

Staffing Pattern of Selected Local Government Units (LGUs) in Iloilo Sur

Gudelio P. Pajarillo, Ph.D.Com

Abstract

The study was conducted to identify the staffing pattern of the local government units (LGUs) in Iloilo municipalities and two cities in Iloilo Sur. Through the use of the descriptive method of research, it also determined the problems encountered by graduates in seeking employment.

Female employees outnumber their male counterparts; most of the respondents were married; there was no preferred baccalaureate degree; provincial SUCs dominate the employment opportunities in LGUs; there were highly varied planilla positions; and there was great possibility of lengthy employment. By correlating, it concluded that the appropriateness of degree earned influenced employment in LGUs; length of holding certain positions; and career development. Problems in seeking employment were personal in nature, like lack of self-confidence and low grades.

Based on the findings, the following recommendations were formulated: LGU employees should maintain high morale, work attitudes and commitment; college graduates should consider LGU employment; private universities and colleges should motivate their graduates for LGU employment; SUCs should tailor their curricular offerings to LGU needs; and a further study on the possibility of offering a baccalaureate degree in public administration should be conducted. A follow-up study on the staff/human resource patterns of other municipalities should also be made.

Introduction

Rationale

Hiring top-notch *talent* is key in any organization desiring to succeed. The real assets then are **what re** [skde peoples heads; thus, the more successful an organization becomes **nd** the more critical its hiring process gets. But **be** need to staff appropriately, **hs** become more intense as the demand for skilled emp'oyees farexceeds supply.

The nature of employment now requires ts workforce that can be easily molded into an organization that meets stakeholders" requirements. And the way to do it **i** to hire people who are best fitted **for n** organization **r**ther than the position they were specifically hired imo: recruit **peopk** who are continuous learnns, who can address issues as they com-up, **and can** move within the firm as the institution needsdictate.

A way of objectively profiling **what an organization or** institution expects from employees is to conduct **s** study **about** their employment that **wold** later be the **bsis** in developing commendable tools to fit would-be workforce to the unique requirements of every industry.

The university continuously needs to realign its program and commitment of producing employable graduates that are marketable and have up-to-date skills. The old models of producing human resources are no longer adequate in today's environment. As **Wiron** Dean Thomas Gerrity (1997) said. "What is needed are the truly **bro**-gauged ladens (employees) who can discuss the nuts and bots of operations with employees *on* the line, talk corporate strategy with the **bard of** directors, review plans over breakfast meetings." In the **cdemic** world therefore, **chnge** really becomes the only constant thing,

It is in this scenario that the undertaking was conducted as a follow-up study from **a** past project by the same **author**, but the focus shifted from the banking industry to the local government units (LGUs) in **Ilos** Sur. Consequently, the **objective** was similar, **la**. to match the output of the school and the requirements of the industries today. This could **be attained** by evaluating and **k**dentifying current qualification standards *of* human resources in the LGUs, and thus providing additional bases **fr** the improvement and updating of the university curricular of **irings**.

The LGUs of **Ilcos** Sur were considered **as data** source because they **aborb** lots of manpower in their planilla in order **for** them to deliver the essential public services,

Whatever is extracted from the underking could well provide the private and state universities and colleges bases for reflowing, rethinking and updating their program offerings; revising, improving and innovating their curriculas (and syllabi), as well as for aligning competencies of graduates to the requirements of industries in order not to produce half-bake!" students/graduates and to minimize any possible mismatch between the skills that graduates must possess and have acquired and those which the industry needs. The would-be college students are provided buss in their' selection/evaluation of what fields of specialization are frequently (and immediately) absorbed by the different employment sectors. Moreover, the graduates will be guided in their entry to the professional world as it will orient them as to what type of career they will pursue, to employ or to be employed in.

The findings of the study may provide added information a to the relevance of college education, specially the degree progrms being offered by schools to the employment market in partuculsr and to the economy in general. Findings may also be bases for program designing and policy formulation for higher education. The study will also be an added benchmark for further studies and researches for students, graduates and educator.

Objectives of the Study

The study aimed to:

1. Present the profile of the stef/human resources of the Local Government Units (LGUs) in Ilocos Sur in terms of tAe following:

Personal factors:

- a. Sex
- b. Civil status

Academic Factors:

- a. Degree/s eared
- b. School/s graduated

Employment Factors:

- a. Position
- b. Total years in service
- c. Years in the present position

2. Prove the significant relationships between the following:
 - 2.1. Degree earned and the employment position classification,
 - 2.2. Degree eared and total years i serve,
 - 2.3. Degree eamod and years in present position,

- 2.4. Employment **position classification** and total years in service,
 - 2.5. Employment position classification **and years** in present position, **and**
 - 2.6. Total years in service and years in present position.
3. Find-out the problems encountered by the staff/human resources of the LGUs in Itocos Sur in seeking employment.

Review of Related Literature

In retrospect, contributions of researchers, practitioners, **and authorities** on subjects and **topics** related to the study that will enhance understanding of the **paper** were reviewed and presented by the researcher.

In the light of the current study, Pajarillo (1999) initially **evaluated** and identified employment of the CBAA-UNP **degree program** graduates. His findings showed that majority of the respondent **graduates** were employed; some were either self-employed *or* overseas workers. A big percentage was still unemployed. A big percentage of the self-employed were in food business. A big number of the employed respondents were absorbed by the **private sector**. A large number of those graduates who went **abroad** worked in Hong Kong. Of the accounting **graduates**, majority were employed in banking institutions. Majority of Banking and Finance graduates were employed, **but a** small number **only** was working in banking institutions. Majority of Cooperative Management graduates were also employed **and** more than half of them really were working in cooperatives. Of the entrepreneurship **graduates**, more than half were employed. Majority of Management **graduates** were employed and majority of them were employed recently with rank and file positions. Majority of Management Accounting graduates were also employed in the private sector.

In a study by Cahya, et al. (2000), they documented in part the involvement and contribution of family members in the different processing activities in 'comick' making. The study also compared the labor time contributed by the **family** members. This study is relevant to the current study in **as** much as that they -- authors considered the pattern of employment of family members. Findings showed that wives **play** a major role in the performance of the different activities with the aid *of* some hired labor. The average labor contribution (per hour basis) by both **husband** and **wife** was almost the **same**. Decisions related to the enterprise were mostly the responsibility of the wife.

Findings of the current undertaking also provide indication of the participation of the **female** human resources in the **whole** labor force.

In another study, Julian (2000) analyzed women participation in sugarcane farming and *Iloco* wine and vinegar production in Piddig, Ilocos Norte. Findings showed that the reason why women participated in the industry was to increase family income, improve quality of living, and develop responsibility among children and to promote family cooperation. In the sugarcane production, women significantly participated in watering the cane during planting and removing leaves from the cane at harvest time. Likewise they participated significantly in pounding *samak* bark and cleaning the earthenware jars during juice cooking and in pounding *samak* when the *parek* was mixed with the cooked juice in the earthenware jars.

The study again showed relevance to the present study as it dealt with the employment capability and potentials of women in any industry type.

A study corollary to the current undertaking and with similar objectives but of other industry (banking) was conducted by Pajarillo (2001). His findings showed that females had more chances being employed in banks, majority were married, with degree in accounting and graduated in provincial schools. Banks provided varied functional activities as shown in the different position classifications. A big number of the respondents had been working in banks for 15 years or more but one third of them had occupied their current position or only 1-3 years. In the correlation of the different variables, between employment position classification and total years in service, and between total years in service and years in present position showed significant relationships. And lastly, majority of the respondents considered limited job opportunities as the main problem in seeking employment.

Findings therefore of the current study compared to the works discussed may be similar or entirely afar but it would ultimately widen the employment profile of different industries in Iloos Sur.

Metholoiogy of the Study

The study revolved around the determination of current staffing pattern of the human resources of LGUs in selected municipalities of Ilocos Sur. The descriptive method of research was adopted.

The employees of the LGUs were directly targeted as primary source of data needed in the study because of their being fully aware of their employment position classification. A structured questionnaire was utilized to gather primary data from the respondents in 13 municipalities and two cities and from the employees of the provincial government of Iloos Sur.

etual Sample Sine. Ilocos Sur is composed of 32 municipalities and 2 cities, politically subdivided into two districts, and further reclassified into coastal and interior towns. The employees of 11 municipalities and two cities and of the provincial government were tapped as source of sample respondents. However, the respondents for the study did not include those employees not holding permanent (regular) appointments. Selection of the sample respondents was limited to their accessibility to the data collectors composed of selected DBA and DPA students enrolled in summer 2002. A total of 695 employees of the different LGUs were tapped as sample respondents of the study.

Satistienl Treatment. Relative frequency distribution, correlation and other statistical measures such as mean, ranking and percentages were used in the study. The statistical tools that were used facilitated the evaluation, analyses and interpretation of gathered data from respondents.

Results and Discussion

I. Profile of the Staff/Human Resources of the LGUs

Personal Profile. Majority (59,14%) of the respondents were female. Results justified that there were more females in the population who had more chances of being hired. Male employees of the LGUs of Ilocos Sur comprised approximately 40.86% of the population.

Results showed that a great majority (76.98%) of the respondents were already married. It could be related to their being in the government service long enough to earn their employment as well as civil status. Furthermore, employment in LGUs constitutes career positions which are not affected by changes in local government.

Almost one fifth (19.14%) of the respondents were single and 3.31% were widowers. As a sign of changing family values, four respondents (0.58%) admitted being separated from their spouses.

Education Profile. Results showed that 18.70% of the respondents were engineering graduates. It could be gleaned from the findings that in the seventies and eighties the engineering courses were the common collegiate choices of students. Hence, engineering graduates were absorbed by the LGUs even if the jobs were not suited to their specialization except those assigned in the engineering departments of the LGUs.

Other **baccalaureate** degrees of the respondents were Bachelor of Arts (17.70%), Education-related degrees (8.63%), Accounting (8.05%), Computer Science (3.45%), Business graduates (2.30%) and others. It could be inferred from the results that employment in LGUs does not have great preference for a specific degree considering the highly varied educational attainment of its human resources. Accordingly, any degree earned may lead a prospective human resource to an employment in any LGU, which of course depends on how they project themselves as appropriate for the position available.

Table 1. Profile of the respondents.

VARIABLE	f n = 695	%
Personal Profile		
SEX	284	40.86
Male	411	59.14
Female		
Civil Status		
Single	133	19.14
Married	535	76.98
Widow/er	23	3.31
Separated	4	0.58
Academic Profile		
Baccalaureate Degree		
BSCE/Engineering	130	18.70
AB	123	17.70
BSEI EDUCATION	60	8.63
BSA/BSBA/BSC-ACCOUNTING	56	8.05
BSBA/BSCBBA	16	2.30
Undergraduate/Non-degree	159	22.88
Master's Degree		
	n=53	
MPA	33	62.26
MAEd	10	18.87
MBA	6	11.32
MS CRIM	2	3.77
MS Eng'g	2	3.77
Units Earned in the Master's Program		
Below 12 units	15	2.15
Finishe academic requirements	18	2.59
Thesis writing	33	4.15
Final Master's Degree	53	7.63

Of the 53 respondents with master's degree, majority (62.26%) of them finished public administration. It could well mean the respondents' awareness of the need to be more adept in their field of public service. The result could also justify and validate the relevance of the UNP Graduate School program offering in public administration. But it could also be indicative of the need to determine the possibility of offering a baccalaureate degree in public administration inasmuch as there was no respondent having that degree.

Schools Graduated from. Degree-granting schools do project an image of their being preferred as source of employment considering the quality of graduates they produce. Because of this, students select the school they enroll in that guarantees them some preference in the employment world. Majority (58.99%) of the respondents graduated in provincial schools and only 11.94% in Metro Manila schools. It could then be inferred that Metro Manila schools no longer monopolize preference among students and of quality education. Results could also mean that parents could no longer afford to send their children to a Metro Manila school.

Among the respondents, **22.88% were non-degree holders.**

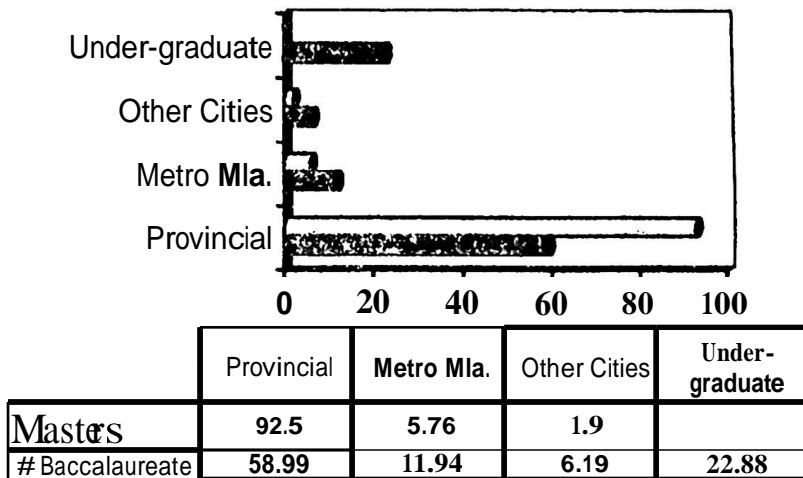


Figure 1. Schools from which the respondents graduated

Results showed that among the degree holder respondents, majority (45.75%) graduated in SUCs and only 31.37% in private schools. Findings affirm that the cost of education can be one primary consideration in the selection of schools. It could also mean that SUCs' quality of education is now at par, if not better than private education. Results could also be relative to the

selection of a provincial school wherein the SUC; offer the most number of program offerings as basis in the predefined baccalaureate degree wanted by the students.

Of the 53 respondents who finished their master's degree, most (92.5%) of them earned their degree in provincial schools and in SUC. It could be gleaned further that higher education is already within the reach of every Filipino.

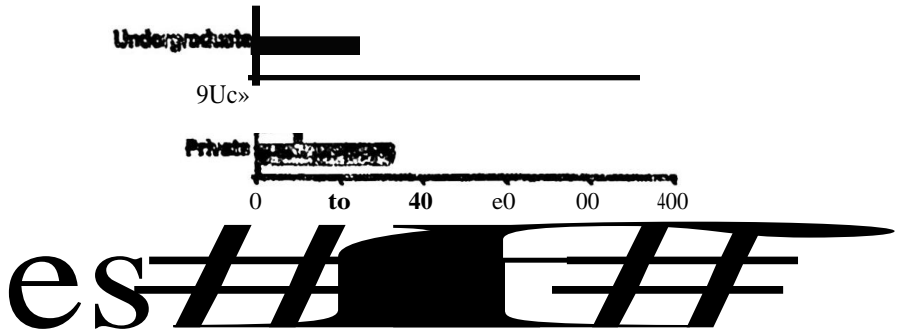


Figure 3. Type of Schools Graduated from

B. Employee Profile

Public. Local government units (LGUs) offer highly varied employment opportunities due to the wide array of public services offered to their constituents. While the employment classifications are based on the task and grade, a local government may not have all the position items in their respective jurisdiction. Thus, the results of the study showed a highly varied classification inasmuch as not all the LGUs contained in the study were of the same income classification.

Based on the findings, 28,498 occupied clerical and clerical-related positions. It could then be gleaned that in all organizations, the rank and file employees (in the case of the present study, the clerks) usually has the biggest number.

Years in Service. Data gathered showed that 41.32% of the respondents have been employed in the LGUs for 15 years and above. Results then indicate that employees of the LGUs maintained career positions and were not affected by political changes. Thus the provisions for service delivery of LGUs are not hampered by any political upheaval.

Table 2. Position of Employees in LGU.

POSITION	f 695	%
Accountant/Accounts/Accounting Bookkeeper	80	11.51
Administrator/Administrative Officer	24	3.45
Assessor/Local Assessment Officer	7	1.00
Information Officer	9	1.29
Cashier	14	2.01
Civil Registrar/Registration	14	2.01
Electrician/Electrical Officer	3	0.43
General Service Officer	25	3.60
Health Officer/Medical/Dental Nurse/Nutritionist/ Sanitation/Veterinarian	6	0.86
HRM Officer	21	3.02
Labour and Employment Office/Manpower Development Officer	13	1.87
Legislator/Legislative Staff	2	0.29
Licensing	10	1.44
Management and Audit Analyst/Assistant	10	1.44
Market Inspector/Specialist/Supervisor/ Meat Inspector	5	0.72
Planning and Development/Development Management/Planning Officer	14	2.01
Records Officer	57	8.20
Revenue Collection Officer	13	1.87
Stagthouse Master	4	0.57
Sports and Games Regulation/Sports Development Officer	22	3.16
Social Welfare Officer	33	4.75
Statistician	23	3.32
Supply Officer	16	2.30
Tourism Officer	15	2.16
Treasurer/Treasury Officer	13	1.87
Youth Development Officer	30	4.32
Zoning Officer	14	2.01
Clerk (All clerical positions)	198	28.49

Further analysis of the results showed that 16.26% have been employed in the LGUs for 1-14 years and 4.39 for 5-14 years. Employee turnover in LGUs therefore is slow. Once hired, employees become contented with whatever the LGUs could provide them, in terms of remuneration, benefits, career growth and others. Results could also mean that there are no longer job

opportunities available for them, no more options for career change. Only 5.89% of the respondents were employed recently i.e. less than 3 years.

Considering the number of years in the respondents' present position, majority (51.37%) have occupied the same position for nine years or more. It could then again be inferred that career movement in the LGUs is very, very slow. Employees occupy their designations long enough before any round of promotion is given. Thus, upward movement may already be dependent on the possibility of employee retirement, resignation or transfer. While it may lessen added initiative due to limited career advancement, on a positive note, employees tend to become fully efficient in their functions leading to a more efficient service delivery to their clientele.

Table 3. **Years in service.**

YEARS	f	%
IN THE LGU	695	
Less than 3	41	5.89
3-5 years	59	8.49
6-8 years	95	13.67
9-11 years	100	14.39
12-14 years	113	16.26
15 years above	287	41.32
PRESENT POSITION		
Less than 1 year	4	0.57
1-3 years	104	14.96
4-6 years	116	16.69
6-8 years	114	16.43
9 years & above	357	51.37

Results could also mean that the LGU employees are really satisfied with their present employment as shown in the length of service. Only four respondents were in the LGUs payroll on the same position for less than one year. Such result further enhanced the notion of slow employee turnover and advancement in LGUs.

II. Correlation among Variables

Correlation among the four variables namely: position, degrees earned, years in service and years in present position was done to extract indicators of interrelationships that could be conclusive findings as characteristics of the LGUs in Ilocos Sur.

Between Position and Degrees Eared. The correlation between the two variables showed significant relationship (0.223 at 0.05 probability level). Results could mean that the designation of employees in LGUs dictate the type of educational background required for it to **appropriately** perform its function. Thus, employment in LGUs has preference for a specific degree depending on the position.

The findings could also provide additional light why employees stay long enough in their designation. As the positions require specific degrees, this would cause employees to stay and hold on to their respective positions, discounting the possibility of retirement, transfer and resignation.

Between Position Years in Service. The correlation between the variables showed significant relationship (0.210 at 0.05 probability level). Results showed that the length of service of an employee in the LGU is relative to his position. That is, the employee's designation is dependent on his longevity in LG service. It means that seniority is one consideration and basis for awarding promotion. An employee enjoys a specific designation because of his/her being loyal to the LGU service.

Between Position and Years in Present Position. The correlation between the variables showed no significant relationship (0.055 at 0.05 probability level). Findings could mean that the number of years in the present position is not a guarantee of eventual upward movement to other designation. While seniority poses as a great factor in an upward career movement, an employee must not be contented in occupying a definite position but rather total self-development must be exhibited in order to warrant changes in employment status.

Table 4. Correlation matrix among the variables.

	Position	Degree Eared	Years in Service
Employment Position Class.	1.0000	—	—
Degree Eared	0.223 ^o	1.0000	—
Total Yrs. in Service	0.210 ^o	0.049	1.0000
Years in Present Position	0.055	0.051	0.672

—Significant Relationship

Between Degree Eearned and Total Years in Service. The correlation between the variables showed no significant relationship (0.049 at 0.05 probability level). Findings showed no relationship between the employees' earned degrees and their years spent as employees of the LGUs. It could be

inferred that no specific educational qualification of an employee can guarantee a lengthy service in the LGUs. The length of actual service never provides or allows preference over a specific degree earned by the employee. Longevity then in LGU service does not depend on educational background alone but also on other factors.

Between Degree Earned and Years in Present Position, The correlation between the two variables showed no significant relationship (0.051 at 0.05 probability level). Findings indicate that the degree earned may not provide an employee an assurance of staying long in the same position. Thus, an LGU employee career movement cannot solely be based on educational qualification but on other factors, such as competence and others. Changes in employment classification are also greatly dependent on vacated positions due to retirement, resignation or transfer and not on promotion of employees.

III. Problems in Seeking Employment

Job hunting is a make or break activity. It could reward one with a lifetime of employment or scorn and despair. In any case, problems occur during the process. But what is important would just be a matter of overcoming the tribulations. Results of the study showed that 36.40% of the respondents considered some personal considerations, like having low grades and lack of confidence as hindrance to seeking employment. Such findings could mean that the schools were not able to really prepare the graduates to become employees. While it seems cynical, job hunters just need perseverance in the search for employment.

Among the respondents, 29.78% considered that jobs available were inappropriate to their degrees earned. This underemployment problem may just be the result of the highly varied job requirements of the local government units. This problem may indicate the need to emphasize the taking up of a public administration degree if an individual intends to seek employment in the LGUs.

Another felt problem in seeking employment was the discrimination of provincial graduates as observed by 11.50% of the respondents. The feeling of being discriminated was held true only to applicants in Metro Manila. But in the case of LGUs, schools graduated may not be that critical in the selection of applicants.

Table S. Problems in seeking employment.

PROBLEMS	Frequency of mention 1r695	%
Personal considerations	253	36.40
Inappropriate jobs available	207	29.78
Discrimination of provincial graduates	80	11.5
<i>Palakasan</i> system	68	9.78
Limited job opportunities	44	6.34
Stringent hiring procedure	23	3.32
Too many applicants	20	2.88
Unwillingness to be assigned in far places	15	2.16

Multiple responses

Based on the results, *palakasan* was encountered only by **9.78%** of the respondents. While it was disgusting to non-recipients, the result indicating its minimal percentage was quite laudable inasmuch as employment in the LGUs no longer forcibly require political backers. Or the silence of the majority may mean they were recipient in a way of the benefits of the *palakasan* system.

Conclusions

In identifying the staffing pattern of the local government units (LGUs) in Ilocos Sur, as well as the problems encountered in seeking employment, the findings presented earlier lead us to draw definitive conclusions. Therefore, through the study, prospective employees for LGUs are informed of any preferences and priorities in LGU employment.

Based on the findings of the study, the following conclusions were drawn:

- I. Staff/Human Resource Profile of LGUs in Ilocos Sur
 - a. Female employees outnumber their male counterparts in the LGU.
 - b. Employees in LGUs had gained a certain degree of maturity considering that a lot were married.
 - c. Baccalaureate degree holders had chances of being hired and employed in LGUs.
 - d. Graduates from SUCs in the provinces dominated the employment in Ilocos Sur LGUs.
 - e. LGUs offered highly varied plantilla positions.

- f. Once hired in LGUs, employees were assured of a lengthy or lifetime employment.
- II. Relationships Between the Variables
 - a. Employment in LGUs is dependent on the appropriateness of the earned degree to the applied position.
 - b. Once an employee holds a position, he/she stays in that position for a long time.
 - c. Upward career movement or promotion is very remote and slow in the LGU.
- III. Problems Encountered in Seeking Employment. Lack of confidence and low grades were generally considered as problems in seeking employment.

Recommendations

Based on the findings and conclusions of the study, the following recommendations were presented.

1. A person aspiring to get a job in LGUs should exhibit personal qualities and should apply in a position that is appropriate to his/her academic preparation.
2. Due to minimal promotions awarded, LGU employees should not be dampened in their work attitudes and commitment but rather consider his/her employment as rewarding because they become instruments in the successful delivery of services to the clientele or stakeholders.
3. College graduates should consider LGU employment as an option in their career selection. While it is not as financially rewarding compared to private employment or entrepreneurship, it should be considered as a perfect arena to be of service to many people.
4. State universities and colleges should realign all their curricular offerings to the needs of LGUs, inasmuch as the LGUs absorb many of their graduates.
5. Further study on the possibility of offering a baccalaureate degree in public administration must be conducted. By offering the program, LGUs in Ilocos Sur may be able to hire appropriate graduates molded to the requirements of the industry.
6. A follow-up study of the staff/human resource patterns of other industries should be made.

References

- CLUA, M.P. et al.** 2000. *Family involvement and Gender Concerns in Small Scale Enterprise (Cornick Making) in Paoay, Ilocos Norte*. Unpublished. Presented in the ILARRDEC Commodity R&D Review on Socio-Economics. June 8, 2001.
- GERRITY, T.** March 1997. *MBA's for the Global Village*. World's Executive Digest. Hong Kong: Barie C. Goodridge.
- JULIAN, C. B.** 2000. *Women's Participation in Sugarcane Farming, and Ilocos Wine (Basi) and Vinegar Production*. Unpublished. Presented in the ILARRDEC Commodity R&D Review on Socio-Economics. June 8, 2001.
- PAJARILLO, G.G. P.** 1999. *Employment Status of the CBAA Degree Program Graduates - Batches 1993 -1997*. UNP Research Journal. Vol. 8.
- PAJARILLO, G.G. P.** 2001. *Staffing Pattern of the Banking Industry in Ilocos Sur*. UNP Research Journal. Vol.10. - *