

Implementation of the Recruitment, Selection, and Promotion Processes in the Provincial Government of Sorsogon

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Abstract— This study aimed to determine the implementation of the recruitment, selection, and promotion processes of the Provincial Government of Sorsogon from F.Y. 2019-2021. The descriptive method was employed in this study. A survey and an in-depth interview through the use of a checklist questionnaire were used to gather the needed data from 50 hired and 50 promoted respondents. The gathered data were analyzed and interpreted with the use of appropriate statistical tools and measures. It was revealed that the hired and promoted respondents are young, female, married, and college graduates. More than half of the hired respondents are non-CSC eligible and had attended training and seminars at both local and national levels. They have a very satisfactory performance rating based on the IPCR. The extent of implementation of the Merit Selection Plan in terms of recruitment and selection as perceived by the respondents was interpreted as implemented. The top three problems encountered by the respondents in the implementation of the recruitment, selection, and processes include the long time to be hired for permanent vacant positions and be promoted to the next higher position, the time needed to comply with needed requirements or documents was short, and the interview was difficult. The action plan is proposed to promote and maintain an effective and efficient implementation of the recruitment, selection, and promotion process of the Provincial Government of Sorsogon.

Keywords— Promotion, Provincial Government of Sorsogon, Recruitment, Selection.

I. INTRODUCTION

The World today is compared to a global village that encourages the movement of knowledge, skills, and abilities of people across the cultures in different countries in the world. This development has prompted the Human Resource Management field, to address the necessity of focusing on the importance of human capital in growing industries and markets, but also on both private and government organizations. One of the key Human Resource Management functions which is the most pivotal and integral part of any organization is the recruitment and selection of employees.

According to Campton (2009) and Cantor (2004), the recruitment and selection functions of Human Resource Management (HRM) are actually a matter of survival or failure of any organization. Long, in the history of human civilization, the right person in the right job had always been an important concern for the private and public officials in the management of their organization. It is being, one of such a function of HRM that counts huge value in the context of public sector organizations, because after the selection of employees, the hired and promoted employees remain with these organizations, till their retirement age, under the different capacities. It

is a well-known fact that the recruitment, selection, and promotion of employees are interrelated and interdependent on each other.

Selection is a long process. Many authors define selection interrelatedly. Silzer (2010) says that selection is a process of finding and hiring the best and most qualified candidate for a job opening in a timely and cost-effective manner. Devi and Comi (2018) define selection as a process of putting the right person on the right job. It is a procedure of matching organizational requirements with the skills and qualifications of people. The major concern in the selection, recruitment, and promotion of employees, according to Tucker (2010) is that it should be based on merit, fitness, and equality.

One of the main positive aspects of analyzing the issue of recruitment and selection of employees is building a forward-leading approach, particularly in the public sector institutions controlled by the government. It is believed that public sector employees are effective and competent in performing their jobs which will have an impact on the progress and success of the organization. This leads us to reach a specific objective to understand and have a comprehensive picture of how the Merit Selection and Promotion Plan is implemented at a local

level. Other genuine concerns aside from the recruitment and selection process are the bureaucracy, HRM policies, and the politician's influence over merit-based selection, Tucker and Pounder (2010).

The Merit system is utilized as a standard in Selection and Promotion System. This is practiced in the Philippines and the neighboring countries. Most of the developing countries are trying to improve their qualification standards or the merit system, which is geared towards the quality of life of employees. In today's rapidly changing environment, Organizations have to respond to the demands for well-defined recruitment policies and standards. The organization may study problem areas and suggest ways to improve the recruitment and selection process.

Regardless of a well-drawn practical plan for recruitment and selection, as well as the expertise of a highly qualified management or HRM team, they may face significant obstacles in implementation. As such, Human Resource Management theories can give insights into the most effective approaches to recruitment across organizational contexts.

McNamee and Miller (2009) assert that recruitment and selection should be based on merit. The concept of meritocracy was popularized by Young (2016) in his book *The Rise of Meritocracy*. In a broad sense, it is defined as a social order built upon a notion of merit, which is an individual characteristic. Meritocracy is a social system in which a person's overall proportion is awarded directly from the results of operations and ability. Thus, meritocracy can be achieved if there is a mechanism called the merit system.

Against these backdrops of ideas, the issue of merit as a crucial element in the recruitment, selection, and promotion of employees and applicants, becomes imperative. As in many countries, the Philippines' big private corporations and government agencies have their own Human Resource Management departments tasked with the responsibility to implement the Merit Selection Plan (MSP) in their respective jurisdiction. One of the Local Government Units is the Provincial Government of Sorsogon which is the setting of this study.

The Province of Sorsogon is one of the second-class Provinces in the Bicol Region. It lies at the Southern tip of Luzon and is located about 600 kilometers southeast of Manila. The ratification on December 16, 2000, of

Republic Act 8806 which merges the towns of Bacon and Sorsogon and converting into Sorsogon City reduced the administrative composition of the province into 14 municipalities and one component City and 541 barangays and 2 congressional districts.

The Provincial Government of Sorsogon has a total of 1004 permanent employees assigned to the different departments or instrumentalities. The Provincial Government has crafted its own Vision, Mission, and Goal (VMG) in pursuit of good governance. One of the departments in the Provincial Government is the Human Resource Management Office which is the focus of this study. This department supports the Vision, Mission, and Goals of the Provincial Government and has a crucial role in the attainment of its goals. This is because Human Resources in any organization is basic in the attainment of its goals in the recruitment and selection of manpower. The Provincial Government agencies in pursuit of choosing the needed manpower cover among others the following functions: (a) Recruitment and Selection (b) Appointment (c) Promotion (d) Reassignment (e) Reduction in force (f) Career and Personnel Development (g) Merit Promotion Plan (h) Performance Appraisal (i) Staff Development Plan and (j) Incentive Awards and Administrative Discipline.

This study is focused on one of these aspects, The implementation of the recruitment, selection, and processes of the Provincial Government of Sorsogon. These tasks are the responsibility of the Human Resource Management department. This section or department plays a vital role in the recruitment, selection, and promotion of qualified employees and applicants for vacant positions. The HRM office performs the following: (a) improving and streamlining the recruitment and selection process including expediting future jobs analysis (b) looking into the approaches, mechanisms, and procedures in the recruitment and selection process, and the observance of the Merit and Promotion Plan.

The Human Resource Merit and Selection Board adheres to the legal basis provided in Republic Act 41, Article IX-B Section 3 of the Philippine Constitution of 1987. It directs the Civil Service Commission (CSC) as the central personnel agency to establish a career service and adopt measures to promote efficiency, integrity, responsiveness, progressiveness, and courtesy in the Civil Service. It shall strengthen the MSP and integrate all Human Resource development programs at all levels

and ranks. It shall institutionalize a management climate conducive to public accountability.

In support of the provisions of the Philippine Constitution, the CSC promulgated Resolution No 1200481 which set guidelines for the implementation of the Strategic Performance Management System (SPMS). The guidelines highlight commitment, coaching, monitoring, performance review, and rewards based on the development plan. These provisions are the basis for achieving the goals of a fair and transparent Merit Selection Plan of the Province.

This study however looked into the compliance of these legal provisions and principles in the recruitment and selection of job applicants, and those to be promoted applicants to a next higher position. Further, the study also addresses the screening procedures and formulation of criteria in the Implementation of the recruitment, selection, and processes. It is in this context that the Researcher endeavors to conduct this study.

Generally, this study aimed to determine the implementation of the recruitment, selection, and promotion processes of the Provincial Government of Sorsogon from F.Y. 2019-2021. Specifically, this study sought to answer the following questions:

1. What is the profile of the respondents in terms of age, sex, civil status, educational attainment, civil service eligibility, and related training and seminars attended?

2. What is the performance of the respondents based on Individual Performance Commitment and Review Form (IPCR)?
3. What is the extent of implementation of the process along recruitment, selection, and promotion?
4. What are the problems encountered by the respondents along the identified variables?
5. What action plan could be proposed based on the results of the study?

II. METHODOLOGY

This study aimed to determine the implementation of the recruitment, selection, and promotion processes of the Provincial Government of Sorsogon, from F.Y. 2019-2021. The descriptive survey method of research was employed in this study. The respondents of this study were 50 hired and 50 promoted employees, who were chosen through stratified random sampling. The research instrument used to gather the needed data was a survey that was collaborated by an unstructured interview schedule. Descriptive statistics were used to analyze and interpret the data gathered in this study.

The respondents of the study were the previous applicants for the vacant positions and now hired employees, and those promoted to the next higher positions in the Provincial Government of Sorsogon, for the last three years from F.Y. 2019-2021. They were randomly chosen as respondents to the study. A total of 100 respondents were considered in this study with a breakdown of 50 hired and 50 promoted to the next higher positions. These comprised the sample respondents of the study. Table I shows the respondents of the study.

Table 1. The Respondents

Year	Hired		Promoted	
	f	%	f	%
2019	16	32	17	34
2020	16	32	16	32
2021	18	36	17	34
Total	50	100	50	100

The main research instrument used to gather the needed data were surveys, unstructured interview schedules, checklist questionnaires, and documentary analysis of the respondents' IPCR and other data. There were two sets of questionnaires for the hired and those promoted. The first part of the questionnaire includes the profile of the respondents in terms of age, sex, civil status, educational attainment, C.S. Eligibility, related training,

and seminars. The second part is performance ratings which were taken from the records of the HRMO. The third part covers the extent of implementation of the processes in terms of recruitment, selection, and promotion. The criteria were taken from the MSP and attuned to the hired and promoted respondents. The fourth part consists of the respondent's voluntary answers to the interview on the problems they have

encountered in the Implementation of the RSP. Their responses were disclosed through an unstructured interview. The research instrument was submitted to her thesis adviser for comments and suggestions. Her comments and suggestions were incorporated into the checklist questionnaire. To validate the research instrument a dry run was conducted on 15 employees of the Provincial Government who are not respondents to the study. This was done last November 28-29, 2022. After the dry run, vague items were changed. Other items that were poorly worded were also changed and improved. The final questionnaire and unstructured interview schedule were readied for the administration to the targeted respondents, after the approval of her thesis adviser.

During the initial part of the study, permission was sought from the office of the Provincial Human Resource Management (HRMO), to obtain the needed documents such as records of employees, hired and promoted, during the F.Y. 2019-2021. The researcher likewise requested permission from the HRMO to administer and conduct the checklist questionnaire and conduct an unstructured interview. The respondents were asked to think about the questions ask of them and give sincere and true answers. There were 65 employees for each group hired and promoted. They were asked to draw from 2 sets of bowls where pieces of rolled paper were written x and \checkmark . The first 50 hired and promoted who got a \checkmark from the written rolled piece of paper were chosen as respondents of the study. The checklist questionnaire was administered last December 5-7, 2022 to the targeted respondents.

The unstructured interview was conducted after the retrieval of the questionnaire. During the distribution and administration of the checklist questionnaire, the respondents were briefed and oriented on how to answer the items in the checklist questionnaire appropriately. The collected data were tallied and organized, for analysis and interpretation, with the use of appropriate statistical tools and measures.

The gathered data were analyzed and interpreted through the use of the following statistical tools. The frequency and percentage were used to determine the profile of the respondent. Also, to determine the performance of the respondents based on the IPCR weighted mean was used. A 5-point Likert scale was used with the following interpretation: 5 (Outstanding);

4 (Very Satisfactory); 3 (Satisfactory); 2 (Poor); and 1 (Needs Improvement).

To determine the extent of implementation of the processes along recruitment, selection, and promotion weighted mean was used to interpret the results the following scale: 3.50-4.00 Fully Implemented); 2.50-3.49 (Implemented) 1.50-2.49 (Partially Implemented); 1.00-1.49 (Not Implemented) On the problems encountered in the implementation of the RSP, an unstructured interview was conducted among the group of respondents. They were asked questions and requested to give voluntary answers.

III. RESULTS AND DISCUSSION

The study aimed to determine the implementation of the recruitment, selection, and promotion processes of the Provincial Government of Sorsogon from F.Y. 2019-2021. The presentation of the data includes the following topics: Profile of the respondents in terms of age, sex, civil status, educational attainment, Civil Service Eligibility, related training, and seminar attended. (2) Performance rating of the respondents in the IPCR. (3) The extent of implementation of the processes along recruitment, selection, and promotion (RSP). The problems encountered in the implementation of the RSP. (5) An action plan to promote and maintain an effective and efficient RSP in the Provincial Government of Sorsogon.

1. Profile of the Respondents

This section presents the profile of the respondents in terms of age, sex, civil status, educational attainment, civil service eligibility, related trainings, and seminars attended.

Hired Respondents

As shown in Table 2A, the majority are adults who are 33 to 36 years old 20 with 40%. There are 27 and 31 years got 15 or 30% respondents. Five with 10% belong to ages 36 to 41 years old. Only 3 or 6% belong to 42 and above. There are more female respondents 30 or 60% are females and only 20 or 44% are males. The majority of the respondents are female. The civil status of the respondents is presented in Table 2A. It can be gleaned from the table that there are 38 or 76% married, while 11 or 22% are single. One or 2% separated. The majority of the respondents are mostly college graduates with 45 or 90% from hired respondents and 5 or 10% being college undergraduates. It is shown that 17 or 34% are non-C.S. eligible. The C.S. Professionals are 8 or

16% and six or 12% are LET eligible. It can be denoted that 19 or 38% are non-eligible. They may find difficulty in seeking permanent job positions.

Table 2A. Profile of the Respondents

Profile	Hired f% (n=50)		Promoted f% (n=50)	
Age (in years)				
26 and below	7	14	4	8
27 to 31	15	30	9	18
33 to 36	20	40	20	40
36 to 41	5	10	11	22
42 and above	3	6	6	12
Sex				
Male	20	44	15	30
Female	30	60	35	70
Civil Status				
Single	11	22	5	10
Married	38	76	35	70
Separated	1	2	10	20
Educational Attainment				
College Graduate	45	90	48	96
College Undergraduate	5	10	2	4
Civil Service Eligibility				
C.S. Professional	8	16	25	50
C.S. Sub-professional	17	34	15	30
LET	6	12	5	10
BCLTE	0	0	3	6
None	19	38	2	4

Promoted Respondents

As shown in Table 2A, the majority of the promoted respondents are adults whose ages are from 33 to 36 years old, 20 or 40%. Ages 27 and 31 years got 9 or 18% of respondents. Eleven with 22% belong to ages 36 to 41 years old. Only 6 or 12% belong to 42 and above.

There are more female respondents 35 or 70% females and only 15 or 30% are males. The majority of the respondents are female. The civil status of the respondents is presented. It can be gleaned from the table that there are 5 or 10% single, while 35 or 70% are married, and with only 10 or 20% separated.

It can be gleaned in Table 2A that there are 48 or 96% of college graduates and 2 or 4% of undergraduates.

The majority of the respondents are mostly college graduates. As shown in the table that 15 or 30% are C.S. sub-professionals.

The C.S. professionals are 25 or 50% and five or 10% are LET eligible, while 3 or 6% are BCLTE eligible. These results denote that job positions in government and private agencies require eligibility.

Relevant Training and Seminars attended by the Hired

Table 2B contained the frequency and percentage of the relevant Training and Seminars Attended by the Hired Employees.

Table 2B. Relevant Trainings and Seminars Attended by the Hired Employees

Title of Training/Seminar	f	%
1. Legal Issues and Government Issuances to COVID-19	18	36
2. Orientation on the Policy on Expanded, Paternity and Adaptation Leave	10	20
3. Deepening Session on Gender Development	12	24
4. Updating on Withholding Tax NEW BIR year-end	10	20

There were limited training and seminars attended by the hired. In F.Y. 2019 12 or 24% attended the Deepening on Gender and Development and 10 or 20% on the Policy of Expanded Maternity and Paternity. In the later part of F.Y. 2020, and 2021 COVID-19 years, the hired were required to attend a seminar on Legal Issues and Government issuances on COVID-19. The majority with 18 or 36% were compelled to attend because it was a necessity to be updated about the Pandemic. The hired who were at the Office of the LCE as job orders need to be updated with the new form of the BIR Withholding Tax. This training was required by

some government agencies like the CSC and the BIR. This training held in FY 2021 and the later part of 2020 gave the trainees the opportunity to learn new things needed for professional growth and to improve their work performance online.

Relevant Trainings and Seminars attended by Promoted Employees

Table 2C contained the frequency and percentage of the relevant Training and Seminars Attended by the Promoted Employees.

Table 2C. Relevant Trainings and Seminars attended by Promoted Employees

Title of Training/Seminar	f	%
1. Values Critical Orientation of Enhanced Performance	15	30
2. Seminar Workshop on 5'S Good Housekeeping	13	26
3. Capacity Building on Results Based Monitoring and Evaluation	7	14
4. Basic Records and Archives Management	6	12
5. Leave Administration Course for Effectiveness (LACE)	9	18
Total	50	100

As shown, the training and seminars attended by the promoted respondents are basic in the work they are tasked to perform. These were: Critical Orientation on Enhanced Performance with 15 or 30%. 5'S Good Housekeeping with 13 or 26%, Capacity Building with 7 or 14%. Basic Records and Archive Management got 6 or 12% and leave Administration for Effectiveness with 9 or 18%. It can be noted that these trainings and seminars were all government agencies sponsored which means that they are required. The promoted

employees may be able to contribute to the effective operation and management of LGU. Since these trainings and seminars are necessary, they can be beneficial to the promoted aspirants for their professional growth and development.

2. Performance of the respondents based on IPCR

Table 3A presents the performance Rating of Hired Employees Individual Performance Commitment and Review Form (IPCRF).

Table 3A. Performance Rating of Hired Employees Individual Performance Commitment and Review Form (IPCRF)

Fiscal Year	Rating Mean	F (n=50)	%	Interpretation
2019	4	28	56	Very Satisfactory
2020	4	15	30	Very Satisfactory
2021	3	7	14	Satisfactory

As shown, the majority with a scale rating of 4 or 56% of the hired job applicants in F.Y. 2019 got a very satisfactory performance rating in the IPCR. In addition, another 15 or 30% also rated themselves as very

satisfactory, during the later part of 2020 when Work from home was implemented because of the COVID-19 pandemic. In F.Y. 2021, 7 or 14% got a satisfactory rating in the IPCR. It could have been the effect of the

Pandemic that the hired job applicants got a satisfactory rating. Nevertheless, it is implied that these hired applicants during the last fiscal year had good work performance.

Yassin (2015) supports these findings. He found out that an employer has made a rational choice in hiring the best job applicant when after being employed they perform well in his job.

As reflected in Table 3B, 23 or 46% of the promoted respondents got a scale rating which is interpreted as very satisfactory for the F.Y. 2019. Likewise, 24 or 48% obtained a very satisfactory performance rating in the IPCR for F.Y. 2020. In spite of the COVID-19 Pandemic, 3 or 6% got an outstanding performance on the IPCR.

Table 3B. Performance Rating of the Promoted Employees Individual Performance Commitment and Review Form (IPCRF)

Fiscal Year	Rating Mean	f (n=50)	%	Interpretation
2019	4	23	46	Very Satisfactory
2020	4	24	48	Very Satisfactory
2021	5	3	6	Outstanding

In support to these results on the IPCR of the promoted respondents, Dickson and Ilgan (2003) emphasize the necessity of performance appraisal among aspirants for promotion. Good performance can contribute to the success of the organization.

3. Extent of implementation of the processes

This portion discusses the extent of implementation along recruitment, selection, and promotion processes. The weighted mean was used in analyzing the data.

Recruitment

Table 4A contains the weighted mean and interpretation of the extent of implementation of the processes along recruitment. As revealed the extent of implementation of the processes along recruitment as rated by the hired are as follows: Dissemination of job vacancies was made through websites and bulletin board obtained a mean of 3.63. Hired respondents sought the assistance of the

HRMO in filing applications with 3.92, both interpreted as “fully implemented”. Other indicators rated by the hired include all those interested signified their interest in writing got a mean of 3.47, followed by department heads where the vacancies exist are members of the PSB with 3.43. These indicators and their mean ratings were interpreted as “implemented”. The composite mean of 3.54 also denotes implemented. In terms of recruitment, as reflected in these results, it is indicated in all the criteria embodied by the MSP point to the principle of Merit, competence, and fitness in the recruitment of job applicants. Likewise, the dissemination of vacant positions by the observance of the Publication law was implemented by HRMO. Through these findings on the extent of implementation of the processes of recruitment, it is inferred that there was a fair and objective recruitment of job applicants. In F.Y. 2019, these job applicants were hired as permanent employees of the Provincial Government.

Table 4A. Extent of Implementation along Recruitment Process

Indicators	Weighted Mean	Interpretation
1. The Provincial HRMO complied with RA 7140 or Publication Law of Existing job vacancies, except for co-terminus job positions. 2. Dissemination of job vacancies was made through websites, bulletin board and everyone has opportunity to apply. 3. All interested job applicants signified their interest in writing to the HRMO for inclusion 4. Job Applicants were encouraged to seek the assistance of the HRMO in filing their application. 5. Department Heads where the job vacancy exists were included as members of the Personnel Selection Board (PSB).	3.25	Implemented
	3.63	Fully
	3.47	Implemented
	3.92	Implemented
	3.43	Fully
		Implemented
		Implemented
Overall	3.54	Implemented

Selection

Table 4B contains the weighted mean and interpretation of the extent of implementation of the processes along with selection.

As to the extent of implementation along the selection processes, respondents rated after the final screening by the PSB, those initially screened qualified were given an examination and interview with 3.28.

The submitted documents of the applicants undergone and the names of job applicants' preliminary evaluation and screening process and the HRMO complied with the Publication Law (RA 7140) both rated with a mean of 3.25. There was no discrimination in the selection of the job applicants with 3.17.

The results of the final screening were posted on the bulletin board with 3.00. These indications were regarded as having been "implemented" based on their composite mean ratings of 3.23.

It could be deduced from these findings that the job applicants rated indicators on the extent of implementation of the RSP according to what they observed.

The composite mean of 3.23 demotes that the extent of implementation of the Selection of the Province is "implemented". It is implied that the HRMO may look deeper into the indicators that need to be implemented more fully although these were implemented.

In terms of the selection process of job applicants, transparency, and no discrimination of applicants in sex, disability, and affiliation were observed.

The data further emphasized the judicious screening process and posting of the results of the qualified applicants for job positions, in bulletin boards. Through the ratings of the respondents, it could be implied that the principle of merit, competence, and fitness was observed.

Table 4B. Extent of Implementation along Selection Process

Indicators	Weighted Mean	Interpretation
1. There was no discrimination in the choice of job applicants but based on the principle of merit competencies and fitness.	3.17	Implemented
2. A list of job applicants from outside or inside the department considered for screening.	3.42	Implemented
3. A preliminary evaluation of the job applicants' submitted documents was made through a screening process.	3.25	Implemented
4. After the final screening of the job applicants by the PSB. Those initially screened were given written examination and interview.	3.28	Implemented
5. Results of the final screening by the PSB were posted on the bulletin board.	3.00	Implemented
6. The names of the ranking job applicants were submitted to the Local Chief Executive for further assessment and appointment.	3.28	Implemented
Overall	3.23	Implemented

They obtained a very satisfactory performance rating in the IPCR. This connotes that they were selected fairly for the job position, and deserved the job they are in now.

The study of Setyowati (2015) supports the results of this study along with the implementation of the MSP.

Through the use of the post-positivism qualitative method and in-depth interview, the study analyzed the policy framework of the merit plan to choose job applicants.

Through continuous interactive data collection, it was revealed that the policy framework implemented did not meet bureaucratic needs and the principles of merit.

It was recommended that reform be conducted and the merit system be implemented.

Promotion

Table 4C contains the weighted mean and interpretation of the extent of implementation of the processes along promotion.

Table 4C. Extent of Implementation of the Promotion Process

Indicators	Weighted Mean	Interpretation
1. The Provincial HRMO complied with the Publication Law or RA 7140. Notice of existing vacant position were posted for 5 days. (items for promotion included)	3.73	Fully Implemented
2. Dissemination of vacant items for promotion were posted on websites, bulletin boards of departments, with the statement “We are on equal opportunity”	3.55	Fully Implemented Fully Implemented
3. There was no discrimination in the selection of aspirants for promotion, but it is based on competencies, merit and fitness for the position	3.72	Implemented
4. All candidates for promotions signified their interest in writing to the HRMO for inclusion in the list	3.14	Implemented
5. A list of candidates for promotion either from within or outside the department was prepared.	2.80	Implemented
6. Candidates for promotion sought the assistance of the HRMO for any problems they encountered in their application	3.28	Implemented
7. A preliminary evaluation of the documents of the candidates for promotion was made before the screening process.	3.22	Implemented
8. Department Heads where the vacant item for promotion exits were included as PSB members.	3.38	Implemented
9. After the final screening of the PSB the initially found qualified candidates for promotion were given written examination and interview.	2.75	Fully Implemented
10. Results of the qualified candidates for promotion were posted in the bulletin board.	3.77	Fully Implemented
11. The names of the ranking candidates for promotion were submitted to the LCE for assessment and appointment.	3.88	Implemented
Overall	3.40	

It shows the extent of implementation of the MSP of the Province along with promotion. It can be noted that 5 indicators were interpreted and fully implemented. Those are: (1) the names of the ranking candidates for promotion were submitted to the LCE for further assessment and appointment with a mean of 3.88. (2) The names of qualified candidates for promotion were posted on the bulletin board with 3.77. (3) The HRMO complied with R.A. 7140 or the Publication Law with 3.73. (4) There was no discrimination in the selection of job applicants on political and religious affiliation but based on the principle of merit and fitness got a mean of 3.72. (5) The Publication Law was observed. Vacant job positions posted on websites and bulletin boards obtained a mean of 3.55. These indicators with the corresponding mean ratings were interpreted as fully implemented.

Other indicators rated as Implemented are (1) Department Heads where the vacancy exits are members

of the PSB got a mean of 3.38. (2) Preliminary evaluation of the documents of the candidates for promotion, before the screening process with a mean of 3.22. (3) All candidates for promotion signified their interest in writing to the HRMO with a mean of 3.14. (4) Applicants for promotion sought assistance from the HRMO in filing their application with 3.28. (5) After the PSB screening, the initially qualified applicant for promotion were given a written examination and interview with 2.75. These indicators with the composite mean of 3.38 were interpreted as Implemented.

It is shown in these results that the indicators that were fully implemented were those rated by the aspirants for a promotion that is really a “must” in the implementation of the RSP. These were: submitting the list of the ranking candidates to the LCE for assessment and appointment. This is the highlight of the recruitment and selection process. The posting of results of the ranking of the aspirants for promotion is crucial on the part of

any applicant for a job. The MSP also includes in the criteria for recruitment and selection that there was no discrimination with regard to an applicant's sex, affiliation, and disability. This was fully implemented. Other policies as shown in the data rated by the respondents were those mandated by Law like the Publication of vacant job positions, or RA 7140. The posting of the results of the ranking of applicants is also a must to be observed. One of the indicators which were rated low was the giving of the written examination to the qualified applicants, maybe they fear taking tests and interviews.

Based on these results, it could be implied that the extent of implementation of the RSP was based on the principle of merit and fitness was observed. This could be attested by the very satisfactory and outstanding performance rating in the IPCR of those promoted to the next higher position in the last three years. These promoted were products of a wellness screening and recruitment process of the HRMO through the MSP.

The findings of this study find support from the study of a group of authors Dioses, Aquino, and Dellosa (2019) which assessed the level of awareness and implementation of the merit system. Through a descriptive survey of randomly chosen faculty of selected regions and cities, the study revealed the following: the perceptions of the faculty on the level of awareness and implementation of the merit system differ significantly. They highlighted that the implementation of the merit system lacks the qualification standard for those to be promoted and the job applicants. They recommended that the Institutions should make revisions and adopt a C.S. model in the implementation of the merit system.

4. Problems encountered by the hired and promoted personnel

Problems were also disclosed during the interview with the respondents after the retrieval of the questionnaire. The result implies that the respondents need skills, perseverance, and patience in complying with the policies and requirements of the HRMO as needed in the RSP. HRMO personnel and other officials also need to review their practices and mechanisms for continual improvement. Hence, the leaders and workforce of organizations need to be innovative, robust, and resilient to cope with the workplace challenges (De Castro & De Castro, 2023). This is to ensure that problems are not

only identified but more importantly, problems are addressed through action plans, strategies and activities.

a. Recruitment

The problems encountered along recruitment include the following:

"Kadamo san aplikante, nawawaraan ako pag-asa dahil grabe ang kompetisyon." (There are so many applicants. I lose hope because the competition is tight").

"Dahil damo an aplikante na hali sa laog mga job order na, naisip ko na priority sinda". ("Since there are many applicants who were formerly job orders, I thought they were priority).

"Halipot lang na oras aldaw an ginhatag para mkasubmit san requirements" (Only a short time or day is given to submit the requirements.)

These findings align with the idea of Sison (2003). He states that there are numerous requirements to be complied with for well-maintained and accurate Human Resource Management. Hence, applicants need to be patient and determined during the recruitment process.

b. Selection

As to the selection process, the following problems were revealed by the respondents:

"Dahil "outsider" ako na aplikante problema ko an pagkowa service record sa pigtrabahoan ko sa Manila pati an transcript, clearance sa NBI, Police". (Because I'm an outsider applicant, I have a problem in getting a service record from my work in Manila, as well as a transcript of record, and clearance from the NBI, Police".)

"An kurso na tinapusan ko lain po related sa in-aplayan ko na position". (The course I finished was not related to the position I applied for").

"Paka-file ko san aplikasyon ko, sabi matawag pero wara man pagtawag". Hapot ko kun pira ako ka adlaw mahulat tawag, wara man po paghatag fixed na petsa". (After I filed my application, they said they would call but, there was no call, I asked how many days I would have to wait, but no fixed date was given").

c. Promotion

As to promotion, respondents revealed the following:

"Lain man nasusunod pag promote an "next in rank" san ma appoint san mga promotables". ("The promotion of the "next in rank" is not followed when appointing the promotables").

"Lain ka ma-popromote kon dili ka i-recommend sa ranking san head of office mo". ("You will not be promoted if you are not recommended in the ranking of your head of office").

"May bentahi an Outstanding an Performance sa mga promotables na very satisfactory lang an work performance mo". (Those with Outstanding Performance has an advantage over promotables whose work performance is very satisfactory").

Another respondent revealed that:

"Problema an hali-ot lang na adlaw/ oras para maka-comply san requirement para maka intra sa ranking san ma-popromote". ("The problem is that it only takes a few days/time to comply with the requirement to enter the ranking to be promoted").

They also aired out that the previous training/seminars and even the course they finished were not related or had no relevance to the position for promotion applied for. Chances are these may not be created for ranking.

Respondents wrote that:

"Problema ko an mga seminars / trainings pati kurso na natapos ko wara relasyon sa "higher" position na in-aplayan ko, para maka intra ako sa i-raranking na promotables". ("My problem is the seminars/trainings as well as courses that I completed that have no relation to the "higher" position that I applied for, so that I can enter the rank promotables").

It is implied that the HRMO of the Provincial Government of Sorsogon should look into the following problems in order to have a fair and just recruitment, selection, and promotion of job applicants. Further, the recruitment, selection, and promotion process should be based on the provisions of the MSP of the Province. This leads us to reach a specific objective to understand and have a comprehensive picture of how the Recruitment, Selection, and Promotion Plan is implemented at a local level.

5. Proposed action plan to promote and maintain effective and efficient implementation of the Merit Selection Plan of the Provincial Government of Sorsogon.

Rationale:

In line with the initiatives to promote and maintain effective implementation of the RSP of the Provincial Government of Sorsogon, which is transparent and client-centered an action plan is proposed. This proposed action plan is also based on the results of this study.

Objectives:

1. To update and give clarificatory information about the provisions and policies of the MSP to prospective applicants for job positions and promotions.
2. To familiarize applicants and employees with the needed requirements/documents by the HRMO to get hired and promoted.
3. To sustain and maintain the effective, and modern process implemented by HRMO in consonance with the MSP.

The action plan is composed of three key result areas namely recruitment, selection, and promotion. Strategies or activities such as trainings are included to improve hiring skills to build rapport with job applicants

IV. CONCLUSIONS AND RECOMMENDATIONS

This study concluded that the hired and promoted are young, female, married, and college graduates, more than half of the job applicants are non-CSC eligible and had attended training and seminars at both local and national levels. The respondents have a very Satisfactory Performance rating in the IPCR. The Extent of Implementation of the process along Recruitment and Selection and in terms of promotion were both interpreted as "Implemented". The top 3 problems encountered by the respondents in the Implementation of the RSP were: First: It took them a long time to be hired for permanent vacant positions and be promoted to the next higher position. Rank 2: The time needed to comply with needed requirements or documents was short. Third in rank was: Interview was difficult. As an output of this study, it may serve as a reference guide per LGU, which also have its own Merit Selection plan (MSP).

It was recommended that the newly hired applicants are encouraged to take and pass the Civil Service examination to achieve C.S. Eligibility for the security of tenure. Likewise, both hired and those promoted to higher positions be given opportunities to attend training for professional growth. Maintain and still enhanced the IPCR of those who got satisfactory ratings among those who were hired as permanent employees. Policies and indicators in the MSP not clear to the respondents be given a clarificatory explanation to them for the full implementation of the MSP of the Provincial Government of Sorsogon. The Problem encountered by the hired and those promoted to higher positions like the short time given to submit needed requirements and the long time to be hired and get promoted is a concern of the HRMO, that should be understood by the respondents. The proposed action plan may serve as a reference or guide per LGU HRMO in revisiting the policies and provision of their own MSP. Similar research may be conducted with other HRMO departments and their MSP implementation to validate the results of this study.

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