
A CAUSAL MODEL OF SELECTION OF PERSONNEL IN SELECTED NGAS IN TAWI-TAWI

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ABSTRACT

This study utilized the descriptive normative survey method of research using the researcher assembled profile questionnaire, Working Strategies Questionnaire (WSQ); and the Personality Traits Questionnaire (PTQ). Respondents were the NGA personnel in the Province of Tawi-Tawi. Tawi-Tawi, is situated at the southernmost tip of the Philippines, and it, is our countries southernmost international boundary with Sabah, which is only a few hours away by fast crafts from our neighboring East Malaysian State. From the 147 randomly selected respondents findings revealed that the respondents are undecided whether the recruitment and selection of personnel were based on recommendation. However, they agreed that the recruitment and selection of personnel RSP is in accordance with the Civil Service rules, regulations, and national policies. On the level of Awareness and Perception, they agreed that recruitment and selection of personnel (RSP) implemented by NGAs in Tawi-Tawi based on national policies. The working strategies employed by respondents were *often innovative, often flexible, and often evocative*. In terms of personality traits, they *highly preferred* to be a conformist as an employee of the NGAs; *moderately preferred* in avoiding problems, *moderately preferred* to be dependent as an employee; *moderately preferred* to feel superior; *Lack Self Control* and *moderately preferred* that grooming is of importance as an employee of the NGA. The *awareness* of the participants was highly associated to the preferred personality traits in terms of *conforms, avoid facing problems, dependent, feels superior, lack of self-control, and grooming*. The perception of the participants was also highly associated to some of the preferred personality traits of the participants. Therefore, there is a significant relationship between awareness and perception of the participants, and there a significant relationship between *awareness, perception* and the preferred personality traits of the participants based on the findings of this study.

Keywords: causal model, selection of personnel, recruitment

INTRODUCTION

Selection of personnel in NGAs refers to the mode by which employees entered the government service. These employees provided feedback to this research as to how they came into the service of their respective NGAs. They might provide a perceptible opinion as to how they were selected among the multitudes of job-seekers. According to Good (1992), *Selection* as used by Human Resources Management practitioners is the process of choosing a qualified person who can successfully do a job and deliver valuable contributions to the organization. A selection system

should depend on job analysis to ensure that the selection criteria are job related and will provide meaningful organizational value.

Causal Modeling is a concept introduced synonymous to latent variable. It is concerned with the estimation of the parameters in a system of simultaneous equations relating dependent and independent or explanatory variable. These two variables are generally termed endogenous and exogenous variables. Endogenous variables are measured within the system and their values are affected by other variables in the system and by variables outside the system, but are not themselves affected by the fluctuation in the system (Asetre 1993). In our case, in the Province of Tawi-Tawi, the pressure to circumvent the law is very strong like pressures from the aforementioned groups of people.

According to Vigoda (2003), the two main reasons why examination of organizational politics and its influence on employee's performance within public systems are the following: First by their very nature, The link between the political and the professional ranks potentially increases the degree of employees' friction and resistance against all odds with many kinds of influence processes. In addition, the public administration systems generally provide better job security for its employees than does the private sector.

Recent development in our country had shifted the attraction from private employment to government service because of security of tenure, better working conditions as mandated by government policies and the higher compensation brought about by the Salary Standardization Law directed by former President Benigno Aquino or PNoy. This was a ploy done to attract the public employees to vote for the candidates of the Liberal Party, especially its presidential candidate during the 2016 national elections. The LP fared poorly in that election because the electorate is wiser now.

Thus this research is undertaken to get into the center of the actual practice in the selection of state workers among the NGAs in the Province of Tawi-Tawi with the end in view of discerning *A Causal Model of Selection of Personnel in Selected NGAs in Tawi-Tawi*.

LITERATURE REVIEW

On the selection, recruitment and promotion of public personnel, Pampora (2006), identified among the many problems she discovered in her study was the presence of strong political pressure in matters of *selection, recruitment and promotion* of teachers and administrators; and that the slow processing of appointment and other vital documents as well as the channeling of communications which led her to speculate that there must be other requirements like provision of some other considerations to facilitate selection and appointment like: Inadequate national budgetary allocation which led to the shortage in teachers, classrooms, building, desks, textbooks; Non-payment of salary and other benefits and incentives; Delayed release of Personnel Service (PS), maintenance and other operating expenses (MOOE) and capital outlay from the higher authorities; ***Presence of strong political pressure in matters of selection, recruitment and promotion of teachers and administrators***; and Mishandling of complaints, grievances and conflicts.

Further Pampora (2006) found out the problems of peace and order situation and security in the workplace also posed fear and ambivalence among teachers. The teachers also perceived that proper consultation on the formulation and implementation of vital policies and programs were not very well observed. These problems are some of the causes that hinder the teachers to maximize their teaching performance due to discouragement. Ongore's (2014) study indicated that there were significant relationships between *personality traits* and *job engagement*: *Extraversion, Agreeableness, Conscientiousness and Openness to Experience* were positively related but *Neuroticism* was negatively related to physical, emotional and cognitive engagement. Tulauan (2014), found that the individual performance of the police is significantly influenced by the effectiveness of the implementation of the Philippine National Police Recruitment and Selection Process for Uniformed Personnel (NP RSP for UP). Its effective implementation is facilitated by the effective PNP leadership or supervision; Effective external oversight; Establishment of effective grievance committee on recruitment and selection process for uniformed personnel and penalty system for violators; and Honesty, competency and commitment of the personnel implementing the RSP for UP.

The Philippine Civil Service in Review

According to the website of the Philippine Civil Service Commission (csc.gov.ph), the PCSC was established in 1900 by the Second Philippine Commission during the American colonial rule..

On Causal Modeling

Causal Modeling is a concept introduced synonymous to latent variable. It is concerned with the estimation of the parameters in a system of simultaneous equations relating dependent and independent or explanatory variable. These two variables are generally termed endogenous and exogenous variables. Endogenous variables are measured within the system and their values are affected by other variables in the system and by variables outside the system, but are not themselves affected by the fluctuation in the system (Asetre 1993).

Selection is the process of choosing a qualified person who can successfully do a job and deliver valuable contributions to the organization. In this study it refers to the style by which National Government Agency personnel were selected/ appointed into the government service. The CSC, a Constitutional Body, is mandated by the fundamental law of our land to rationalize the Human Resources Management Cycle (HRMC) of selection, development, promotion, and termination of personnel in our bureaucracy because of our fundamental law, laws enacted by Congress, executive administrative orders and decisions of the Supreme Court. However, despite these strict requirements of the law, many still set aside policies in order to accommodate relatives, fraternity brothers, friends and political recommendations.

METHODS

Research Design

This study utilized the descriptive normative survey method of research. The main source of data were a researcher assembled profile questionnaire and the responses of the subjects of the study to the Working Strategies Questionnaire which solicits information on the NGA personnel working strategies in their work place; and the Personality Traits (PTQ) Questionnaire, which solicits information on their behavior. These questionnaires are diagnostic instruments adopted from valid researches to discern the Working Strategies and personality Traits of the participants in this study which might have been the basis for their selection instead of others vying for the position.

Research Setting

The setting of this study is the Province of Tawi-Tawi which is situated at the southernmost tip of the Philippines, and it is our countries southernmost international boundary with Sabah, which is only a few hours away by fastcrafts from our neighbouring East Malaysian State.

Tawi-Tawi is composed of 11 municipalities with Bongao as the provincial capital. Two municipalities (Panglima Sugala and Languyan) are in the mainland while the rest are the eight island municipalities of Bongao, Mapun (formerly called Cagayan de Tawi-Tawi), Sapa-Sapa, Simunul, South Ubian, Tandubas, Sibutu, Sitangkai and Turtle Islands, (psa.gov.ph.).



The municipality of Bongao is the de-facto Provincial Capital of Tawi-Tawi where most of the employees of the National Government Agencies are stationed except the men in uniform like members of the Armed Forces of the Philippines and the Philippine National Police who are stationed in the different municipalities. Under the stewardship of President Rodrigo Roa Duterte, these NGAs personnel have their hands full of responsibilities to implement their respective

mandates for the development of the province to its full potentials as a venue to improve the quality of life of the Tawi-Tawians.

Research Participants

The subjects of this study were also the participants of this research. It is a population study of the NGAs personnel in the Province of Tawi-Tawi. However, only the population of employees from scientifically selected NGAs were used which is valid as a true representative of the subjects of the study.

Research Instruments

There were three research instruments that was used in this study. The Profile questionnaire is a researcher assembled device to solicit the socio-demographic profile of the National Government Agencies personnel, and two adopted questionnaires from a valid research conducted by Hajilan (2005) and Galleros (2008); the Working Strategies Questionnaire (WSQ) which solicits information on the NGA personnel working strategies in the work place; and the Personality Traits Questionnaire (PTQ); which attempted to dissect the NGA personnel's individual PTs, the totality of which portrayed the Tawi-Tawi PTQ.

Treatment of Data

The data assembled for this study were tallied, tabulated, analyzed using available software with the guidance from the author's statistical consultant.

In the processing of data, a hypothetical mean range was assigned to the scales under each dimension of the questionnaires and interpreted according to the following assigned weights and scales:

1. For the Working Strategies Questionnaire (WSQ)

Weights	Scales	Interpretation	Symbol
5	4.51 – 5.00	Strongly Agree	SA
4	3.51 – 4.50	Agree	A
3	2.51 – 3.50	Undecided	U
2	1.51 – 2.50	Disagree	D
1	1.00 – 1.50	Strongly Disagree	SD

2. For the Personality Traits Questionnaire (PTQ)

Weights	Scales	Interpretation	Symbol
5	4.51 – 5.00	Always	A
4	3.51 – 4.50	Often	O
3	2.51 – 3.50	Sometimes	S
2	1.51 – 2.50	Rarely	R
1	1.00 – 1.50	Never	N

Findings

1. The typical NGA personnel in Tawi-Tawi in 2017 was a male, married Muslim Sama with government eligibilities, between the age of 30-40 years with baccalaureate degrees mostly from WMSU and MSU who got their job on their own while the some were facilitated by their family and fraternal brothers. They have been in their job for 15 to 18 years already. For the others who got their job thru recommendation, this was facilitated in rank order by provincial officials, regional officials and their respective families.

2. In terms of Awareness, the participants in this study are *undecided* whether the practice of Recruitment and Selection of Personnel in their case were based on recommendation and implied that they cannot determine if the process of their selection was based on the recommendation of person(s) considered in this study.

In terms of perception, the participants in this study *agreed*, that they perceived that the process of recruitment and selection of personnel RSP is in accordance with the Civil Service rules and regulations.

Overall, as represented by an average grand mean of $([3.39 + 3.93]/2)$; 3.66 implies that the participants *agreed* that on the basis of the Level of Opinion in Terms of Awareness

and Perception, recruitment and selection of personnel (RSP) is implemented by NGAs in Tawi-Tawi based on national policies.

3. The working strategies employed by participants in terms of their working strategies were:
 - 3.1. They were being *often innovative* as one of their working strategies in the execution of their jobs in the service as evidenced by the grand mean of 3.89.
 - 3.2. They were being *often flexible* as one of their working strategies in the execution of their jobs in the service; and
 - 3.3. They were being *often evocative* innovative as one of their working strategies in the execution of their jobs in the service.
4. The preferred personality traits of the participants were in terms of:
 - 4.1. The participants said that they *highly preferred* to be a conformist as an employee of the NGAs, as evidenced by the grand mean of 3.61.
 - 4.2. The participants admitted that they *moderately preferred* to avoid facing problems as an employee of the NGA, as evidenced by the grand mean of 2.92.
 - 4.3. The participants disclosed that they *moderately preferred* to be dependent as an employee of the NGA, as shown by the grand mean of 3.24.
 - 4.4. The participants acknowledged that they *moderately preferred* to feel superior as an employee of the NGA as evidenced by a grand mean of 2.83.
 - 4.5. The participants revealed that they *less preferred* co-employees who *Lack Self Control* as an employee of the NGA, as shown by the grand mean of 2.23.
 - 4.6. The participants disclosed that they *moderately preferred* that grooming is of importance as an employee of the NGA as indicated by a grand mean of 2.75.
5. The employees' preferred personal traits (PT) and the working strategies particularly being flexible (WS-Flexible) have a direct effect to the recruitment and selection of personnel RSP of employees for NGAs in Tawi-Tawi.
6. The *awareness* of the participants was highly associated to the preferred personality traits in terms of *conforms, avoid facing problems, dependent, feels superior, lack of self-control, and grooming*. The perception of the participants was also highly associated to some of the preferred personality traits of the participants. Therefore, there a significant relationship between awareness and perception of the participants in this study; and there a significant relationship between *awareness, perception* and the **preferred personality** traits of the participants in this study.
4. The employees' preferred personal traits (PT) and the working strategies particularly being flexible (WS-Flexible) have a direct effect on the recruitment and selection of personnel (RSP) for the National Government Agencies in Tawi-Tawi.

5. The participants' preferred personal traits (PT) and working strategies (flexible) showed a direct effect while the participants' being innovative and evocative do not have a direct effect on RSP.
6. In this study, are *flexible* (Flexible) and the *preferred personal traits* (Personal Traits) have direct effect on the Recruitment and Selection of Personnel (RSP) of NGAs personnel in Tawi-Tawi. Being *evocative* also *directly affected* the personal traits and being *flexible* while being *innovative* have a direct effect only to being flexible.

The mathematical model found to best predict the recruitment and selection of personnel of NGAs in Tawi-Tawi is given by the **Model:** $Y_{\text{predicted}} = B_0 + B_1 * x_1 + B_2 * x_2 + B_3 * x_3 + \dots + B_n * x_n + e$ and represented by the final model that best predict RSP in NGAs in Tawi-Tawi is:

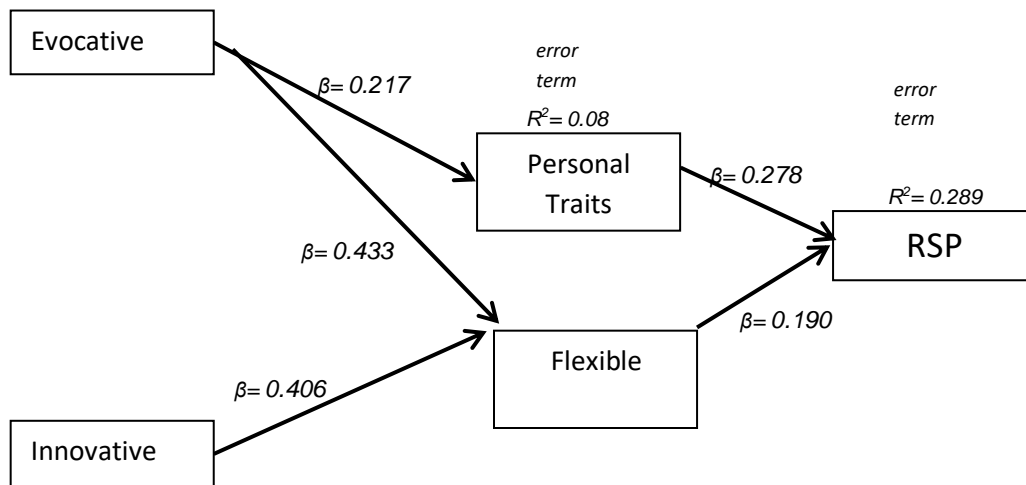


Figure 2. The Final Model

CONCLUSIONS

Based on the findings, the study concludes that recruitment and selection of personnel of NGA personnel in Tawi-Tawi is based on government policies. However, in the process, selection of personnel was influenced by higher authorities in the government, fraternal colleagues and familial influence especially among those in political positions of influence. Thus it is a must that government positions should be equally opened to the public based on the principle of merit and fitness policy of the Civil Service Commission.

RECOMMENDATIONS

Based on the findings and conclusions of this study, the following are recommended:

1. National Government Agencies should implement strictly government policies in the recruitment and selection of personnel;
2. The Civil Service Commission should implement government policies on the recruitment of personnel especially by publishing as required all vacant government position within their area of responsibility;
3. The NGAs administrators in Tawi-Tawi must abide by to the Civil Service Commission and other government policies and standards on the recruitment and selection of new employees; and
4. Design a Human Development Program for the NGAs administrators to enhance their knowledge, abilities and skills on the dynamics of personnel administration.
5. Some more studies have to be conducted particularly in the identification of the competencies and needs of NGAs administrators.

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