago City, the respondents perceived the item "an employee who is aspiring 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 3.20 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 3.50 or often implies that the process of promotion in the system is well observed to fairly treat applicants desire for promotion. 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.

**Table 3b.1**

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

Items	Baggao		Tumauini		Ilagan		San Mariano		Echague		Maddela		Nagtipunan		As a Whole	
	X1	D/S	X1	D/S	X1	D/S	X1	D/S	X1	D/S	X1	D/S	X1	D/S	X1	D/S
Job posting notices of the vacancies shall be posted	4.00	O	3.90	O	3.20	S	4.10	O	2.70	S	4.20	A	4.20	A	3.76	O
The management through the human	3.	O	3.	S	3.	S	3.	O	3.	S	3.	O	3.2	S	3.	O



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.	90		00		10		40		30		90		0		40	
Publishes vacancies in the CSC bulletin board and are posted in three (3) conspicuous places of the LGU for fifteen (15) days before same are filled up.	3.80	O	3.40	O	3.40	O	4.00	O	2.70	S	4.60	A	4.20	A	3.81	O
<b>Category mean</b>	<b>3.23</b>	<b>S</b>	<b>3.57</b>	<b>O</b>	<b>2.99</b>	<b>S</b>	<b>3.54</b>	<b>O</b>	<b>3.07</b>	<b>S</b>	<b>3.66</b>	<b>O</b>	<b>3.19</b>	<b>S</b>	<b>3.62</b>	<b>O</b>

The summary of perception of employees of the Local Government Unit on the system of recruitment of Local Government by first class municipality and as a whole. Are shown in the table. Maddela has the highest category mean of 3.66 or often where the employees perceived 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 4.60 or always which implies that the members of the selection board constantly make the usual publication of vacancies as perceived by the employee respondents. The category mean of 3.66 or often implies that the respondents found recruitment in this municipality as frequently observed and implemented in terms of its policies. As a whole, the employees 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 4.20 or always. This implies that the members of the selection board at all times publish vacancies following standard procedures as perceived by the employee respondents.

**Table 3b.2**

Summary of Perception of Employees of the Local Government Unit on the System of Selection by First Class Municipality and aa Whole

Items	Bagga o		Tumau ini		Ilagan		San Mariano		Echague		Maddela		Nagtipunan		As a Whole	
	XI	DS	XI	DS	XI	DS	XI	DS	XI	DS	XI	DS	XI	DS	XI	DS
If physically fit, then comes job placement.	3.70	O	3.20	S	2.70	S	3.90	O	3.30	S	3.20	S	2.88	S	3.27	S
If the applicants accepts the offer,	3.	S	2.	S	2.	S	3.	O	3.	S	2.	S	3.	S	3.9	O



physical examination comes next to determine if she/he as physically fit.	30		90		80		70		10		70		00		3	
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	3.10	S	3.10	S	3.40	O	3.40	O	3.70	O	3.10	S	3.59	O
Standardized tests relevant to the job are then administered to the applicants who passed the initial screening.	3.20	S	2.90	S	2.90	S	3.10	S	2.90	S	2.70	S	1.90	R	2.80	S
HRM officer subject those who pass the test to preliminary interview	3.20	S	3.10	S	2.80	S	3.30	S	3.00	S	2.70	S	2.90	S	3.04	S
Departmental interview is conducted where the applicant is supposed to meet face-to-face his/her would be supervisor.	3.20	S	3.30	S	3.20	S	3.20	S	2.70	S	2.60	S	2.90	S	3.01	S
If the applicant has passed the initial screening, preliminary interview, test	3.10	S	2.90	S	3.10	S	3.50	O	3.40	O	3.10	S	3.30	S	3.20	S





and background check are administered, then a job offer will follow.																
Background check is administered for reference and employment history.	2.60	S	2.80	S	2.60	S	3.40	O	2.70	S	2.60	S	2.50	R	2.71	R
<b>Category Mean</b>	<b>3.19</b>	<b>S</b>	<b>3.03</b>	<b>S</b>	<b>2.90</b>	<b>S</b>	<b>3.44</b>	<b>O</b>	<b>3.06</b>	<b>S</b>	<b>2.91</b>	<b>S</b>	<b>2.81</b>	<b>S</b>	<b>3.09</b>	<b>S</b>

The summary of perception of employees 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. In San Mariano, the item "if physically fit, then comes job placement the highest item 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 perceived with the lowest item mean of 3.10 or sometimes item "standardized tests relevant to the job are then administered to the applicants who passed the initial screening." This implies that the members of the selection board seldom conduct standardized tests among applicants who passed the initial screening as perceived by the employees. The category mean of 3.44 or often implies that the selection requisites of the selection process is regularly implemented as perceived by the employees in this municipality. While in Nagtipunan, the item "if the applicant has passed the initial screening, preliminary interview, test and background check are administered, then a job offer will follow" was perceived by the employees as sometimes with the highest item mean of 3.30. This implies that the members of the selection board occasionally conduct preliminary interview, test and background check among applicants as perceived by the employees. The respondents perceived with the lowest item mean of 1.90 or rarely item "standardized tests relevant to the job are then administered to the applicants who passed the initial the members of the selection screening." This implies that members of the selection board seldom conduct standardized tests among applicants who passed the initial screening as perceived by the employees. The category mean of 2.81 or sometimes implies that selection requisites of the selection process is occasionally implemented 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 item mean of 3.66. the This implies that members of the selection board frequently implement the physical fitness of the applicant prior to placement h 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.

**Table 3b.3**

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

Items	Baggao	Tumauini	Ilagan	San Mariano	Echague	Maddela	Nagtipunan	As a Whole
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	XI		D		XI		D		XI		D		XI		D	
	XI	D	XI	D	XI	D	XI	D	XI	D	XI	D	XI	D	XI	D
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	S	3.00	S	4.00	O	4.10	O	3.10	S	3.	S	3.60	O	3.53	O
An employee who is aspiring for promotion maintains a very outstanding performance coupled with education, training and related job experience.	3.30	S	3.10	S	3.30	S	3.90	O	3.00	S	3.40	O	3.80	O	3.40	O
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	S	3.00	S	2.90	S	4.00	O	2.70	S	3.30	S	3.40	O	3.23	S
HRMOs notify all candidates/employees on the outcome of the selection.	3.00	S	2.80	S	3.10	S	4.00	O	2.70	S	3.00	S	3.30	S	3.13	S
The personnel selection board maintains fairness and impartiality in the evaluation of candidates for promotion	2.80	S	2.70	S	2.60	S	3.70	O	2.50	R	2.90	S	3.20	S	2.91	S



<b>Category Mean</b>	<b>3.22</b>	<b>S</b>	<b>2.91</b>	<b>S</b>	<b>3.18</b>	<b>S</b>	<b>3.94</b>	<b>O</b>	<b>2.80</b>	<b>S</b>	<b>3.16</b>	<b>S</b>	<b>3.46</b>	<b>O</b>	<b>3.24</b>	<b>S</b>
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The summary of perception of employees of the local government unit on the system of Promotion of local government by first class municipality and as a whole is shown in the table. In San Mariano, the 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 4.10 or often. This implies that the members of the selection board regularly evaluate the qualification of employees. The respondents perceived with the lowest item mean of 3.70 or often item "the personnel selection board maintains fairness and impartiality in the evaluation of candidates for promotion". This implies that the members board regularly maintain neutrality in the evaluation of the promotion of candidates. The category mean of 3.90 or often implies that promotion in the system is highly observed to its highest degree, thus applicants are equally treated. The respondents in Echague 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 3.10 or sometimes. This implies that the members of the selection board occasionally evaluate qualifications of their employees. 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.

**Table 4a**

Mean Performance of the Employees of the LGU by City and as a Whole

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

Mean Performance =

7.70

8.33

8.24

8.02

Table 4a shows the mean performance of the employees of the LGU by City. 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 4b**

Mean Performance of the Employee of the LGU by First Class Municipality and as Whole

Mean Range D. S.	Baggao F P	Tumauini F P	Ilagan F P	San Mariano F P	Echague F P	Maddela F P	Nagtipunan F P	As a Whole F P
9.30 – 10.00 0	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
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 0.00
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 0.00
Total	133 100.00	132 100.00	321 100.00	129 100.00	166 100.00	195 100.00	174 100.00	1250 100.00

Mean Performance = 8.04

8.10

8.26

8.26

8.26

8.06

**8.23**

Table 4b shows the mean performance of the employees of the LGU by first the class municipality and as a whole. 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 Tumauini, 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 on 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 5a.1**

Test of Different on the Perception of Employees of the  
Local Government Unit on the System of Recruitment by City and as a Whole

Items	Tuguegarao City		Cauayan City		Santiago City		As a Whole	
	XI	DS	XI	DS	XI	DS	XI	DS
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	3.90	O	3.70	O	3.93	O
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	4.20	A	3.80	O	3.80	O	3.93	O
Job posting notices of the vacancies shall be posted	3.80	O	4.00	O	3.50	O	4.01	O
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	O	4.00	O	4.44	A	4.01	O
List down candidates aspiring for the vacant position, either from within or outside the agency, including nest in rank employees.	3.60	O	3.40	O	3.00	S	3.33	S
Conducts preliminary evaluation of the qualification of all candidates. Those initially found qualified		O						O





shall undergo further assessment such as written examination skills test, interview and others.	3.40		3.60	O	3.67	O	3.56	
HRMOs notify all applicants of the outcome of the preliminary evaluation.	2.60	S	3.22	S	3.00	S	2.94	S
<b>Category Mean</b>	<b>3.63</b>	<b>O</b>	<b>3.70</b>	<b>O</b>	<b>3.59</b>	<b>O</b>	<b>3.67</b>	<b>O</b>

<i>tc</i> = 0.8552	0.1501	1.1588	0.2130
<i>df</i> = 12	12	12	12
<i>a</i> = 0.05	0.05	0.05	0.05
<i>P</i> = 0.2046	0.4416	0.1345	0.4175
<b>Decision</b>	<b>Accept Ho</b>	<b>Accept Ho</b>	<b>Accept Ho</b>
<b>Accept Ho</b>			

The test of difference between the perception of employees of the local government and unit on the system of recruitment of local government by city and as a whole is presented in table 5a.1. In the City of Tuguegarao, the t-test yielded with a computed value of 0.8552 with a probability of 0.2046 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 the selection board of the local government unit on the system of recruitment of local government. This implies that 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 there that is no significant difference between the perceptions of the two groups of respondents. This implies that the 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.

**Table 5a.2.**

Test of Difference between the Perception of Employees  
of the Local Government Unit on the System of Selection by City and as a Whole

Items	Tuguegarao City		Cauayan City		Santiago City		As a Whole	
	XI	DS	XI	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.	3.90	O	3.30	S	3.22	S	3.47	O



If the applicant has passed the initial screening, preliminary interview, test and background check are administered, then a job offer will follow.	3.60	O	3.60	O	3.56	O	3.59	O
If the applicant accepts the offer, physical examination comes next to determine if she/he is physically fit.	3.60	O	3.80	O	3.89	O	3.76	O
Standardized tests relevant to the job are then administered to the applicants who passed the initial screening.	3.50	O	3.14	O	3.25	S	3.30	S
HRMOs notify all applicants of the outcome of the preliminary interview.	1.50	O	3.30	S	3.33	S	3.38	S
If physically fit, then comes job placement.	3.50	O	4.00	O	4.00	O	3.83	O
Departmental interview if conducted where the applicant is supposed to meet face-to-face his/her would be supervisor	3.10	S	3.70	O	2.67	S	3.16	S
Background check is reference and employment history	2.50	R	3.40	O	3.22	S	3.04	S
<b>Category Mean</b>	<b>3.40</b>	<b>O</b>	<b>3.43</b>	<b>O</b>	<b>3.39</b>	<b>S</b>	<b>3.44</b>	<b>O</b>
<b><math>t_c =</math></b>	<b>0.7705</b>		<b>2.6314</b>		<b>0.5636</b>			
<b>0.9269</b>								
<b><math>df =</math></b>	<b>14</b>		<b>14</b>		<b>14</b>			
<b>14</b>								
<b><math>\alpha =</math></b>	<b>0.05</b>		<b>0.05</b>		<b>0.05</b>			
<b>0.05</b>								
<b><math>P =</math></b>	<b>0.2269</b>		<b>0.009866</b>					
<b>0.2811</b>	<b>0.1848</b>							
<b>Decision</b>	<b>Accept Ho</b>		<b>Accept Ho</b>		<b>Accept Ho</b>		<b>Accept Ho</b>	

The table shows the test of difference between the perception of employees of the local government unit on the system of selection of local government by city and as a whole. 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 respondents 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 use the 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 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 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 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.

**Table 5a.3**

Test of Difference between the Perception of Employees  
of the Local Government Unit on the System of Promotion by City and as a Whole

Items	Tuguegarao City		Cauayan City		Santiago City		As a Whole	
	XI	DS	XI	DS	XI	DS	XI	DS
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.	4.30	A	3.90	0	3.40	0	3.78	0
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	0	3.90	0	3.60	0	3.83	0
HRMOs notify all candidates/employees on the outcome of the selection.	3.80	0	3.60	0	3.20	0	3.56	0
An employee who is aspiring for promotion maintains a very outstanding performance coupled with education, training and related job experience.	3.50	0	3.90	0	3.90	0	3.77	0
The personnel selection board maintains fairness and impartiality in the evaluation of candidates for promotion	3.40	0	3.80	0	3.40	0	3.53	0
<b>Category Mean</b>	<b>3.80</b>	<b>0</b>	<b>3.82</b>	<b>0</b>	<b>3.50</b>	<b>0</b>	<b>3.71</b>	<b>0</b>

<b>tc =</b>	<b>0.1615</b>	<b>4.1090</b>		<b>1.3169</b>	<b>2.4668</b>
<b>df =</b>	<b>8</b>	<b>8</b>	<b>8</b>		<b>8</b>
<b>a =</b>	<b>0.05</b>	<b>0.05</b>	<b>0.05</b>		<b>0.05</b>
<b>P =</b>	<b>0.4379</b>	<b>0.001698</b>		<b>0.1122</b>	
<b>0.0195</b>					
<b>Decision</b>		<b>Accept Ho</b>		<b>Accept Ho</b>	
<b>Accept Ho</b>		<b>Reject Ho</b>			

The test of difference between the perception employees of the local government unit on the system of promotion of local government by city and as a whole is presented in the table. 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 alpha then the null hypothesis earlier accepted. This means that there is no significant the 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 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 be inferred that there is a significant difference between 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 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 the perceptions of the respondents on the systems of promotion. This implies that as a whole, both respondents showed the different perceptions.

**Table 5b.1**

Test of Difference the Perception of Employees  
of the Local Government Unit on the System of Recruitment by First Class Municipality and as a Whole

Items	Baggao		Tumauini		Ilagan		San Mariano		Echague		Maddela		Nagtipunan		As a Whole	
	XI	DS	XI	DS	XI	DS	XI	DS	XI	DS	XI	DS				
Job posting notices of the vacancies shall be posted	4.00	O	3.90	O	3.20	S	4.10	O	2.70	S	4.20	A	4.20	A	3.76	O
The management through the human resource management officer identifies the knowledge skills, and abilities an individual should possess in order to fulfill the duties and functions being asked by the vacant position.	3.90	O	3.00	S	3.10	S	3.40	O	3.30	S	3.90	O	3.20	S	3.40	O
Publishes vacancies in the CSC bulletin board and are posted in three (3) conspicuous places of the LGU for fifteen (15) days before same are filled up.	3.80	O	4.00	O	3.40	O	4.00	O	2.70	S	4.60	A	4.20	A	3.81	O
The process of recruitment starts as soon as the need for additional personnel is identified, ideally as	3.20	S	3.80	O	3.50	O	3.90	O	3.40	O	3.30	S	2.80	S	3.41	O



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.	2.90	S	3.20	S	2.50	R	3.10	S	3.30	S	3.20	S	3.00	S	3.03	S
List down candidates aspiring for the vacant position, either from within or outside the agency, including nest in rank employees.	2.40	R	3.80	O	2.80	S	3.70	O	2.80	S	3.00	S	2.80	S	2.70	S
HRMOs notify all applicants of the outcome of the preliminary evaluation.	2.40	R	3.30	S	2.40	R	2.60	S	3.30	S	3.40	O	2.10	R	2.57	S
<b>Category Mean</b>	<b>3.23</b>		<b>3.57</b>	<b>S</b>	<b>2.99</b>	<b>S</b>	<b>3.54</b>	<b>O</b>	<b>3.07</b>	<b>S</b>	<b>3.66</b>	<b>O</b>	<b>3.19</b>	<b>S</b>	<b>3.32</b>	<b>S</b>

<b>tc =</b>	<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>						
<b>df =</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>
<b>a =</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>	
<b>P =</b>	<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>0.009383</b>					
<b>Decision</b>		<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>Accept Ho</b>		<b>Reject Ho</b>	<b>Reject Ho</b>					

The test of difference between the perception of employees of the local government unit on the system of recruitment of local government by first class municipalities and as a whole is presented in table 5b.1. In the Municipality of Baggao, the t-test yielded with a computed value of 2.0625 with a probability of 0.0308 at the 0.05 alpha. Since the probability is less than alpha, then the null hypothesis earlier presented is rejected. This means that there is a significant difference between the perceptions of the employees and members of the selection board. This implies that both respondents variedly perceived recruitment. The inferential test using t-statistic yielded with a computed value of 0.6641 with a probability of 0.2596 at the 0.05 alpha in the municipality of Tumauni. Due to greater probability as compared to alpha, the researcher considered non rejection of the null hypothesis earlier presented. This means that there is no significant difference between the perceptions of the respondents. This implies that the respondents have the same perception on recruitment. In the Municipality of Ilagan, the





t-test yielded with computed value of 6.2207 with a probability of 0.0438 at the 0.05 alpha. Since the probability is lesser than alpha, then the null hypothesis earlier presented is rejected. This means that there is a significant difference between the perceptions of the respondents along recruitment. This implies that both respondents variedly perceived recruitment system of this LGU. The t-test for the Municipality of San Mariano resulted with a computed value of 0.09884 with probability is probability of 0.1712 at the 0.05 alpha. As observed the greater than alpha, hence the null hypothesis earlier presented is accepted. From this result it can be inferred that there is no significant difference between the perceptions of the two groups of respondents. This implies that the respondents showed the same perceptions on recruitment. The inferential test using t-statistic yielded with a computed value of 3.6223 with a probability of 0.001750 at in the municipality of alpha Echague. The probability is lesser as compared to alpha, hence the researcher considered the rejection of the null hypothesis earlier presented. This means that there is a significant difference between the perceptions of the respondents which implies that both respondents perceived recruitment differently. The t-test for the Municipality of Maddela resulted with a computed value of 0.1424 with a probability of 0.4426 at the 0.05 alpha. As observed the probability is greater than alpha, hence the null hypothesis earlier presented is accepted. From this output it can be inferred that there is no significant difference between the perceptions of the two groups of respondents. This implies that the respondents showed the same perceptions on basic along recruitment. The inferential test using t-statistic yielded with a computed value of 1.0597 with a probability of 0.0438 at the 0.05 alpha in the municipality of Nagtipunan. Due to a lesser probability as compared to alpha, the researcher considered non acceptance of the null hypothesis earlier presented. This means that there is difference between the perceptions of the respondents. This implies that the respondents variedly perceived recruitment. As a whole, the t-test yielded with a computed value of 2.7154 with a probability of 0.009683 at the 0.05 alpha. Since the probability is very much less than alpha, then the null hypothesis earlier presented is rejected. This means that there is a significant difference between the perceptions of the respondents on recruitment. This implies that as a whole, both respondents have different perceptions along recruitment.

**Table 5b.2**

Test of Difference on the Perception of Employees  
of the Local Government Unit on the System of Selection by First Class Municipality and as a Whole

Items	Baggao		Tumauini		Ilagan		San Mariano		Echague		Maddela		Nagtipunan		As a Whole	
	XI	D S	XI	D S	XI	D S	XI	D S	XI	D S	XI	D S	XI	D S	XI	D S
If Physically fit, then comes job placement.	3.70	O	3.20	S	2.70	S	3.90	O	3.30	S	3.20	S	2.88	S	3.27	S
If the applicant accepts the offer, physical examination comes next to determine if she/he is physically fit.	3.30	S	2.90	S	2.80	S	3.70	O	3.10	S	2.70	S	3.00	S	3.27	S
Applicants will gather through recruitment efforts and undergo the initial screening which is normally the first step in	3.20	S	3.10	S	3.10	S	3.40	O	3.40	O	3.70	O	3.10	S	3.59	O



the selection process. Those who do not meet the minimum requirements based on their resume are eliminated in this step.																
Standardized tests relevant to the job are then administered to the applicants who passed the initial screening.	3.20	S	2.90	S	2.90	S	3.10	S	2.90	S	2.70	S	1.90	R	2.80	S
HRMOs notify all applicants of the outcome of the preliminary interview.	3.20	S	3.10	S	2.80	S	3.30	S	3.00	O	2.70	S	2.90	S	3.04	S
Departmental interview if conducted where the applicant is supposed to meet face-to-face his/her would be supervisor	3.20	S	2.90	S	3.10	S	3.50	O	3.40	O	3.10		3.30	S	3.20	S
If the applicant has passed the initial screening, preliminary interview, test and background check are administered, then a job offer will follow.	3.10	S	2.90	S	3.10	S	3.50	O	3.40	O	3.10	S	3.30	S	3.20	S
Background check is reference and employment history	2.60	S	2.80	S	2.60	S	3.40	O	2.70	S	2.60	S	2.81	R	2.74	S
<b>Category Mean</b>	<b>3.19</b>	<b>S</b>	<b>3.03</b>	<b>S</b>	<b>2.90</b>	<b>S</b>	<b>3.44</b>	<b>O</b>	<b>3.06</b>	<b>S</b>	<b>2.91</b>	<b>S</b>	<b>2.01</b>	<b>S</b>	<b>3.04</b>	<b>S</b>

<b>tc =</b>	<b>2.6367</b>	<b>8.2201</b>	<b>8.7312</b>	<b>2.6350</b>	<b>3.8256</b>
<b>2.8682</b>	<b>3.5350</b>	<b>5.1433</b>			
<b>df =</b>	<b>14</b>	<b>14</b>	<b>14</b>	<b>14</b>	<b>14</b>
<b>14</b>	<b>14</b>	<b>14</b>			
<b>a =</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>				
<b>P =</b>	<b>0.099766</b>	<b>0.0000004985</b>	<b>0.00000002439</b>	<b>0.0165</b>	
<b>0.0009273</b>	<b>0.006198</b>	<b>0.001649</b>	<b>0.00007466</b>		
<b>Decision</b>	<b>Reject Ho</b>	<b>Reject Ho</b>	<b>Reject Ho</b>	<b>Reject Ho</b>	<b>Reject Ho</b>
<b>Reject Ho</b>	<b>Reject Ho</b>	<b>Reject Ho</b>	<b>Reject Ho</b>	<b>Reject Ho</b>	

The test of difference between the perception of employees of the local government unit on the system of selection of local government by first class municipality and as a whole is presented in table 5b.2. The Municipality of Baggao shows the t-test which yielded with a computed value of 2.6367 with a probability of 0.009766 at the 0.05 alpha. Since the probability is less than alpha, then the null



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

**Table 5b.3**

Test of Difference on the Perception of Employees of the Local Government Unit on the System of Promotion by First Class Municipality and as a Whole

Items	Baggao		Tumauni		Ilagan		San Mariano		Echague		Maddela		Nagtipunan		As a Whole	
	XI	DS	XI	DS	XI	DS	XI	DS	XI	DS	XI	DS	XI	DS	XI	DS
The personnel selection board evaluates the qualifications of employees from which the appointing authority, the LCR may choose the persons to be promoted.	3.70	S	3.00	O	4.00	O	4.10	O	3.10	S	3.20	S	3.60	O	3.30	O



An employee who is aspiring for promotion maintains a very outstanding performance coupled with education, training and related job experience.	3.30	S	3.	O	3.30	S	3.90	O	3.00	S	3.40	O	3.80	O	3.40	O
An appointing authority may appoint an employee/applicant for promotion who is net in rank and possess qualifications and competence and has undergone selection process.	3.30	S	3.00	O	2.90	S	4.00	O	2.70	S	3.30	S	3.40	O	3.23	S
HRMOs notify all candidates/employees on the outcome of the selection.	3.00	S	2.66	O	3.10	S	4.00	O	2.70	S	3.00	S	3.30	S	3.13	S
The personnel selection board maintains fairness and impartiality in the evaluation of candidates for promotion	2.80	S	2.70	O	2.60	S	3.70	O	2.50	R	2.90	S	3.20	S	2.91	S
<b>Category Mean</b>	<b>3.22</b>	<b>S</b>	<b>2.92</b>	<b>O</b>	<b>3.18</b>	<b>S</b>	<b>3.94</b>	<b>O</b>	<b>2.80</b>	<b>S</b>	<b>3.16</b>	<b>S</b>	<b>3.46</b>	<b>O</b>	<b>3.24</b>	<b>S</b>

<b>tc =</b>	<b>3.3272</b>	<b>9.7014</b>	<b>4.6155</b>	<b>0.8242</b>	<b>7.9802</b>
<b>0.1474</b>	<b>0.8589</b>	<b>5.4795</b>			
<b>df =</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>
<b>8</b>	<b>8</b>				
<b>a =</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>				
<b>P =</b>	<b>0.005214</b>	<b>0.000005319</b>	<b>0.0008601</b>	<b>0.2169</b>	<b>0.0002223</b>
<b>0.4426</b>	<b>0.2077</b>	<b>0.0002939</b>			
<b>Decision</b>	<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>Accept Ho</b>	<b>Reject Ho</b>	<b>Accept Ho</b>	

The test of difference between the perception employees of the local government unit on the system of promotion of local government by first class municipality and as a whole is presented in table 5b.3. The Municipality of Baggao shows the t-test which yielded with a computed value of 3.3272 with a probability of 0.005214 at the 0.05 alpha. Since the probability is less than alpha, then the null hypothesis earlier presented is rejected. This means that there is a significant difference between the perceptions of the employees and members of the promotion board. This implies that both respondents variedly perceived the system of selection. For Tumauini, the inferential test using t-statistic yielded with a computed value of 9.7014 with a probability of 0.000005319 at the 0.05 alpha. Due to a lesser probability as compared to alpha, the researcher considered non acceptance of the null hypothesis earlier presented. This means that there is a significant difference between the perceptions of the respondents. This implies that the respondents have different perception along promotion. In the Municipality of Ilagan, the t-test yielded with a computed value of 4.6155 with a probability of 0.0000601



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

**Table 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>

$$\begin{array}{rcl}
 Xc^2 & = & 0.001 \\
 \frac{0.001}{df} & = & 1 \\
 P & = & 0.9716 \quad 0.9613 \quad 0.9772
 \end{array}$$





0.05	a	=	0.05	=	0.05
<b>Ho</b>	<b>Decision</b>		<b>Accept Ho</b>	<b>=</b>	<b>Accept Ho</b>
			<b>Accept Ho</b>		<b>Accept</b>

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.

### CONCLUSION

This comprehensive study sheds light on the recruitment, selection, and promotion processes within local government units (LGUs) in the Cagayan Valley Region of the Philippines. The findings underscore the critical need for improvement and optimization in these processes to enhance governance and public service delivery. By focusing on merit and fitness as mandated by the Local Government Code of the Philippines, LGUs can build a more competent workforce that is responsive to the needs of their communities. The research identifies significant gaps in employee perceptions regarding the current systems in place, revealing a need for more streamlined communication, fair evaluation procedures, and adherence to best practices in human resource management. Furthermore, the study highlights the importance of aligning recruitment and promotion practices with strategic human resource management principles, ensuring that these processes not only meet legal requirements but also contribute to the overall effectiveness of local governance. Additionally, the results indicate that while there are variations in perceptions among different municipalities, there is a common understanding of the need for improvement.

### RECOMMENDATIONS

In the light of the findings of this study, the following are strongly recommended for possible actions:

- Conduct investigations to explore barriers to professional development and identify effective training programs that can help employees advance to higher-level positions. This may include assessing educational qualifications and access to continuous professional development opportunities.
- Implement a comprehensive review of recruitment policies and practices across different cities, focusing on transparency and communication. Surveys could be administered to gather feedback from applicants regarding their experiences during the recruitment process, particularly concerning notification of preliminary evaluations.



- Conduct a comparative study of LGUs with varying IRA levels to determine how financial resources impact employee development, retention rates, and overall organizational effectiveness.
- Undertake an inquiry on the implications of land area on resource allocation, infrastructure development, and service provision in LGUs. Understanding these dynamics can aid in optimizing land use for better governance outcomes.
- Conduct longitudinal studies to track changes in employee satisfaction and performance following policy implementations aimed at improving recruitment processes. This could involve pre- and post-implementation surveys to gauge impact.

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