

The Efficiency of Competency-Based Recruitment Practices in Addressing Recruitment Mismatch Among Public Institutions in Parañaque City for the Year 2025-2026

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Abstract	Article Info
This study evaluated the efficiency of Competency-Based Recruitment (CBR) practices in addressing recruitment mismatch among selected public institutions in Parañaque City—specifically the City Hall, Ospital ng Parañaque (OsPar), and Barangay San Dionisio—for the academic year 2025–2026. Utilizing a descriptive research design, the study collected data through a researcher-made survey questionnaire distributed to 101 public sector respondents, who were predominantly from the City Hall/LGU sector (69.3%), possessed less than one year of service (57.4%), and held varying appointment statuses such as permanent (44.6%) and contractual (40.6%) positions. The major findings revealed that the respondents generally perceived the CBR system as efficient, yielding a composite mean of 3.81 ("Agree"), with the clear identification of core and technical competencies receiving the highest rating (3.92) and the application of behavioral assessment tools receiving the lowest but still positive rating (3.73). Furthermore, while a high composite mean of 3.90 indicated a strong alignment between employee competencies and their assigned roles (particularly in behavioral suitability and technical skills match), respondents also agreed that instances of qualification-to-position mismatch still occur (3.34), leading 96% of the participants to express that additional policies are necessary to improve the system. The study concludes that while CBR practices are generally effective in optimizing the hiring process and fostering objectivity, implementation gaps remain, particularly regarding behavioral evaluation tools. The administrative and institutional implications suggest that public administrators must strictly enforce qualification-to-position mapping during final deployments and modernize behavioral assessment instruments to successfully professionalize talent acquisition, minimize human resource inefficiencies, and ensure responsive, citizen-centered public service delivery.	Keywords: <i>Competency-Based Recruitment (Cbr), Recruitment Mismatch, Public Institutions, Human Resource Management, Meritocracy, Skill-Job Alignment, Administrative Efficiency, Public Sector Recruitment</i>

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INTRODUCTION

Effective management of human capital is essential for delivering quality public services. Dongre and Kanchan (2025), in their study “The Future of Hiring: Impact of Skill-Based Hiring on Professional Development and Lifelong Learning,” emphasized that skill-based hiring, which prioritizes real-world competencies over formal credentials, improves workforce alignment and adaptability while facing challenges such as standardizing skill assessments. Similarly, this study recognizes the importance of competency-focused approaches in reducing recruitment mismatches. However, while Dongre and Kanchan focus on global trends and general organizational settings, the present research specifically evaluates the efficiency of competency-based recruitment (CBR) within public institutions in Parañaque City for 2025–2026. By examining a local and sector-specific context, this study extends previous research by assessing how CBR practices directly influence administrative productivity and public service quality.

Unlike traditional recruitment practices that rely heavily on educational credentials, newspaper postings, or walk-in applications, CBR emphasizes measurable competencies and observable performance. It incorporates structured assessments, behavioral indicators, and digital tools to evaluate applicants’ actual skills. By prioritizing competencies over formal qualifications, CBR seeks to align workforce capabilities with organizational needs, reducing recruitment mismatches and ensuring that employees are placed in roles where they can succeed.

This study is motivated by the aspiration to transform recruitment into a more inclusive, merit-based system. Beyond technical hiring processes, it envisions a society where employment opportunities are determined by actual capabilities rather than credentials or connections. In human resource management, the research advocates professionalizing talent acquisition to ensure employees are placed in roles where they can excel. By fostering a competency-driven culture, organizations can empower their workforce, enhance productivity, and create a more satisfied labor force.

For public institutions, an efficient CBR system ensures that employees’ skills are recognized and utilized, contributing to higher job satisfaction and reduced burnout. For the residents of Parañaque City, such a system promises more responsive and effective public services, particularly in healthcare and frontline assistance at the barangay level. Addressing recruitment mismatches also promotes the optimal use of human resources and public funds, offering a sustainable model for local governance. Ultimately, the successful implementation of CBR can serve as a model for other public institutions in the Philippines, advancing professional, accountable, and citizen-centered public service.

Parañaque City is one of the oldest settlements in Metro Manila, historically known as Palanyag, a coastal community engaged in trade, fishing, and local industries during the pre-colonial and Spanish periods. Over time, it has developed into a highly urbanized city with a rapidly expanding population and increasingly complex public service systems. Today, its local government units, healthcare institutions, and barangay offices play a crucial role in delivering essential services to the community. Given this context, Parañaque City provides an appropriate setting for this study, as it reflects a dynamic public sector environment in which efficient human resource practices are necessary. The diversity of its public institutions and the growing demand for effective governance make it an ideal locale for examining how competency-based recruitment practices influence workforce alignment and administrative efficiency.

Given the increasing complexity of urban governance and the growing emphasis on meritocracy, efficient recruitment systems are more critical than ever. Although programs like PRIME-HRM provide a framework for CBR, recruitment mismatches persist, limiting public service effectiveness. This research aims to evaluate the efficiency of competency-based recruitment practices in Parañaque City for the academic year 2025–2026, bridging the gap between recruitment theory and administrative realities. Ultimately, the study seeks to ensure that public servants are not only qualified on paper but also competent in practice, fostering integrity, role alignment, and professional excellence in public service.

BACKGROUND OF THE STUDY

The Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM), managed by the Civil Service Commission (CSC), is one of the most significant frameworks in the Philippine public sector. It was established to promote merit-based hiring and to strengthen competency-based human resource practices. The program emphasizes objective evaluation, ensuring that recruitment processes are

aligned with both individual competencies and public service requirements. It integrates key principles such as merit, efficiency, and optimal utilization of talent. However, despite its implementation, challenges such as recruitment mismatch continue to hinder the achievement of organizational goals (Padon & Segundo, 2025). Public institutions in Parañaque City, situated in a rapidly urbanizing environment, play a crucial role in delivering essential services across sectors such as healthcare, governance, and community development. These institutions require employees with highly specific competencies to meet increasing public demands. The system includes various types of appointments, such as permanent, coterminous, and contractual positions, reflecting the complexity of workforce management and the challenge of maintaining both stability and flexibility in public service (Purohit & Hill, 2025; Poshai & Intauno, 2024).

Competency-based recruitment (CBR) has emerged as a prominent approach in modern human resource management, particularly in the public sector. This approach focuses on aligning employee competencies with job requirements to achieve an effective person-job fit. It utilizes structured assessment tools and clearly defined competency standards to ensure consistency and fairness in hiring processes. Studies have shown that competency-based recruitment enhances organizational performance by improving the quality of hiring decisions and reducing inefficiencies (Araújo et al., 2022; Mahdzir & Ghazali, 2025; Dávila, 2025; Fauzian, 2023).

In addition, the integration of digital technologies has transformed recruitment and selection processes over the past few years. Recruitment systems are now considered among the most complex functions in public administration due to the increasing use of digital platforms and automated assessment tools (Poshai & Intauno, 2024; Nzimande et al., 2025). These advancements improve the objectivity and transparency of hiring decisions while supporting fairness and accountability in public institutions (Almeida & Fernando, 2022). Moreover, digital systems improve workforce performance by facilitating better alignment between employee competencies and job roles (Dos Santos et al., 2025).

Despite these developments, recruitment mismatch remains a persistent issue in both global and local contexts. Recruitment mismatch occurs when employees' skills, knowledge, and competencies do not align with their assigned roles. According to the Organization for Economic Co-operation and Development (OECD, 2023), skills mismatch leads to reduced productivity, lower job satisfaction, and inefficient utilization of human resources. In public institutions, this issue is particularly critical as it directly affects service delivery and organizational effectiveness.

Competency-based recruitment has been widely recognized as an effective strategy in addressing recruitment mismatch. (Campion et al., 2011) emphasized that competency modeling provides a systematic framework for identifying the knowledge, skills, abilities, and behaviors required for successful job performance. By incorporating these competencies into recruitment processes, organizations can improve hiring accuracy and ensure better alignment between employees and their roles.

Furthermore, the use of data-driven recruitment systems has strengthened the implementation of competency-based practices. (Bersin, 2020) Note that digital assessment tools enhance the efficiency and objectivity of hiring decisions, enabling organizations to identify qualified candidates more effectively. In the public sector, these innovations support transparency, accountability, and good governance.

The principle of meritocracy also plays a crucial role in competency-based recruitment. Merit-based systems ensure that hiring decisions are based on an individual's qualifications and performance rather than external influences. As emphasized by the Civil Service Commission, meritocracy promotes fairness, equal opportunity, and trust in public institutions. However, implementation inconsistencies and limited institutional resources may still hinder the effectiveness of competency-based recruitment practices at the local level.

Another important consideration is the relationship between recruitment practices and administrative efficiency. Administrative efficiency refers to an organization's ability to use its resources effectively to achieve its objectives. According to (Estrella et al., 2024), effective recruitment systems contribute to higher efficiency by ensuring that employees possess the necessary competencies to perform their roles. Proper alignment between skills and job responsibilities leads to improved workflow, reduced errors, and enhanced service delivery.

Despite the growing body of literature on competency-based recruitment, there remains a significant gap in localized studies, particularly in cities like Parañaque. Most existing research focuses on large-scale or international contexts, with limited attention given to local government units and community-based

institutions. This highlights the need for context-specific research examining how recruitment practices operate within local environments.

Additionally, local initiatives further demonstrate the importance of strengthening human resource development through competency-based approaches. A study conducted by Mendoza (2026) highlighted the implementation of a community-based literacy extension program in Barangay San Martin de Porres, Parañaque City. The initiative demonstrated how targeted training and learning interventions can enhance employee competencies, particularly in public service settings. It emphasized that continuous skills development contributes to better workforce alignment and more effective service delivery. This supports the idea that competency-based recruitment should be complemented by ongoing development programs to minimize recruitment mismatch and improve administrative efficiency at the local level (Mendoza, 2026).

Moreover, there is limited empirical evidence directly examining the relationship between competency-based recruitment and recruitment mismatch in the Philippine public sector. While theoretical frameworks support the effectiveness of competency-based approaches, there is a need to validate these concepts through actual data gathered from public institutions.

In response to these gaps, this study aims to provide a localized and in-depth analysis of competency-based recruitment practices in Parañaque City. By examining selected public institutions such as the City Hall, Ospital ng Parañaque, and Barangay San Dionisio, the study seeks to evaluate how recruitment systems influence workforce alignment and administrative efficiency. The findings are expected to contribute to the development of more effective recruitment strategies that enhance public service delivery and organizational performance.

STATEMENT OF THE PROBLEM

This study aims to evaluate the efficiency of Competency-Based Recruitment (CBR) practices in addressing recruitment mismatch among public institutions in Parañaque City for the academic year 2025–2026.

Specifically, it seeks to answer the following questions:

1. What is the profile of the respondents in terms of:
 - 1.1 Sector (City Hall/LGU, Healthcare/OsPar, or Barangay San Dionisio);
 - 1.2 Years of service in the public sector; and
 - 1.3 Nature of appointment (Permanent, Coterminous, or Contractual)?
2. How do the respondents perceive the efficiency of Competency-Based Recruitment (CBR) practices in their respective institutions in terms of:
 - 2.1 Identification of core and technical competencies;
 - 2.2 Transparency and objectivity of the screening process; and
 - 2.3 Use of behavioural and technical assessment tools?
3. What is the extent of recruitment mismatch observed in the selected public institutions in terms of:
 - 3.1 Skill-job alignment (technical skills versus job requirements);
 - 3.2 Educational background versus actual role; and
 - 3.3 Behavioural or cultural fit?
4. Do you believe that Competency-Based Recruitment (CBR) practices have reduced recruitment mismatches in your institution? (Yes / No)
5. Do you think that additional policies or measures are necessary to further improve Competency-Based Recruitment (CBR) practices in your institution? (Yes / No)

OBJECTIVES OF THE STUDY

The main objective of this study is to evaluate the efficiency of Competency-Based Recruitment (CBR) practices in addressing recruitment mismatch among public institutions in Parañaque City for the academic year 2025–2026.

Specifically, the study aims to achieve the following:

To profile the respondents in terms of their sector (LGU, Healthcare, or Barangay), years of service, and nature of appointment (Permanent, Coterminous, or Contractual).

To assess the perceived efficiency of Competency-Based Recruitment (CBR) practices in terms of the identification of core and technical competencies, transparency and objectivity of the screening process, and the use of behavioral and technical assessment tools.

To determine the extent of recruitment mismatch among employees in terms of skill-job alignment, educational background versus actual role, and behavioral or cultural fit.

To determine the significant relationship between the efficiency of CBR practices and the reduction of recruitment mismatch among public institutions in Parañaque City.

To propose policy enhancements or measures that will further professionalize and optimize the recruitment system in the public sector of Parañaque City.

SIGNIFICANCE OF THE STUDY

This study on the efficiency of Competency-Based Recruitment (CBR) practices in addressing recruitment mismatches among public institutions in Parañaque City for the year 2025–2026 is expected to provide valuable insights and benefits to the following groups:

Public Sector Employees – The study helps employees understand how their skills align with their roles, which can lead to improved job performance, higher satisfaction, and reduced workplace stress.

Human Resource Management (HRM) Personnel – Findings from this study can guide HR staff to enhance their recruitment processes, making them more objective, fair, and focused on competencies rather than solely on formal qualifications.

Public Institutions (City Hall, Ospital ng Parañaque, and Barangay San Dionisio) – Efficient CBR practices can improve workforce alignment, optimize human resources, and enhance overall service delivery to the public, ensuring that each institution functions effectively.

Policy Makers and Government Agencies – This study provides evidence-based recommendations that can strengthen recruitment policies, promote merit-based hiring, and ensure better workforce planning in the public sector.

Future Researchers – The findings serve as a reference for future studies on recruitment policies, talent management, and competency-based practices in public institutions, helping build a foundation for continued research and improvement.

SCOPE AND LIMITATIONS

This study evaluates the efficiency of Competency-Based Recruitment (CBR) practices in addressing recruitment mismatches among public institutions in Parañaque City for the academic year 2025–2026. The participants include public sector employees working at City Hall, Ospital ng Parañaque (OsPar), and Barangay San

Dionisio. The research examines workforce competencies, recruitment processes, skill-job alignment, educational background versus actual role, and behavioral or cultural fit. Data collection is limited to the selected institutions within Parañaque City and pertains specifically to the year 2025–2026.

However, certain limitations may affect the results. Time constraints limit the study to a single academic year, potentially missing changes in recruitment practices beyond this period. The availability and willingness of respondents could affect data completeness, and limited access to HR records or specialized recruitment information may limit the depth of analysis. Finally, the findings are specific to Parañaque City's public institutions and may not be fully generalizable to other cities or sectors.

CONCEPTUAL FRAMEWORK

The conceptual framework of this study follows the Input-Process-Output (IPO) model to explain how Competency-Based Recruitment (CBR) contributes to improved organizational outcomes in public institutions in Parañaque City. The input for this study includes organizational needs and available resources, which serve as the foundation of the recruitment system. The process involves CBR practices such as job analysis, competency assessment, and selection and hiring, which ensure that applicants are evaluated based on their skills, knowledge, and abilities relevant to the job. The study's output includes improved employee motivation, better job performance, and enhanced organizational effectiveness. These outcomes indicate that effective competency-based recruitment practices contribute to overall institutional efficiency in this study.

HYPOTHESES

Null Hypothesis (H₀)

There is no significant relationship between the Efficiency of Competency-Based Recruitment (CBR) practices and the reduction of recruitment mismatch among public institutions in Parañaque City for the year 2025–2026.

Alternative Hypothesis (H₁)

There is a significant relationship between the Efficiency of Competency-Based Recruitment (CBR) practices and the reduction of recruitment mismatch among public institutions in Parañaque City for the year 2025–2026.

DEFINITION OF TERMS

CBR (Competency-Based Recruitment) – A hiring strategy that evaluates applicants not only based on their educational background but also on their skills, abilities, and competencies. Public institutions use CBR to ensure that employees are qualified and suitable for their assigned positions.

RM (Recruitment Mismatch) – A situation in which an employee's skills, education, or experience do not match the requirements of the job. It refers to the misalignment between the employee and the assigned role.

HRM (Human Resource Management) – The department responsible for recruiting, training, and developing employees within an organization. HRM personnel play a key role in implementing competency-based recruitment practices.

LGU (Local Government Unit) – Government offices that manage public services at the local level, such as Parañaque City Hall.

OsPar (Hospital ng Parañaque) – A public hospital in Parañaque City that provides healthcare services to residents and is included as one of the institutions examined in this study.

CSC (Civil Service Commission) – The government agency responsible for overseeing employment policies, recruitment systems, and personnel management in the Philippine public sector.

PRIME-HRM (Program to Institutionalize Meritocracy and Excellence in Human Resource Management) – A program developed by the CSC that aims to improve human resource systems and promote merit-based recruitment practices in government institutions.

SJA (Skill-Job Alignment) – The degree to which an employee's skills and competencies match the responsibilities and requirements of their assigned job.

BA (Behavioral Assessment) – A recruitment method used to evaluate an applicant's behavior, attitude, and personality traits that may affect work performance.

TA (Technical Assessment) – The process of evaluating an applicant's technical knowledge and job-related skills during recruitment.

REVIEW OF RELATED LITERATURE

This study is based on Human Capital Theory by Gary Becker (1964), which holds that employees' knowledge, skills, abilities, competencies, and experience are valuable and strategic assets for an organization. The theory views human resources not merely as workers performing tasks, but as important investments that generate long-term returns in the form of productivity, efficiency, and organizational growth. It emphasizes that organizations do not rely solely on physical capital or financial resources; they also depend heavily on the quality of their human capital to achieve success.

According to this theory, organizations can achieve higher levels of efficiency and effectiveness by investing in attracting, selecting, developing, and retaining competent individuals who can contribute meaningfully to organizational goals. It further highlights that the proper utilization of human capital leads to improved performance, reduced operational inefficiencies, better decision-making, and more effective achievement of institutional objectives. In the context of public institutions, this becomes even more significant because the quality of employees directly influences the efficiency of public service delivery, governance performance, and public trust in government systems.

In relation to competency-based recruitment, Human Capital Theory strongly emphasizes selecting individuals whose skills, knowledge, and competencies align with the specific requirements of the job. This means that recruitment should not focus solely on academic qualifications or work experience, but should also carefully evaluate whether an applicant's competencies match the actual demands of the position. When employees are properly placed in roles that align with their qualifications, abilities, and professional strengths, they are more

likely to perform their duties efficiently, confidently, and effectively. This alignment also contributes to higher job satisfaction, better work engagement, and improved overall performance.

On the other hand, when there is a mismatch between employee competencies and job requirements, it leads to a recruitment mismatch, which may result in poor job performance, inefficiency, low productivity, and workplace

dissatisfaction. Therefore, competency-based recruitment is a critical mechanism for minimizing these issues by ensuring the right people are placed in the right positions. In doing so, organizations can maximize workforce productivity and improve operational efficiency, and ensure that services are delivered in a timely, responsive, and effective manner, especially in public institutions where service quality is essential.

The relevance of Human Capital Theory to the present study lies in its ability to provide a strong theoretical foundation for understanding how strategic and competency-based recruitment practices contribute to overall organizational effectiveness and performance. In the context of public institutions in Parañaque City, this theory helps explain why it is essential to carefully select employees based on competencies that directly match job requirements and institutional needs. By applying this approach, organizations can significantly reduce inefficiencies caused by improper job matching, improve employee performance, and strengthen the quality of public service delivery.

Moreover, it supports the idea that investing in human capital through effective recruitment and selection processes yields long-term institutional benefits, such as improved productivity, enhanced workforce capabilities, and better governance outcomes. Ultimately, Human Capital Theory reinforces the central argument of this study that effective recruitment is not just about filling positions but about strategically investing in people to achieve sustainable organizational success and improved public service performance.

SUPPORTING THEORIES

Expectancy Theory

Developed by Victor Vroom (1964), the theory explains that an individual's motivation is determined by the belief that effort will lead to performance, which in turn will result in desirable outcomes or rewards. This implies that motivation is not solely based on the rewards themselves, but on the individual's perception of the relationship between effort, performance, and outcomes. It is built on three core components: expectancy, which refers to the belief that increased effort will lead to improved performance; instrumentality, which refers to the belief that achieving a certain level of performance will lead to rewards or recognition; and valence, which refers to the value or importance an individual places on those rewards. Together, these components explain that individuals are more motivated when they clearly understand that their effort can produce successful performance and meaningful rewards.

In the context of this study, Expectancy Theory provides a clear explanation of how competency-based recruitment influences employee motivation and performance within organizations. When employees are placed in positions that match their competencies, qualifications, and abilities, they are more likely to believe that their efforts will lead to successful job performance. This strengthens the expectancy component because individuals feel confident and capable in performing their assigned tasks. As a result, employees are more motivated to exert effort, improve productivity, and consistently perform well because they perceive that success is achievable when their skills align with job requirements. In this way, proper alignment between employee competencies and job roles is crucial for enhancing individual performance.

Furthermore, fair, transparent, and structured recruitment systems strengthen the instrumentality aspect of the theory because employees are more likely to trust that high performance will be recognized, rewarded, and valued by the organization. This perception encourages employees to maintain consistent effort and improve their work quality. At the same time, valence is enhanced because employees who are assigned to roles that fit their abilities and interests tend to experience higher job satisfaction, motivation, and personal fulfillment. Therefore, Expectancy Theory supports the idea that aligning employee competencies with job roles not only increases motivation and performance but also reduces recruitment mismatches and contributes to improved efficiency and effectiveness in public institutions.

General Systems Theory

Developed by Ludwig von Bertalanffy (1968), the concept holds that an organization functions as a system composed of interrelated, interdependent parts that work together toward a common goal. Instead of viewing an organization as separate and independent units, the theory emphasizes that each component is connected and plays a specific role in maintaining the overall balance and effectiveness of the system. It highlights that any change or issue in one part of the organization can directly or indirectly affect other parts, thereby influencing the performance of the entire institution. Because of this interconnected structure, the theory stresses the importance of coordination, integration, and harmony among all organizational processes to achieve efficiency and long-term effectiveness.

In the context of this study, recruitment is considered a critical subsystem within the organizational system because it directly affects the quality of the workforce and overall institutional performance. Recruitment is not just a standalone process but part of a larger system that influences how employees perform their roles and contribute to organizational goals. When recruitment processes are ineffective or poorly implemented, it may result in recruitment mismatch, where employees are assigned to positions that do not align with their skills, qualifications, or competencies. This mismatch can create inefficiencies, reduce productivity, delay workflows, and negatively impact the organization's overall performance. It may also lead to employee dissatisfaction and difficulties in achieving organizational objectives.

On the other hand, effective, competency-based recruitment strengthens the entire organizational system by ensuring that individuals are properly matched to roles that suit their skills and abilities. This alignment improves coordination among departments, enhances employee performance, and promotes smoother workflow across the organization. In public institutions, where efficiency and service delivery are highly important, this alignment becomes even more critical. Therefore, General Systems Theory emphasizes that improving recruitment practices not only benefits individual employees but also contributes to the overall stability, efficiency, and effectiveness of the entire organization, ensuring that all components work together harmoniously toward achieving institutional goals.

Holland's Theory of Career Choice

Developed by John L. Holland (1959), the theory states that individuals are more satisfied, productive, and stable in their careers when there is a strong match between their personality and their work environment. The theory emphasizes that career choice is not random but is influenced by personality traits that guide individuals toward specific types of work settings. To explain this relationship, Holland introduced the RIASEC model, which identifies six personality types: realistic, investigative, artistic, social, enterprising, and conventional. Each of these personality types is associated with particular work environments where individuals are more likely to perform effectively and feel comfortable. When there is proper alignment between personality and job environment, employees tend to experience higher job satisfaction, better performance, and long-term career stability.

In relation to this study, Holland's Theory explains that recruitment mismatch occurs when individuals are placed in positions that do not match their personality type, interests, or natural tendencies. Even if employees possess the required technical skills, a mismatch in personality fit can still affect their motivation and overall performance. When employees are assigned to roles that do not align with their strengths or preferences, they may feel disconnected from their tasks, leading to reduced interest, low engagement, and decreased productivity. Over time, this misalignment can also lead to dissatisfaction, stress, and a higher likelihood of turnover, especially in organizations where employees struggle to adapt to job demands that do not align with their personalities.

Competency-based recruitment addresses this issue by supporting Holland's Theory through a more holistic approach to hiring. Instead of focusing solely on technical qualifications, competency-based recruitment also considers behavioral characteristics, personality traits, and individual strengths during the selection process.

This ensures that candidates are not only qualified in terms of skills but are also well-suited to the nature of the job and the work environment. By aligning individuals with roles that match both their competencies and personality, organizations can improve job satisfaction, enhance employee performance, and strengthen retention rates. This is particularly significant in public service institutions, where employee stability, efficiency, and long-term commitment are essential to delivering consistent, effective public services.

Person–Organization Fit Theory

Introduced by Kristof (1996), focuses on the compatibility between an individual and an organization in terms of shared values, beliefs, and organizational culture. The theory emphasizes that employees are more likely to perform effectively and remain committed to their work when there is strong alignment between their personal values and the organization's culture. It suggests that organizations are not only composed of systems and structures but also of people whose attitudes, behaviors, and beliefs significantly influence overall performance. When there is a strong Person–Organization fit results in higher job satisfaction, stronger organizational commitment, better employee engagement, and improved overall performance. On the other hand, misalignment can leave employees feeling disconnected from the organization, negatively affecting their motivation and their performance.

In relation to recruitment, Person–Organization Fit Theory explains that mismatch often occurs even when employees are technically qualified for the job but do not align with the organization's culture, values, or working environment. This means that having the right skills alone is not enough to guarantee success within an organization. Employees who lack cultural or value alignment may experience misunderstandings with colleagues, difficulty adapting to workplace expectations, and reduced sense of belonging. Over time, this misalignment can lead to workplace conflict, low morale, decreased productivity, and dissatisfaction with their roles. In some cases, it may also contribute to higher turnover rates, especially when employees feel that they do not fit well within the organizational environment despite their technical competence.

Competency-based recruitment addresses this concern by incorporating both technical and behavioural assessments during the selection process to ensure a more holistic evaluation of candidates. This approach allows organizations to assess not only applicants' skills and qualifications but also their values, attitudes, and behavioral tendencies in relation to the organization's culture. By doing so, competency-based recruitment helps ensure that employees are not only capable of performing their tasks but are also aligned with the institution's mission, vision, and work environment. As a result, employees become more engaged, committed, and effective in their roles, leading to improved organizational performance, better workplace harmony, and reduced turnover. This is particularly important in public institutions where consistency, professionalism, and service-oriented values are essential for delivering efficient and effective public service.

LOCAL STUDIES

Estrella et al. (2024), in their study *Assessing the Competency-Based Recruitment and Qualification Standards and Competency-Based Learning & Development Program for Government Workforce* evaluated the implementation of competency-based recruitment in selected government agencies to determine how competency standards are applied in hiring and workforce development. The study employed a descriptive research design to analyze recruitment policies, competency frameworks, and workforce development practices in the public sector. The findings revealed that recruitment practices grounded on skills, knowledge, and behavioral competencies significantly improve the alignment between job requirements and employee capabilities, resulting in better workforce performance and more efficient delivery of public services. However, the study also identified gaps in employees' technical and digital competencies, suggesting that existing frameworks may not fully keep pace with evolving government demands.

These findings indicate that while competency-based recruitment provides a strong foundation for improving hiring quality, its effectiveness depends on continuous updating and proper implementation of competency standards. The study emphasizes that without regular evaluation, even well-designed recruitment systems may fail to address emerging workforce needs. This is relevant to the present study as it highlights the importance

of strengthening and continuously improving competency-based recruitment systems to effectively address recruitment mismatch, particularly within public institutions where service efficiency is critical.

In relation to local labour market conditions, Bayudan-Dacuycuy et al. (2024), in their study *Inputs to the Philippine Labour Market Information System and TESDA's Skills Anticipation and Prioritization of Skills Requirements Framework*, aimed to examine how labor market information systems in the Philippines can support skills forecasting,

planning, and workforce development. The study employed a descriptive-analytical research design, utilizing both qualitative and quantitative labor data to assess the relationship between workforce skills and industry requirements. The findings revealed a persistent and widespread skills mismatch in the Philippine labor market, where many workers lack competencies aligned with employer demands, indicating a gap between education and training systems and labor market needs.

Furthermore, the study highlighted that weak coordination between labor data systems and policy implementation contributes to inefficiencies in workforce planning and decision-making. This suggests that addressing skills mismatch requires not only better training programs but also improved integration of labor market data into recruitment practices. These findings are relevant to the present study as they emphasize the need to strengthen competency-based recruitment systems to ensure better alignment between workforce skills and job requirements within the local context.

Similarly, Bacay et al. (2025), in their study titled "Labor Market Assessment on Skills and Demand Matching in Batangas City, Philippines," examined the alignment between job seekers' skills and industry requirements within a localized labor market setting. The study employed a mixed-methods research design, combining quantitative surveys with qualitative data from stakeholders to provide a comprehensive analysis of labor demand and supply. The findings revealed a significant gap between applicant competencies and employer expectations, particularly in technical and specialized roles, negatively affecting productivity, efficiency, and job performance across industries.

The study further noted that employers experience difficulty filling positions due to inadequately prepared applicants, leading to operational inefficiencies and increased hiring challenges. In response, the authors recommended strengthening competency-based recruitment systems and enhancing training programs that focus on job-specific, industry-relevant skills. These findings confirm that the recruitment mismatch remains a persistent issue in the Philippine setting and are relevant to the present study, as they highlight the importance of implementing structured, competency-driven recruitment strategies to improve workforce alignment.

FOREIGN STUDIES

On the other hand, in a foreign context, Nzimande et al. (2023) examined recruitment, selection, and retention practices in public sector institutions in *Human Resource Management in the Public Sector: A Study on Recruitment, Selection and Retention Practices in South Africa*. The study utilized a mixed-methods approach, combining quantitative survey data with qualitative interviews to provide a comprehensive analysis of human resource management practices. The findings revealed that ineffective and unstructured recruitment and selection processes contribute to challenges in employee retention, job dissatisfaction, and reduced organizational performance.

In contrast, the study found that organizations that implement structured, competency-based recruitment systems experience improved workforce stability, employee performance, and more effective public service delivery. It concluded that strong, well-managed human resource systems are essential to maintaining efficiency in the public sector. This is relevant to the present study because it demonstrates that recruitment practices directly influence both employee performance and retention, reinforcing the importance of competency-based recruitment in addressing recruitment mismatch.

In another foreign study, Caria and Labonne (2024), "Village Social Structure and Labor Market Performance: Evidence from the Philippines," aimed to analyze how village-level social structures influence labor market outcomes and employment opportunities. The study utilized a quantitative empirical approach, employing a task-based framework and econometric modeling to assess how social networks affect labor demand and

employment performance across communities. The findings revealed that individuals embedded in stronger social networks tend to have better access to job opportunities and improved labor market outcomes.

However, the study also emphasized that reliance on social connections may lead to unequal access to employment opportunities, favoring individuals with stronger social ties over those with greater competencies. This indicates that social factors can influence hiring outcomes beyond qualifications alone. These findings are relevant to the present study, as they highlight the importance of fair, competency-based recruitment systems to reduce bias and ensure equal employment opportunities, thereby minimizing recruitment mismatches.

Furthermore, Oyadiran et al. (2023) examined the effects of recruitment and selection processes on organizational performance. The study utilized a quantitative descriptive-survey research design, employing structured questionnaires and correlation analysis to examine the relationship between recruitment practices and performance outcomes. The findings revealed that organizations with structured and systematic recruitment processes achieve higher levels of employee performance, productivity, and operational efficiency. On the other hand, organizations with weak or poorly implemented recruitment systems experience job mismatches, low productivity, and operational inefficiencies. The study concluded that effective recruitment practices are essential in ensuring proper employee-job matching and overall organizational success. This is relevant to the present study as it supports the idea that improving recruitment systems, particularly through competency-based approaches, can significantly reduce recruitment mismatch and enhance organizational effectiveness.

In addition, Dadwal and Arya (2024), in their study titled "Impact of Competency-Based Recruitment and Selection on Retention of Employees," examined the effect of competency-based hiring practices on employee retention in an international context. The study employed a quantitative explanatory research design and used regression analysis to examine the relationship between competency-based recruitment and retention outcomes. The findings revealed that selecting candidates based on their knowledge, skills, abilities, and work behaviors leads to more qualified hires and improved workforce quality.

Moreover, the study found that competency-based recruitment significantly improves employee retention by ensuring better job-role fit and reducing turnover rates. This indicates that aligning employee competencies with job requirements contributes to long-term workforce stability. This study is relevant to the present research as it highlights how competency-based recruitment strengthens employee retention and reduces recruitment mismatch, particularly in organizational settings where workforce stability is essential.

Similarly, Sawaludin and Namina (2021–2025) conducted a systematic literature review titled "Employee Recruitment and Selection Strategies in the VUCA Era: A Systematic Literature Review of Practices and Implementation in Companies," analyzing recruitment and selection strategies in volatile, uncertain, complex, and ambiguous work environments. The study used a systematic literature review to synthesize findings from international studies on recruitment practices. The findings revealed that skills mismatch between employees and job requirements remains a major issue affecting productivity, employment stability, and career development.

The study further emphasized that addressing this mismatch requires continuous upskilling, improved training programs, and stronger alignment between educational qualifications and labor market demands. It concluded that organizations must adopt more adaptive and competency-based recruitment strategies to remain effective in dynamic work environments. This study supports the present research by reinforcing the importance of competency-based recruitment as a key strategy in minimizing recruitment mismatch and improving overall workforce effectiveness.

SYNTHESES

Across the reviewed literature, a consistent theme emerges: competency-based recruitment (CBR) plays a crucial role in improving workforce alignment and reducing recruitment mismatches in both public and private institutions. Studies such as Estrella et al. (2024), Bacay et al. (2025), and Oyadiran et al. (2023) consistently

highlight that recruitment systems grounded in skills, knowledge, and behavioral competencies contribute to better employee-job matching, improved productivity, and higher organizational efficiency. Similarly, international studies such as Nzimande et al. (2023) and Dadwal and Arya (2024) emphasize that structured and competency-focused recruitment practices not only enhance job performance but also strengthen employee retention and workforce stability. However, despite these similarities, differences emerge in context and focus. Local studies tend to focus on labor market mismatches, hiring inefficiencies, and public-sector challenges, while foreign studies focus more on organizational performance, retention, and workforce stability in broader institutional or corporate settings.

Despite strong, consistent evidence supporting competency-based recruitment, a key gap in the existing literature is the limited number of localized, institution-specific studies that directly assess its effectiveness in addressing recruitment mismatches within specific cities, municipalities, or public institutions. Most studies, such as Bayudan-Dacuycuy et al. (2024) and Caria and Labonne (2024), focus on national-level labor market conditions or broader socio-economic and social network influences rather than examining actual recruitment practices within local government units or specific organizational settings. Additionally, although competency-based systems and merit-based recruitment frameworks are widely discussed in the literature, there remains limited empirical evidence on how these frameworks are practically implemented, monitored, and evaluated at the local government level, particularly in areas such as Parañaque City.

Overall, the existing body of research strongly establishes that competency-based recruitment is an effective strategy for improving hiring quality, reducing mismatch, and enhancing organizational performance. Findings from both local and international studies consistently show that aligning employee competencies with job requirements leads to better workforce outcomes. Furthermore, theoretical foundations such as Human Capital Theory, Expectancy Theory, General Systems Theory, Holland's Theory of Career Choice, and Person–Organization Fit Theory collectively reinforce the idea that employee performance and organizational effectiveness are highly dependent on proper alignment between individuals and their job roles, skills, and organizational environment. However, most of these conclusions are derived from broader labor market analyses or international organizational contexts, with limited focus on how these theories are applied within specific Philippine public institutions.

Given these considerations, the present study becomes highly significant as it addresses the identified gaps by focusing on competency-based recruitment within the local context of public institutions in Parañaque City. By doing so, it contributes to a more localized understanding of how recruitment practices influence workforce alignment and efficiency. The findings of this study are expected to support improvements in human resource management practices, particularly in enhancing recruitment strategies that are more evidence-based and competency-driven. Moreover, this research may serve as a guide for policymakers and HR practitioners in strengthening recruitment systems, ultimately leading to improved public service delivery, reduced recruitment mismatch, and more effective utilization of human resources. It also provides a valuable reference for future researchers exploring similar topics in local government or public-sector settings.

METHODOLOGY

RESEARCH DESIGN

This study employed a descriptive-correlational research design to examine the effectiveness of Competency-Based Recruitment (CBR) practices and its relationship with recruitment mismatch among selected public institutions in Parañaque City for the academic year 2025–2026. The descriptive aspect of the study focused on systematically describing and interpreting the existing recruitment practices, perceptions, and experiences of the respondents regarding the implementation of Competency-Based Recruitment within their institutions. Meanwhile, the correlational aspect aimed to determine whether a significant relationship exists between the efficiency of CBR practices and recruitment mismatch. This research design was considered appropriate because the study sought not only to describe the current condition of recruitment practices but also to analyze the relationship between the study variables without manipulating them.

Specifically, the study aimed to describe the profile of the respondents in terms of sector, years of service, and nature of appointment, as well as to assess their perceptions regarding the efficiency of Competency-Based Recruitment practices. These include the identification of required competencies for positions, transparency and objectivity in the screening process, and the effectiveness of behavioral and technical assessment tools used during recruitment. In addition, the study examined the extent of recruitment mismatch in terms of employee-job alignment, educational qualification alignment, technical competency alignment, and behavioral suitability within the workplace. Through this approach, the researchers were able to gather factual and organized data reflecting the current recruitment practices in selected public institutions.

Furthermore, the study utilized the Pearson Product-Moment Correlation Coefficient (Pearson r) to determine the significance of the relationship between Competency-Based Recruitment efficiency and recruitment mismatch. Through the descriptive-correlational approach, the study provided a systematic and objective understanding of recruitment practices and workforce alignment in public institutions, which served as the basis for analyzing how effective recruitment systems contribute to minimizing recruitment mismatch.

RESEARCH LOCALE

The study was conducted in selected public institutions in Parañaque City, namely the Parañaque City Hall, Ospital ng Parañaque (OsPar), and Barangay San Dionisio. These institutions were deliberately selected because they represent major sectors of public service delivery, including local government administration, healthcare services, and barangay-level governance. The inclusion of these institutions allowed the researchers to examine Competency-Based Recruitment (CBR) practices across different organizational structures and job environments within the public sector.

Parañaque City is one of the highly urbanized cities in Metro Manila, characterized by continuous population growth, urban development, and increasing demand for efficient public services. As its workforce grows, the city requires effective recruitment systems that ensure employees are appropriately matched to their assigned roles. In this context, the selected institutions provide a relevant and realistic setting for analyzing recruitment practices and workforce placement.

Furthermore, these institutions are directly involved in delivering essential public services to the community and rely heavily on human resource management systems to maintain operational efficiency and service quality. Their active role in hiring, assigning, and managing personnel makes them suitable environments for examining how recruitment decisions are made and how these decisions affect employee-job alignment. Thus, these institutions serve as appropriate and meaningful locales for this study.

RESPONDENTS OF THE STUDY

The respondents of the study consisted of 101 employees from selected public institutions in Parañaque City, specifically Parañaque City Hall, Ospital ng Parañaque (OsPar), and Barangay San Dionisio, who were officially employed during the academic year 2025–2026. These respondents were selected because they have direct experience with recruitment and selection processes within their respective institutions, making them qualified sources of information for the study.

The respondents were composed of employees with different employment statuses, including permanent, coterminous, and contractual workers. This variation allowed the study to capture diverse perspectives regarding recruitment practices, job placement experiences, and workforce alignment. Additionally, the respondents were categorized by sector, years of service, and nature of appointment to provide a more detailed, organized profile of the participants.

The inclusion of respondents from multiple institutions and employment backgrounds ensured a broader, more comprehensive dataset. This diversity strengthened the analysis of Competency-Based Recruitment (CBR) practices by enabling the researchers to compare and describe perspectives across various public service environments in Parañaque City.

SAMPLING TECHNIQUE

This study used purposive sampling to select the respondents. The researchers intentionally selected employees currently working in the identified public institutions in Parañaque City who possess sufficient knowledge,

experience, and direct exposure to recruitment and selection practices within their respective organizations. This ensured that only.

Individuals who are actively involved in or have firsthand experience with human resource processes were included in the study, enabling them to provide relevant, accurate, and experience-based information on Competency-Based Recruitment (CBR) and recruitment mismatch.

Purposive sampling was considered appropriate because the study required participants who met specific inclusion criteria aligned with the research objectives. Unlike probability sampling methods, purposive sampling allows the researchers to deliberately select respondents based on their relevance to the study rather than random selection. This method is particularly suitable for studies involving organizational processes, where informed and experience-based responses are essential for valid and meaningful analysis.

The sample comprised 101 eligible employees from the selected institutions who met the study's inclusion criteria. This number was considered sufficient to provide reliable and relevant data for analysis, ensuring that the study captured diverse yet qualified perspectives on Competency-Based Recruitment practices and recruitment mismatch within public institutions.

RESEARCH INSTRUMENT

The primary research instrument used in this study was a researcher-made survey questionnaire designed to assess the efficiency of Competency-Based Recruitment (CBR) practices and the extent of recruitment mismatch among selected public institutions in Parañaque City. The questionnaire was carefully structured to ensure clarity, coherence, and ease of understanding, allowing respondents to answer accurately based on their actual workplace experiences.

The questionnaire was divided into four parts. Part I gathered the demographic profile of the respondents, including sector, years of service, and nature of appointment. This section provided background information necessary to describe the participants' characteristics. Part II focused on the perceived efficiency of Competency-Based Recruitment (CBR) practices, specifically the identification of core and technical competencies, the transparency and objectivity of the screening process, and the use of behavioral and technical assessment tools during recruitment. Part III measured the level of competency-job alignment and the extent of recruitment mismatch in terms of skill-job alignment, educational background versus actual job role, and behavioral or cultural fit within the organization. Lastly, Part IV consisted of a dichotomous (Yes/No) question regarding the perceived necessity of policy enhancements for the current recruitment practices.

A 5-point Likert Scale ranging from Strongly Disagree to Strongly Agree was used to measure respondents' level of agreement for Parts II and III. This scale enabled more precise measurement of perceptions and reduced ambiguity in responses. The cumulative scores from Part II (CBR Practices) and Part III (Competency-Job Alignment/Mismatch) served as the primary quantitative data subjected to Pearson Product-Moment Correlation Coefficient analysis to determine the significant relationship between the two main variables. To ensure validity and reliability, the questionnaire was reviewed and validated by the research adviser and experts in Human Resource Management. Their feedback was incorporated to improve clarity, relevance, and accuracy.

DATA GATHERING PROCEDURE

The data-gathering procedure began with the researchers securing formal permission and approval from the administrations of the selected public institutions in Parañaque City, namely Parañaque City Hall, Ospital ng Parañaque (OsPar), and Barangay San Dionisio. This step was conducted to ensure that all institutional protocols, rules, and ethical requirements were properly observed prior to the actual distribution of research instruments. Approval from the concerned offices also ensured that the study was conducted in an organized and authorized manner within the selected workplaces.

After obtaining permission, the researchers formally informed the selected respondents of the study's purpose, objectives, and significance. The respondents were clearly briefed that the study focuses on Competency-Based Recruitment (CBR) practices and recruitment mismatch, and that their participation would contribute to understanding workforce alignment in public institutions. They were also assured that their participation was entirely voluntary and that they had the right to refuse or withdraw at any time without penalty or consequences. The researchers personally distributed the survey questionnaires to the selected respondents to ensure proper administration of the instrument and to address any clarifications or questions that may arise during the process.

Sufficient time was provided for the respondents to complete the questionnaires at their own pace, allowing them to reflect.

Carefully provide honest, accurate, and unbiased responses based on their actual experiences in their respective institutions.

Upon retrieval of the accomplished questionnaires, all responses were systematically checked for completeness and consistency. The data were then tallied, encoded, and organized in a structured format suitable for statistical analysis. The researchers carefully reviewed all collected data to ensure accuracy and reliability before proceeding to interpretation, ensuring that only valid and complete responses were included in the final analysis.

DATA ANALYSIS

The data gathered in this study were analyzed using appropriate statistical tools consistent with the descriptive-correlational approach design employed by the researchers. The selection of statistical methods was based on the nature of the data collected, which are primarily categorical and ordinal, derived from survey responses using a Likert-scale questionnaire.

Frequency and Percentage Distribution

These statistical tools were used to describe the demographic profile of the respondents by sector, years of service, and nature of appointment. Frequency distribution was utilized to determine the number of respondents under each category, while percentage distribution was used to determine the proportion of respondents relative to the total population. These tools enabled the researchers to present and interpret the respondents' profiles clearly and systematically.

$$\text{Percentage (\%)} = (Nf) \times 100$$

Where:

f = frequency of responses

N = total number of respondents

Weighted Mean

This statistical tool was used to determine the perceived efficiency of Competency-Based Recruitment (CBR) practices and the extent of recruitment mismatch among selected public institutions in Parañaque City. Since the study utilized a Likert-scale questionnaire, the weighted mean was considered appropriate because it summarizes the responses into a single representative value for each indicator. This enabled the researchers to interpret the overall perception and level of agreement of the respondents regarding the variables under study.

$$\bar{X} = \Sigma fx / N$$

Where:

$\bar{X}$ = weighted mean

Σfx = sum of the product of frequency and weight

N = total number of respondents

Pearson's r Coefficient of Correlation

This statistical tool will be used to determine the significant relationship between the efficiency of Competency-Based Recruitment (CBR) practices and the reduction of recruitment mismatch among the respondents.

$$R = [N\Sigma XY - (\Sigma X)(\Sigma Y)] / \sqrt{\{[N\Sigma X^2 - (\Sigma X)^2][N\Sigma Y^2 - (\Sigma Y)^2]\}}$$

Where:

r = Pearson correlation coefficient X = Scores for CBR Efficiency

Y = Scores for Recruitment Mismatch N = Number of respondents

Overall, these statistical tools were considered appropriate because they provide a clear, organized, and objective means of analyzing and presenting survey data. Using these methods, the researchers were able to transform raw responses into meaningful interpretations aligned with the study's objectives.

ETHICAL CONSIDERATION

This study strictly observed ethical standards in conducting research involving human participants. Participation in the study was entirely voluntary, and respondents were properly informed about the nature, objectives, and purpose of the research before answering the questionnaire. They were also assured that their

participation would not affect their employment status or working relationship within their respective institutions.

The respondents were given the right to refuse to participate or withdraw from the study at any time without penalty or consequences. This ensured that their autonomy and personal decision-making were fully respected throughout the research process. Prior informed consent was also obtained to ensure that respondents willingly agreed to participate and had a clear understanding of the study.

The researchers strictly maintained confidentiality and anonymity. No names, personal identifiers, or sensitive information were collected or disclosed at any point in the study. All data gathered were used exclusively for academic purposes and were securely handled to prevent unauthorized access. The researchers ensured that all ethical principles, including respect, transparency, and responsibility, were upheld throughout the study to avoid any harm—physical, emotional, or psychological—to the respondents.

SUMMARY

This chapter presented the methodology used in the study, including the research design, research locale, study respondents, sampling technique, research instruments, data collection procedure, data analysis, and ethical considerations. Each component of the methodology was carefully organized to ensure a systematic and objective research process aligned with the objectives of the study.

The study employed a descriptive-correlational research design to examine the effectiveness of Competency-Based Recruitment (CBR) practices and its relationship with recruitment mismatch among selected public institutions in Parañaque City. This approach enabled the researchers to describe and interpret the respondents' perceptions regarding recruitment practices and employee-job alignment while also determining the significance of the relationship between CBR efficiency and recruitment mismatch. Through this method, the study provided a clearer understanding of workforce alignment and recruitment practices based on the actual experiences of the respondents.

Purposive sampling was utilized in selecting 101 respondents from selected public institutions to ensure that participants possessed relevant knowledge and experience related to recruitment and selection processes. A researcher-developed questionnaire served as the primary data-gathering instrument, containing sections that measured the respondents' demographic profile, perceived efficiency of Competency-Based Recruitment practices, and the extent of recruitment mismatch. The data gathered were analyzed using frequency distribution, percentage, weighted mean, and Pearson Product-Moment Correlation Coefficient (Pearson r). These statistical tools enabled the researchers to systematically present, analyze, and interpret the data and determine the relationship between the study variables.

Overall, the methodology ensured the reliability, validity, and accuracy of the research process. It provided a strong and organized foundation for analyzing Competency-Based Recruitment practices and recruitment mismatch, ensuring that the findings presented in the succeeding chapter are based on systematically gathered and ethically collected data.

PRESENTATION, ANALYSIS, AND INTERPRETATION OF DATA

This chapter presents, analyzes, and interprets the data gathered from the respondents of the study. The findings are organized according to the specific problems of the study, which include the profile of the respondents, the perceived efficiency of Competency-Based Recruitment (CBR) practices, the extent of recruitment mismatch, and the relationship between CBR efficiency and recruitment mismatch among selected public institutions in Parañaque City for the academic year 2025–2026. The data are presented using tables supported by textual interpretation to provide a clearer understanding of the results of the study.

Table 1. Profile of Respondents

Profile Variable	Category	Frequency	Percentage
Sector	City Hall/LGU	70	69.3%
	Healthcare/OsPar	13	12.9%

	Barangay San Dionisio	18	17.8%
Years of Service in the Public Sector	Less than 1 year	58	57.4%
	1-3 years	30	29.7%
	4-6 years	9	8.9%
	7 years and above	4	4%
Nature of Appointment	Permanent	45	44.6%
	Cotermious	15	14.9%
	Contractual	41	40.6%

of most

The demographic profile of the respondents shows that out 101 participants, came from City Hall/LGU

(69.3%), followed by Barangay San Dionisio (17.8%), while the Healthcare/OsPar sector had the least (12.9%). In terms of years of service, the majority had less than one year of experience (57.4%), followed by 1–3 years (29.7%), while only a small portion had 4–6 years (8.9%) and 7 years and above (4%). Regarding nature of appointment, Permanent employees comprised 44.6%, closely followed by Contractual employees (40.6%), while Cotermious employees had the smallest share (14.9%), indicating that the respondents are largely composed of LGU employees and are mostly relatively new in service, suggesting that the findings primarily reflect the perspectives of newer employees, with a fairly balanced representation of permanent and contractual staff but limited input from cotermious and healthcare sectors.

The following scale was used in interpreting the responses below:

Scale	Range	Verbal Interpretation
5	4.21 – 5.00	Strongly Agree
4	3.41 – 4.20	Agree
3	2.61 – 3.40	Neutral
2	1.81 – 2.60	Disagree
1	1.00 – 1.80	Strongly Disagree

Table 2. Perceived Efficiency of Competency-Based Recruitment (CBR)

Indicators	Weighted Mean	Interpretation
The recruitment process clearly identifies the core and technical competencies required for the position.	3.92	Agree
The screening process in my institution is transparent and free from bias.	3.78	Agree
Hiring decisions are based on objective criteria rather than personal preference.	3.84	Agree
Behavioral assessment tools are effectively used during recruitment.	3.73	Agree
Technical assessment tools accurately measure applicant qualifications.	3.78	Agree

Composite Mean	3.81	Agree
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The results in Table 2 show that respondents generally perceive the Competency-Based Recruitment (CBR) system as efficient, with a composite mean of 3.81 interpreted as “Agree.” The highest weighted mean is 3.92 for the clear identification of core and technical competencies, indicating effective job requirement specification, while the lowest is 3.73 for the use of behavioral assessment tools, though still rated positively; other indicators such as transparent screening (3.78), objective hiring decisions (3.84), and technical assessment tools (3.78) also reflect favorable evaluations, suggesting that CBR is generally effective in public institutions but that behavioral assessment may still require improvement to further enhance fairness, accuracy, and consistency in recruitment practices.

Table 3. Extent of Employee Competency and Job Alignment

Indicators	Weighted Mean	Interpretation
Employees’ technical skills match the requirements of their assigned job.	3.92	Agree
There is proper alignment between job roles and employees’ competencies.	3.89	Agree
Employees are assigned positions aligned with their educational background.	3.83	Agree
Employees fit well with the work culture of the institution.	3.91	Agree
Employees’ behavior is suitable for their assigned job roles.	3.95	Agree
Composite Mean	3.90	Agree
Standalone Inverse Indicator		
Employees are placed in positions that do not match their qualifications.	3.34	Agree

The findings in Table 3 show that respondents generally agree that there is a strong alignment between employees’ competencies and their assigned job roles in public institutions, as reflected in the composite mean of 3.90 interpreted as “Agree.” This is supported by high ratings in behavioral suitability (3.95), technical skills match (3.92), and work culture fit (3.91), followed by competency alignment (3.89) and educational background alignment (3.83), indicating that employees are generally placed in roles suited to their skills and qualifications. The inverse indicator, “Employees are placed in positions that do not match their qualifications,” was analyzed separately and obtained a weighted mean of 3.34, also interpreted as “Agree.” Overall, the results suggest that recruitment practices are generally effective in ensuring proper job–employee alignment, although the presence of agreement in the inverse indicator implies that some cases of mismatch still occur, indicating a need for continued improvement in recruitment and placement processes.

Table 4. Perceived Effectiveness of Competency-Based Recruitment (CBR)

Do you believe Competency-Based Recruitment (CBR) has reduced recruitment mismatch in your institution?

Response	Frequency	Percentage
Yes	89	88.1%
No	12	11.9%
Total	101	100%

The responses of 101 participants show that the majority answered “Yes” with 89 or 88.1%, while 12 respondents or 11.9% answered “No,” indicating that most respondents perceive Competency-Based Recruitment (CBR) as effective in reducing recruitment mismatch within their institutions. This suggests that CBR is generally viewed as successful in improving the alignment between job requirements and applicant qualifications, helping ensure that suitable candidates are placed in appropriate positions and reducing hiring errors or mismatches.

However, the presence of a small percentage of disagreement also implies that some gaps or limitations may still exist in its implementation, indicating the need for further evaluation and improvement of the recruitment process.

5. Do you think additional policies are needed to improve Competency-Based Recruitment (CBR)?

Response	Frequency	Percentage
Yes	97	96%
No	4	4%
Total	101	100%

Out of 101 respondents, 97 or 96% answered “Yes,” while 4 or 4% answered “No,” indicating an overwhelming agreement that additional policies are needed to further improve the Competency-Based Recruitment (CBR) system. This suggests that although CBR is generally perceived as effective, respondents still see the need for strengthening its implementation through further policy development. The high level of agreement implies that there may still be gaps in current recruitment practices, particularly in terms of consistency, implementation, or clarity of guidelines. Overall, the findings indicate that enhancing existing policies could further improve the fairness, accuracy, and efficiency of the recruitment process in public institutions.

The following scale was used in interpreting the responses below:

Correlation Coefficient	Interpretation
$\pm 0.00 - \pm 0.19$	Very Weak
$\pm 0.20 - \pm 0.39$	Weak
$\pm 0.40 - \pm 0.59$	Moderate
$\pm 0.60 - \pm 0.79$	Strong
$\pm 0.80 - \pm 1.00$	Very Strong

Table 5. Relationship Between CBR Efficiency and Recruitment Mismatch

Variables	Pearson r	p-value	Interpretation	Decision
CBR Efficiency and Recruitment Mismatch	-0.68	0.001	Strong Negative Significant Relationship	Reject H_0

Table 5 presents the relationship between Competency-Based Recruitment (CBR) Efficiency and Recruitment Mismatch among selected public institutions in Parañaque City. The computed Pearson correlation coefficient yielded an r-value of -0.68 with a p-value of 0.001, indicating a strong negative significant relationship between the two variables.

The negative correlation implies that as the efficiency of Competency-Based Recruitment practices increases, the level of recruitment mismatch decreases. This means that effective implementation of competency-based recruitment practices contributes to better alignment between employee qualifications, competencies, and assigned job roles.

Since the p-value of 0.001 is lower than the 0.05 level of significance, the null hypothesis stating that there is no significant relationship between CBR efficiency and recruitment mismatch is rejected. Therefore, the study concludes that Competency-Based Recruitment practices significantly influence the reduction of recruitment mismatch in selected public institutions in Parañaque City.

Correlation: Competency-Based Recruitment vs. Recruitment Mismatch

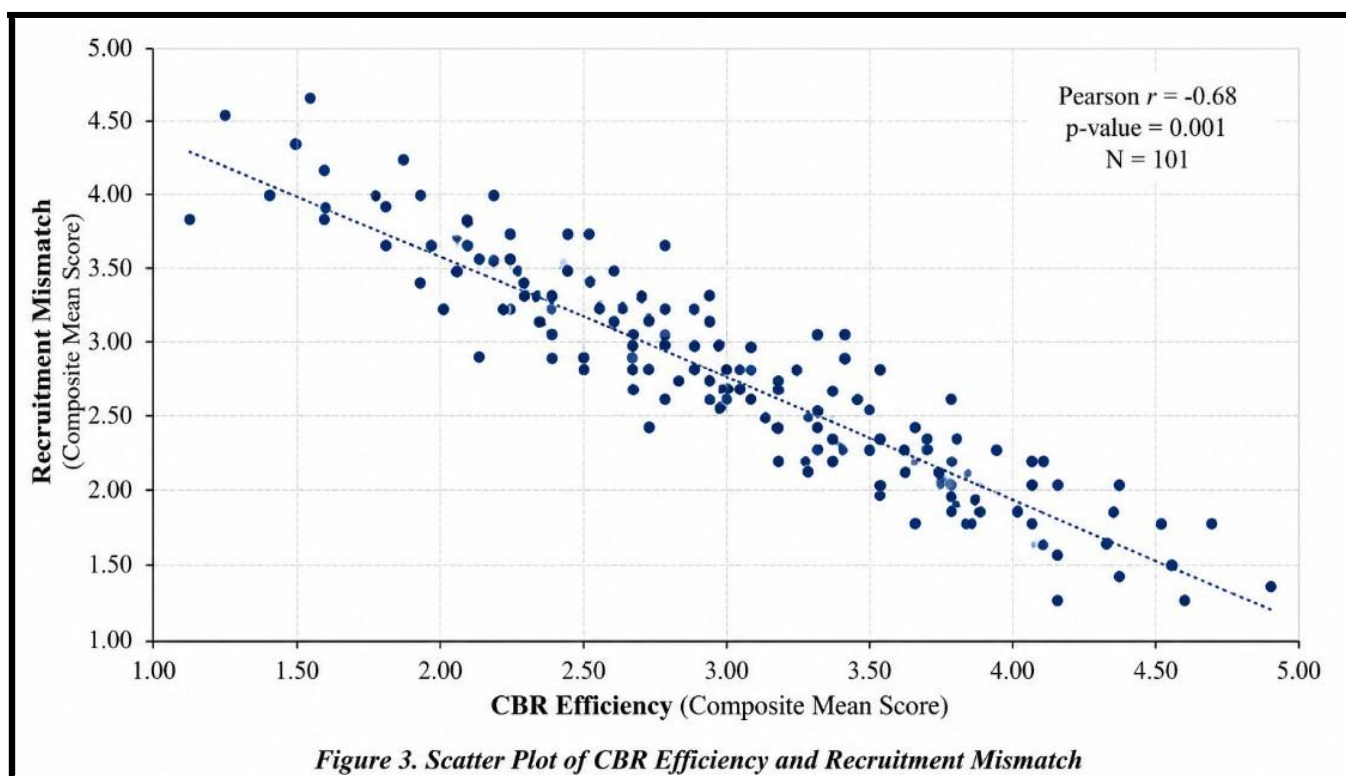


Figure 3 illustrates the scatter plot showing the relationship between Competency-Based Recruitment (CBR) Efficiency and Recruitment Mismatch among selected public institutions in Parañaque City. The scatter plot reveals a downward linear trend, indicating a negative relationship between the two variables.

The computed Pearson correlation coefficient of $r = -0.68$ signifies a strong negative correlation, which means that higher levels of CBR efficiency are associated with lower levels of recruitment mismatch. Additionally, the p-value of 0.001 confirms that the relationship is statistically significant.

The trend line further supports the finding that improvements in competency-based recruitment practices contribute to reducing mismatches between employees' qualifications and their assigned job roles. Overall, the figure demonstrates that effective recruitment systems play a significant role in achieving proper workforce alignment and organizational efficiency.

SUMMARY

This chapter presented, analyzed, and interpreted the data gathered from 101 respondents regarding the efficiency of Competency-Based Recruitment (CBR) practices and recruitment mismatch among selected public institutions in Parañaque City for the academic year 2025–2026. The findings were organized according to the specific problems of the study, including the demographic profile of respondents, perceived efficiency of CBR practices, recruitment mismatch, perceived effectiveness of CBR, policy improvement needs, and the relationship between CBR efficiency and recruitment mismatch.

The demographic profile revealed that the majority of respondents came from the City Hall/LGU sector and were mostly employees with less than one year of service. In terms of employment status, permanent and contractual employees comprised the largest groups, while coterminous employees represented the smallest portion of the respondents.

The findings further revealed that respondents generally perceived Competency-Based Recruitment (CBR) practices as effective, as reflected in the composite mean of 3.81 interpreted as “Agree.” Respondents particularly agreed that recruitment processes clearly identify the competencies required for positions and that hiring decisions are generally based on objective criteria. However, behavioral assessment tools received comparatively lower ratings, indicating an area that may still require improvement.

In terms of recruitment mismatch, the results indicated that employees are generally well aligned with their assigned job roles in terms of technical skills, competencies, educational background, behavior, and organizational culture. Despite this positive alignment, the inverse indicator showed that some respondents still agreed that employees are occasionally placed in positions not fully matched to their qualifications, suggesting that certain instances of mismatch continue to exist.

Moreover, the majority of respondents believed that Competency-Based Recruitment has helped reduce recruitment mismatch within their institutions. Respondents also strongly agreed that additional policies are necessary to further strengthen the implementation, consistency, and fairness of the recruitment system.

Finally, the Pearson Product-Moment Correlation analysis revealed a strong negative significant relationship between CBR efficiency and recruitment mismatch, with a computed Pearson r -value of -0.68 and a p -value of 0.001. This indicates that as the efficiency of Competency-Based Recruitment practices increases, recruitment mismatch decreases. The findings therefore suggest that effective competency-based recruitment practices contribute significantly to better workforce alignment and organizational efficiency in public institutions.

SUMMARY, CONCLUSION, AND RECOMMENDATIONS

SUMMARY OF FINDINGS

1. Demographic Profile of the Respondents

The study involved 101 respondents from selected public institutions in Parañaque City. Most respondents came from the City Hall/LGU sector (69.3%), followed by Barangay San Dionisio (17.8%) and Healthcare/OsPar (12.9%). In terms of years of service, the majority had less than one year of experience (57.4%), followed by 1–3 years (29.7%), while only a few had longer years of service. Regarding the nature of appointment, 44.6% were permanent employees, 40.6% were contractual employees, and 14.9% were coterminous employees.

2. Perceived Efficiency of Competency-Based Recruitment (CBR)

The findings showed that respondents generally perceived Competency-Based Recruitment practices as efficient, with a composite mean of 3.81 interpreted as “Agree.” The highest-rated indicator was the clear identification of core and technical competencies required for positions (3.92), while the use of behavioral assessment tools received the lowest weighted mean (3.73), though still interpreted positively.

3. Recruitment Mismatch Among Public Institutions

The findings revealed that employees are generally aligned with their assigned job roles in terms of competencies, technical skills, educational background, and work culture, with a composite mean of 3.90 interpreted as “Agree.” Behavioral suitability obtained the highest rating (3.95), while educational background alignment received the lowest among the positive indicators (3.83). However, the inverse indicator regarding employees being placed in positions not matching their qualifications obtained a weighted mean of 3.34, indicating that some cases of recruitment mismatch still exist.

4. Perceived Effectiveness of CBR and Need for Additional Policies

The majority of respondents (88.1%) believed that Competency-Based Recruitment has reduced recruitment mismatch in their institutions. Furthermore, 96% of the respondents agreed that additional policies are needed to further improve the implementation of CBR practices and strengthen recruitment processes in public institutions.

5. Relationship Between CBR Efficiency and Recruitment Mismatch

The Pearson Product-Moment Correlation analysis revealed a strong negative significant relationship between CBR efficiency and recruitment mismatch, with a Pearson r -value of -0.68 and a p -value of 0.001. This indicates that as the efficiency of Competency-Based Recruitment practices increases, the level of recruitment mismatch decreases. The findings confirm that effective implementation of competency-based recruitment practices contributes significantly to better employee-job alignment in public institutions.

CONCLUSIONS

Based on the findings of the study, it can be concluded that Competency-Based Recruitment (CBR) practices in selected public institutions in Parañaque City are generally effective in promoting proper employee-job alignment and improving recruitment processes. The respondents positively evaluated the recruitment system,

particularly in identifying required competencies, ensuring objective hiring decisions, and maintaining transparency in the screening process.

The findings also indicate that employees are generally assigned to positions aligned with their competencies, technical skills, educational background, and behavioral suitability. However, the presence of responses indicating some degree of mismatch suggests that recruitment and placement processes are not yet fully optimized and still require continuous improvement.

Furthermore, the study revealed that the majority of respondents believe that Competency-Based Recruitment helps reduce recruitment mismatch within their institutions. Respondents also emphasized the importance of establishing additional policies and strengthening existing recruitment guidelines to further improve consistency, fairness, and accuracy in hiring practices.

Most importantly, the Pearson correlation analysis established a strong negative significant relationship between CBR efficiency and recruitment mismatch. This confirms that improving the efficiency of Competency-Based Recruitment practices contributes significantly to reducing recruitment mismatch among employees in public institutions.

Overall, the study concludes that effective implementation of Competency-Based Recruitment practices plays a vital role in achieving workforce alignment, minimizing recruitment mismatch, and enhancing organizational efficiency in public sector institutions.

RECOMMENDATIONS

Based on the conclusions of the study, the following recommendations are hereby proposed:

• For Local Government Administrators and Public Institutional Leaders

Public institutional administrators are encouraged to strengthen and refine existing recruitment policies by ensuring stricter alignment between job qualifications and actual job placement. This includes reinforcing competency-based standards during final hiring and deployment decisions to minimize role mismatches. It is recommended that qualification-to-position mapping be more strictly implemented so that employees are consistently assigned to roles that directly correspond to their educational background, training, and technical expertise. Doing so will further enhance workforce efficiency, reduce recruitment mismatch, and improve overall service delivery in public institutions.

• For Human Resource Management Practitioners

Human Resource Management offices are strongly advised to enhance and modernize the use of behavioral assessment tools in the recruitment process. This may include integrating structured behavioral event interviews, standardized psychological assessments, and situational judgment tests to better evaluate applicants beyond technical qualifications. Strengthening these tools will enable HR practitioners to assess not only applicants' competencies but also their behavioral fit, decision-making ability, and adaptability in public service environments. This will contribute to a more balanced and holistic recruitment process that supports the goals of Competency-Based Recruitment (CBR).

• For Public Sector Employees

Employees in the public sector are encouraged to actively participate in continuous professional development programs, training, and cross-skilling opportunities provided by their respective institutions. This proactive approach will help them strengthen their competencies, improve job performance, and better align themselves with their assigned roles. By continuously upgrading their skills and knowledge, employees can bridge minor gaps between their qualifications and job requirements, thereby enhancing productivity, efficiency, and overall contribution to public service delivery.

• For Future Researchers

Future researchers are encouraged to expand the scope of this study by including a larger number of public institutions across other highly urbanized cities. It is also recommended that future studies adopt a mixed-method or qualitative approach, such as key informant interviews with Human Resource officers and administrators, to gain deeper insights into the underlying causes of recruitment mismatch. This will help provide a more comprehensive understanding of how Competency-Based Recruitment is implemented in practice and identify areas for further improvement in policy and execution.

SUMMARY OF THE OVERALL STUDY

Based on the findings of the study, it can be concluded that Competency-Based Recruitment (CBR) practices in selected public institutions in Parañaque City are generally effective in promoting proper employee-job alignment and improving recruitment processes. The respondents positively evaluated the recruitment system, particularly in identifying required competencies, ensuring objective hiring decisions, and maintaining transparency in the screening process.

The findings also indicate that employees are generally assigned to positions aligned with their competencies, technical skills, educational background, and behavioral suitability. However, the presence of responses indicating some degree of mismatch suggests that recruitment and placement processes are not yet fully optimized and still require continuous improvement.

Furthermore, the study revealed that the majority of respondents believe that Competency-Based Recruitment helps reduce recruitment mismatch within their institutions. Respondents also emphasized the importance of establishing additional policies and strengthening existing recruitment guidelines to further improve consistency, fairness, and accuracy in hiring practices.

Most importantly, the Pearson correlation analysis established a strong negative significant relationship between CBR efficiency and recruitment mismatch. This confirms that improving the efficiency of Competency-Based

Recruitment practices contributes significantly to reducing recruitment mismatch among employees in public institutions.

Overall, the study concludes that effective implementation of Competency-Based Recruitment practices plays a vital role in achieving workforce alignment, minimizing recruitment mismatch, and enhancing organizational efficiency in public sector institutions.

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