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PROMOTION PRACTICES OF PHILIPPINE DRUG ENFORCEMENT AGENCY -REGION 10: BASIS FOR ENHANCEMENT MEASURES

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ABSTRACT

Employee promotion, particularly within police organizations, is vital for recognizing dedication, fostering motivation, and ensuring a skilled leadership pipeline. Despite the recognized importance of these practices, there is a noted gap in research on promotion practices across different jurisdictions. This study addresses this gap by assessing the promotion practices of drug enforcement officers in the Philippine Drug Enforcement Agency (PDEA) Region 10, especially in light of persistent issues similar to those identified in the Philippine National Police. The research, which involved 86 officers, utilized an adopted questionnaire and inferential statistical analysis to examine the factors influencing perceptions of promotion practices. The findings revealed that transparency procedures and rules for promotion are moderately implemented, suggesting areas where clarity and accessibility need enhancement. The implementation of competency-based promotion was widely regarded as highly effective, indicating successful integration of these strategies, while seniority-based promotion was moderately accomplished, implying a balanced influence of seniority, competency, and performance in career progression. Furthermore, age, years of service, and rank are significant predictors, suggesting that perceptions of promotion practices are shaped by career stage, tenure, and hierarchical positioning within PDEA 10. Policy recommendations were recommended to enhance the transparency, guidelines, processes and effectiveness of promotion practices within the agency.

KEYWORDS: *Competency-based promotion, Employee Promotion, Philippine Drug Enforcement Agency, Seniority-based promotion*

INTRODUCTION

Employee promotion involves systematically advancing employees to higher positions or roles with greater responsibilities, authority, and often increased compensation (Li & Wang, 2020). Thus, it is essential as it rewards employee dedication, performance, and potential, fostering a sense of recognition and motivation. As Akhtar and Khan (2021) noted, effective promotion practices contribute to employee morale, job satisfaction, and overall engagement while aiding in talent retention and succession planning, thus ensuring a skilled and motivated workforce to meet organizational goals.

Specific to policemen, Drew and Saunders (2020) argued that a well-structured employee promotional system is critical for police organizations as it fosters motivation, recognizes leadership potential, ensures fairness in advancement, and supports succession planning. By acknowledging officers' dedication and performance, promoting merit-based advancement, and maintaining transparent processes, the system enhances morale, identifies future leaders, reduces bias, and guarantees a pipeline of skilled officers, ultimately contributing to a more effective and trustworthy police force.

However, while there has been research on various aspects of police organizations, including employee promotions, the extent and depth of this research vary (Boag-Munroe et al., 2017). Some studies have explored fairness, transparency, bias, and effectiveness in police promotion processes. However, Jacobs, Cushenbery, and Grabare (2019) argued that there is a need to explore that gap in specific organizational practices and variations across different jurisdictions. The need to conduct further investigation regarding the same topic could not be overstated. As Varona (2010) noted, the Philippine National Police still has many of the problems of the old Philippine Constabulary, especially in ranking and promotions.

Literature Review

Promotion practices in the Philippines are a complex interplay of cultural, organizational, and economic factors. Filipino scholars have extensively examined these practices, shedding light on their nuances. According to Alampay (2010), the "hiya" culture, rooted in shame and pride, heavily influences promotion dynamics. This cultural aspect often leads employees to downplay their achievements to maintain humility, making self-promotion less common.

Santos and Lucas (2017) highlight the significance of personal relationships, known as "pakikisama," in Filipino workplaces. Promotion decisions can be influenced by one's network and ability to navigate organizational politics. Promotion decisions in Filipino workplaces often extend beyond the realm of mere individual performance and qualifications. Santos and Lucas underscore how the quality of an employee's interpersonal relationships, their ability to collaborate, and their skill in navigating organizational politics play a pivotal role in determining their suitability for promotion. An employee's network, which consists of both personal and professional connections, can significantly impact their visibility and reputation within the organization.

Additionally, Nepomuceno (2006) emphasizes the impact of economic factors, as family obligations often pressure employees to seek promotions for financial stability. This aligns with the "breadwinner" role deeply ingrained in Filipino culture. Nepomuceno's insight reveals that the decision to pursue higher positions is often influenced by more than just personal ambition or career satisfaction. The economic pressures stemming from familial obligations drive employees to seek promotions as a means of ensuring financial stability and fulfilling their role as providers for their families.

Similarly, Garcia (2015) points out that the concept of "utang na loob," or debt of gratitude, plays a crucial role in promotion decisions. Employees who have received favors or support from superiors may feel obligated to reciprocate, potentially impacting their advancement prospects. Employees who have been recipients of assistance, favors, or mentorship from their superiors might feel a strong sense of indebtedness. This can create a moral and emotional obligation to reciprocate the goodwill they've received, which could influence their behavior, decisions, and even career aspirations. The potential impact of "utang na loob" on promotion decisions is rooted in the Filipino value of preserving harmonious interpersonal relationships, where reciprocity and gratitude are fundamental.

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Furthermore, Pertierra (2013) highlights the influence of the "kapwa" concept, emphasizing the interconnectedness of individuals. This relational perspective can lead to promotions being viewed not only as personal achievements but also as communal successes, reflecting the collective identity of Filipinos. In the context of promotions, the "kapwa" perspective provides a distinctive framework for understanding career advancement. Unlike individualistic cultures where promotions are often seen as personal accomplishments, the relational lens of "kapwa" encourages Filipinos to view their career successes as interconnected with the well-being of their colleagues, families, and communities. This communal perspective aligns with the collectivist nature of Filipino culture, where accomplishments are celebrated collectively and often come with communal expectations.

Looking into the organizational aspect, Lanzona (2011) notes that hierarchical structures are deeply ingrained in Filipino workplaces, which can lead to limited upward mobility. Promotion opportunities might be restricted by the scarcity of higher-level positions and the preference for external recruitment, hindering the advancement of existing employees. One of the key insights offered by Lanzona is the potential limitation of upward mobility within organizations due to the scarcity of higher-level positions. Hierarchical structures often involve a pyramid-like arrangement, where only a few individuals occupy top-tier roles while the majorities hold positions lower down the hierarchy. This scarcity of top-level positions can create a bottleneck effect, where numerous qualified employees aspire for a limited number of promotional slots

However, Reyes (2008) argues that this trend is slowly changing, with more organizations recognizing the value of internal talent development and promoting based on merit. This shift aligns with global best practices and demonstrates the evolution of promotion practices in the Philippines. The recognition of the value of internal talent development signifies a departure from the traditional preference for external recruitment to fill higher-level positions. As organizations become more aware of the advantages of cultivating their existing workforce, they are investing in training, skill enhancement, and career development programs. This approach not only enhances the skills and capabilities of employees but also positions them for higher responsibilities within the company

Moreover, Aguilar (2016) delves into the concept of "smooth interpersonal relations," emphasizing the avoidance of conflict and maintaining harmony. This aspect impacts promotions, as employees might prioritize maintaining good relationships over assertively pursuing advancement opportunities. The cultural value of harmonious relationships can create a dynamic where employees prioritize maintaining positive interactions over assertively pursuing advancement opportunities. The desire to avoid conflict and uphold a congenial atmosphere might lead employees to adopt a more reserved approach when expressing their career aspirations or showcasing their achievements. This can result in a subtle form of self-restraint, as individuals may be hesitant to stand out or engage in behaviors that could potentially disrupt the equilibrium of their relationships.

Additionally, Castillo and Canlas (2018) emphasize the role of "personalismo," which emphasizes personal connections and rapport. This practice often results in promotions based on familiarity and trust rather than solely on merit. "Personalismo" can lead to decisions that are influenced by familiarity and interpersonal relationships rather than being solely based on qualifications and achievements. Employees who have established strong personal connections with decision-makers may be more likely to be considered for advancement, even if their merit might not be as apparent. This practice is rooted in the cultural value of maintaining close ties with colleagues and superiors, and it reflects the broader Filipino inclination toward building and nurturing relationships.

Theoretical/Conceptual Framework/Paradigm of the Study

This study is anchored on the Expectancy Theory developed by Vroom (1964). The theory suggests that individuals are motivated to act in a certain way based on the belief that their actions will lead to desired outcomes. In the context of drug enforcement officers, this theory could help analyze how their perception of the connection between their efforts (performance) and the likelihood of receiving a promotion (outcome) influences their motivation to excel in their roles.

According to Zhang and Jia (2019), transparency of procedures and guidelines in employee promotion is essential in Expectancy Theory because it directly impacts an individual's belief in the effort-performance-reward relationship. Expectancy Theory posits that individuals are motivated to put in effort when they believe that their efforts will lead to improved performance.

On the other hand, Chen and Zhang (2019) explained that the application of seniority-based promotion is somewhat relevant to expectancy theory but challenges the theory's core principles. While it still offers rewards based on tenure, it may weaken the expectation that effort leads to performance due to a lack of direct correlation between skills and promotions.

Thus, this study draws its foundation from Vroom's Expectancy Theory (1964), which asserts that individuals' motivation is driven by their belief that their actions will yield desired outcomes. As emphasized by Zhang and Jia (2019), the transparency of promotion guidelines strengthens the perceived connection between effort, performance, and rewards, aligning with the theory's principles.

Based on the discussion on the theoretical underpinning of the study, this investigation looked into the promotion practices of drug enforcement officers in the Philippine Drug Enforcement Agency (PDEA). The study's examination of promotion practices within the Philippine Drug Enforcement Agency (PDEA) 10 holds significant potential for rectifying disparities, enhancing fairness, and promoting equal opportunities among drug enforcement officers. However, to comprehensively gauge its impact, it is important to consider existing gaps within the global context. Specifically, the study scrutinized whether the PDEA's promotion protocols align with internationally recognized standards for law enforcement agencies. Esteemed bodies like INTERPOL and UNODC provide directives to ensure transparency, human rights adherence, and professionalism in law enforcement operations. Evaluating the degree of alignment is pivotal, as any deviations might erode the agency's credibility and impede international cooperation efforts. To operationalize this, the study used the schema presented on the next page as a paradigm for inquiry.

The research study adopted an input-process-output (IPO) research conceptual framework to comprehensively investigate and address the promotion practices of drug enforcement officers within the PDEA-10. The study's input phase encompasses the collection of profiles of the respondents, the drug enforcement officers, detailing their demographic attributes, including age, sex, marital status, years of service, and rank. This contextual information lays the foundation for understanding the diverse group engaged in assessing the promotion practices. In addition, the study will also consider the respondents' evaluation of key dimensions of promotion practices as key inputs. These dimensions include the transparency of procedures and guidelines, the application of competency-based promotion, the application of seniority-based promotion, and the overall fairness of the process.

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Moving into the process phase, a meticulous analysis of the descriptive data provided by the respondents. This analysis aims to discern patterns, trends, and potential significant differences in the assessments across the four dimensions. Employing appropriate statistical methods, such as t-tests or ANOVA, the research explores potential variations in respondents' assessments based on different demographic categories.

The culmination of the study's efforts lies in the policy recommendations generated as part of the output. Informed by the data analysis and insights drawn from the respondents' assessments, these recommendations propose actionable strategies to enhance the promotion practices within PDEA-10.

Significance of the Study

This study will be beneficial to the following:

PDEA Administrators. Through a detailed analysis of factors such as transparency, competency-based and seniority-based promotions, and overall fairness, administrators gain a nuanced understanding of the current state of promotion mechanisms within the agency. This insight enables them to identify areas that require enhancement and address potential shortcomings. In addition, the study's policy recommendations serve as a tailored roadmap for administrators to improve promotion practices within PDEA.

PDEA Officers. The study's insights into the transparency of promotion procedures and guidelines will provide PDEA officers with a clearer understanding of the criteria and processes involved in promotions. This transparency not only demystifies the promotion process but also empowers officers to make informed decisions about their career paths, fostering a sense of ownership and agency.

Criminology Faculty. The study provides a real-world case study that faculty can incorporate into their curriculum. The examination of promotion practices in a law enforcement agency offers a practical context for discussing topics related to organizational dynamics, ethics, fairness, and professionalism. Faculty can use these findings to facilitate critical debates and exercises that encourage students to think analytically about the complexities of promotion mechanisms within law enforcement agencies.

Criminology Students. By understanding how promotions are determined and what factors are considered, criminology students can gain a deeper appreciation for the complexity of career advancement in the field of law enforcement. In addition, the study's analysis of transparency, competency-based, and seniority-based promotions provides criminology students with a comprehensive view of the challenges and nuances associated with promotion practices.

Future Researchers. The study's insights offer a valuable foundation for comparative research. Future researchers can use the detailed examination of promotion practices, including factors like transparency, competency-based, and seniority-based promotions, as a benchmark to compare and contrast with other law enforcement agencies or similar organizations.

Objectives of the Study

This study is conducted to assess the promotion practices of drug enforcement officers in the PDEA-10. The research will allow a rare opportunity to objectively assess its promotion practices to identify and rectify any inconsistencies or discriminatory practices, promoting fairness and equal opportunities for all officers. Additionally, assessment enhances transparency, accountability, and trust within the drug enforcement force and the community, reinforcing the credibility of the organization's leadership decisions. The study results will be valuable in designing policies to refine the organization’s talent management strategies, recognize leadership potential, and maintain a skilled and motivated workforce capable of effectively serving the community's needs.

METHODOLOGY

Research Design

This study used a cross-sectional research design. A cross-sectional research design is a method used in various fields such as social sciences, psychology, and public health to gather data from a group of participants at a specific moment. Gouveia et al. (2022) explained that, unlike studies that follow participants over time, cross-sectional studies provide a snapshot view of a population's characteristics, attitudes, or behaviors all at once. Researchers select a representative sample from the population and collect data through surveys, questionnaires, or interviews. This data is then analyzed to identify correlations, differences, and patterns between different variables based on identified groups, such as the profiles of the respondents.

A cross-sectional research design is appropriate for the study assessing the promotion practices of drug enforcement officers in the Philippine Drug Enforcement Agency (PDEA) and identifying potential differences in assessment based on respondents' profiles. This design allows for the collection of data from various officers at a single point in time, providing a snapshot of their perceptions and allowing researchers to explore potential associations between promotion practices and demographic factors. This is particularly suitable when investigating factors such as age, sex, marital status, years of service, and rank, as these are static characteristics that can be captured in a single data collection instance.

Implementing the study using a cross-sectional design involves several steps. First, the researchers would select a representative sample of drug enforcement officers from PDEA-10, ensuring that different age groups, sexes, marital statuses, years of service, and ranks are adequately represented within the sample. The researchers would then design a survey questionnaire to assess the personnel's perceptions of promotion practices, incorporating questions that pertain to various aspects of promotion, such as criteria, transparency, and fairness.

To explore potential differences in assessment based on demographic factors, the researchers would group the respondents according to their profiles (e.g., age, sex, marital status, years of service, rank). Statistical analyses, such as analysis of variance (ANOVA) or chi-square tests, would be employed to determine if there are significant differences in how the different groups perceive the promotion practices. These analyses would provide insights into whether certain demographic factors are associated with varying perceptions of promotion practices within PDEA-10.

In a study by Perez et al. (2018), a cross-sectional design was similarly employed to examine the job satisfaction of law enforcement officers in the Philippines. The researchers collected data from a diverse group of officers at a specific point in time, allowing them to assess job satisfaction levels and identify potential factors influencing satisfaction.

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Another example by Gomez and Tuguinay (2020) utilized a cross-sectional design to investigate the relationship between job stress and performance among police officers. The researchers collected data from officers with varying ranks, demographics, and years of service, enabling them to analyze how these factors might impact job stress and performance.

Furthermore, a study by Cruz et al. (2017) used a cross-sectional design to explore the job-related stressors and coping strategies of police officers in the Philippines. The researchers gathered data from officers of different ranks, highlighting the utility of a cross-sectional approach in examining varying experiences and perceptions within a law enforcement organization. Thus, this design allows for the assessment of officers' perceptions at a single point in time and facilitates the exploration of potential differences based on demographic factors. By following established procedures and statistical analyses, researchers can gain insights into how these factors might influence officers' assessments of promotion practices within the agency.

Research Method

For a study aimed at assessing the promotion practices of drug enforcement officers in the PDEA-10 and identifying potential differences in their assessments based on demographic profiles, a quantitative research method with a cross-sectional design is the most appropriate approach. This method involves collecting numerical data to analyze relationships, differences, and patterns among a diverse group of respondents at a single point in time. The researcher created a structured survey questionnaire to evaluate officers' perceptions of promotion practices, incorporating aspects like criteria, transparency, fairness, and satisfaction. Demographic factors such as age, sex, marital status, years of service, and rank would serve as the basis for categorizing respondents into different groups. Statistical techniques like analysis of variance (ANOVA) and chi-square tests would be applied to determine if significant differences exist in the officers' assessments based on these demographic profiles.

This approach is well supported in the literature, as exemplified by studies by Smith et al. (2020), Johnson and Brown (2018), and Chan and Tran (2019), where quantitative methods were effectively used to explore various aspects of law enforcement and officer perceptions by considering demographic factors within their analyses. By employing this method, the study can offer insights into how different demographic characteristics may influence the way drug enforcement officers perceive promotion practices within PDEA-10.

Population of the Study

The primary population of interest for this research comprises officers employed within PDEA-10. In this context, PDEA-10 officers are considered the target population as they possess direct experience with the agency's promotion practices and are therefore well-suited to provide insights into its assessment.

To ensure a representative and coherent sample, specific inclusion and exclusion criteria have been established for participant selection. Inclusion criteria involve active-duty PDEA-10 officers who have been in service for a minimum of two years and have direct exposure to the agency's promotion procedures. Exclusion criteria encompass individuals who are not currently employed by PDEA-10, have less than two years of service, or lack first-hand familiarity with the agency's promotion practices.

The selected participants were categorized into different groups based on their demographic profiles, including age, gender, rank, and years of service. These demographic characteristics are pertinent as they may potentially impact an officer's perception of the promotion practices within the agency. Age and gender, for instance, can influence perspectives on career advancement, while rank and years of service might shape one's experience and awareness of promotion procedures.

In terms of sampling technique, a purposive sampling method was employed to ensure a balanced representation of various demographic groups. This method was also chosen due to the availability concerns of the identified sample frame. This approach allows for proportional representation of different categories within the population, ensuring that the final sample includes participants from different age groups, genders, ranks, and years of service. By using this technique, the researchers maximized the diversity of perspectives and experiences present within the population. Given this, a total of 86 samples were used in the study.

As suggested by Smith (2017), the use of purposive sampling aids in obtaining a more accurate representation of various groups within a population. Additionally, Johnson et al. (2019) emphasized the importance of considering demographic factors in studies related to organizational assessments and practices. Lastly, in the context of law enforcement agencies, Vargas (2020) highlighted the significance of representative sampling to ensure the credibility and generalizability of research findings.

Data Gathering Tools

The adopted instrument for this study consists of a questionnaire meticulously crafted to evaluate various dimensions of promotion practices within the confines of the PDEA-10. This questionnaire delves into multiple variables that encompass transparency, the implementation of diverse promotion approaches, and the overarching fairness of the organization's promotion system. Respondents are tasked with providing their viewpoints on a range of statements, utilizing a 5-point Likert scale that spans from "strongly disagree" to "strongly agree."

Regarding the transparency of procedures and guidelines, participants are asked to assess the clarity and accessibility of promotion guidelines, the availability of mechanisms for obtaining feedback, the equity and impartiality of promotion decisions, the presence of preventive measures against corruption, and the grounding of promotion criteria in merit and performance. This variable draws its content from a study titled "Assessing the transparency of promotion practices in the PDEA-10," as authored by the Center for Research and Advocacy in Development (2010).

The application of competency-based promotion is another dimension probed by the questionnaire. Respondents are tasked with evaluating whether the organization maintains explicit competencies for distinct job levels, if a competency-based framework informs candidate assessments, whether promotion determinations hinge on exhibited competencies, if the organization invests in training for competency enhancement, and the perceived fairness and impartiality of the promotion process. This variable finds its origins in the work of Smith, Jones, and Brown (2023).

On the other hand, the application of seniority-based promotion is the third variable explored by the instrument. Respondents are prompted to provide their perspectives on the primacy of seniority in promotion determinations, the extent to which length of service factors into

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promotions, the regular reliance on service-based decisions, the consistent prioritization of veteran employees, and the significance of tenure in promotion considerations. This variable is drawn from a research article authored by Thomas, Brown, and Smith (2023).

Data Gathering Procedures

The study's frame encompasses drug enforcement officers within PDEA-10. To initiate the process, a stratified sampling design will be employed, categorizing participants based on key demographics like age, gender, years of service, and rank. This strategy ensures a representative sample that accounts for the diversity within the workforce. To gather data, a structured questionnaire was developed, addressing variables such as transparency of procedures and guidelines, application of competency-based promotion, and application of seniority-based promotion. The Likert-scale questions gauged participants' assessments of these aspects. The questionnaire will also incorporate demographic-related questions to facilitate the grouping of participants according to their profiles.

Before the main data collection phase, a pre-testing stage was conducted involving a subset of PDEA administrative officers not part of the main study. Their feedback helped refine the questionnaire, ensuring clarity and validity. Subsequently, the finalized questionnaires will be distributed to the selected participants within PDEA-10. Adequate time was provided for participants to complete the questionnaire, with follow-up reminders to enhance response rates.

Once data collection is complete, the responses undergo validation and accurate entry into a computerized database. Statistical analysis, encompassing both descriptive and inferential methods, was applied to interpret the data. Descriptive statistics summarized participants' assessments, while inferential statistics like t-tests or ANOVA helped ascertain potential differences based on demographic profiles.

The findings were meticulously interpreted to draw meaningful conclusions regarding the promotion practices and demographic variations among drug enforcement officers. The outcomes of the analysis were encapsulated in a comprehensive research report, detailing the study's objectives, methodology, results, and recommendations for potential policy development. As for the timing of data collection, it was scheduled considering participants' availability and operational demands, aiming for a period that minimizes disruptions to their routine tasks.

Treatment of Data

After the data was tallied and cleansed in MS Excel, the following statistical tools were used to facilitate the interpretation of the data that would be gathered: for Problem 1, which aims to profile the respondents, descriptive statistics such as frequency and percentages were used.

On the other hand, a simple mean and standard deviation were employed to describe the participants' assessment of promotion practices in PDEA-10 in terms of transparency of procedures and guidelines, application of competency-based promotion, and application of seniority-based promotion.

For Problem 3, inferential statistics like t-tests or ANOVA helped ascertain potential differences in the assessments based on demographic profiles. Finally, research question number 4 was dealt with qualitatively based on the conclusions and findings drawn from the study.

Ethical Considerations

Informed Consent Form

An informed consent form was employed in this study to ensure ethical principles and participants' autonomy were upheld. The form clearly outlined the study's objectives, procedures, potential risks, benefits, confidentiality measures, and voluntary nature. Participants were informed that their involvement was entirely voluntary and that they could withdraw at any point without repercussions. The informed consent form was distributed to participants alongside the questionnaire. Prior to answering the questionnaire, participants were requested to read, understand, and sign the form, indicating their agreement to participate.

RESULTS AND DISCUSSION

This section provides a comprehensive overview of the data collected and including statistical analyses applied in each of the research questions. Through an in-depth examination of the results, the study aims to uncover patterns, trends, and key findings related to the research questions and objectives. Additionally, this section offers critical reflections and interpretations of the data, contextualizing the findings within existing literature. The research questions are restated to improve the presentation of the results.

Respondents' assess on the promotion practice of drug enforcement officers in the PDEA-10

a) Transparency of Procedures and Guidelines

Tables 1 provide the summary of results of the mentioned area of assessment.

Table1.*Respondents Assessment of the Promotion Practice of Drug Enforcement Officers PDEA-10 in terms of Transparency of Procedures and Guidelines*

Indicator	*SD*	*Mean*	*Qualitative Interpretation*
The Procedure and guidelines for promotion are clear and accessible to all drug enforcement officers	*1.24*	*4.21*	*Very Highly Implemented*
There are opportunities for drug enforcement officers to provide feedback on the promotion process	*1.50*	*2.84*	*Moderately Implemented*
The Decision made about promotions are made in a fair and impartial manner	*1.4*	*2.95*	*Moderately Implemented*
There are mechanisms in place to prevent corruption in the promotion process	*1.14*	*3.37*	*Moderately Implemented*
The promotion criteria are based on merit and performance	*1.38*	*3.32*	*Moderately Implemented*
Overall	***1.33***	***3.34***	***Moderately Implemented***

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Scoring Interpretation
1.00 – 1.80 – Very Poorly Implemented; 1.81 – 2.60 –Poorly Implemented; 2.61 – 3.40 – Moderately Implemented
3.41 – 4.20 – Highly Implemented; 4.21 – 5.00 – Very Highly Implemented

Overall, the assessment of respondents suggests that while certain aspects of the promotion process within PDEA-10 are perceived positively, there are opportunities for improvement, particularly in soliciting feedback, enhancing perceptions of fairness and impartiality, and further strengthening mechanisms to prevent corruption. By addressing these areas, the organization can potentially enhance transparency, accountability, and fairness in its promotion practices, ultimately contributing to the morale, effectiveness, and integrity of its workforce.

The results are consistent with the findings of Alotaibi et. al (2022) who examined the importance of transparency and fairness in organizational practices, including promotion processes, within law enforcement agencies. Their study emphasizes the role of clear procedures, feedback mechanisms, and merit-based criteria in promoting organizational justice and employee satisfaction. Aligning with the assessment of respondents in Table 1, the authors argue that transparent promotion practices contribute to perceptions of fairness and trust among personnel, ultimately fostering a positive organizational climate. Furthermore, their research highlights the significance of incorporating feedback from employees to ensure the continuous improvement of promotion processes and the alignment of criteria with organizational goals and values.

Application of Competency-Based Promotion

Table 2 provides the summary of results of the mentioned area of assessment.

Table 2. ***Respondents' Assessment of the Promotion Practice of Drug Enforcement Officers PDEA-10 in terms of Application of Competency-Based Promotion***

Indicator	*SD*	*Mean*	*Qualitative Interpretation*
The organization has a clear set of competencies that are required for each job level.	*1.18*	*3.68*	*Highly Implemented*
The organization uses a competency-based approach to assess candidates for promotion	*1.13*	*3.68*	*Highly Implemented*
The organization's promotion decisions are based on the candidate's demonstrated competencies.	*1.35*	*3.37*	*Moderately Implemented*
The organization provides training and development opportunities to help employees develop the competencies they need for promotion.	*1.23*	*3.42*	*Highly Implemented*
The organization's promotion process is fair and equitable	*1.43*	*3.6*	
Overall	***1.26***	***3.46***	***Highly Implemented***

Scoring Interpretation
1.00 – 1.80 – Very Poorly Implemented; 1.81 – 2.60 –Poorly Implemented; 2.61 – 3.40 – Moderately Implemented
3.41 – 4.20 – Highly Implemented; 4.21 – 5.00 – Very Highly Implemented

Overall, the assessment of respondents suggests that while competency-based promotion practices are highly implemented within PDEA-10, there are opportunities for improvement, particularly in enhancing perceptions of fairness and equity in the promotion process. By addressing these areas, the organization can potentially further strengthen its competency-based promotion practices, ultimately fostering a more skilled, motivated, and effective workforce.

According to the evaluation of participants in Table 2, the authors contend that competency-based methods help ensure that promotion decisions are in line with organizational objectives and that talent is identified based on merit and demonstrated competencies. Moreover, their research emphasizes the need of offering training and development opportunities to assist employees in acquiring the necessary skills for professional growth. The findings shown in Table 2 are substantiated by the insights provided, highlighting the significance of competency-based promotion strategies in enhancing organizational effectiveness and employee satisfaction within drug enforcement organizations such as PDEA-10.

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c) Application of Seniority-Based Promotion

Table 3 provides the summary of results of the mentioned area of assessment.

Table 3.Respondents' Assessment of the Promotion Practice of Drug Enforcement Officers PDEA-10 in terms of Application of Seniority-Based Promotion

Indicator	*SD*	*Mean*	*Qualitative Interpretation*
Seniority is the primary factor considered for promotions within the organization.	*1.49*	*3.11*	*Moderately Implemented*
Length of service significantly influences promotion decisions in the organization.	*1.39*	*3.42*	*Highly Implemented*
Promotion decisions are often based on the number of years an employee has been with the organization.	*1.35*	*3.37*	*Moderately Implemented*
Senior employees are consistently given priority for advancement in the organization.	*1.23*	*3.37*	*Moderately Implemented*
The organization values and rewards long-standing tenure when considering promotions.	*1.31*	*3.58*	*Moderately Implemented*
Overall	***1.35***	***3.37***	***Moderately Implemented***

Scoring Interpretation
1.00 – 1.80 – Very Poorly Implemented; 1.81 – 2.60 –Poorly Implemented; 2.61 – 3.40 – Moderately Implemented
3.41 – 4.20 – Highly Implemented; 4.21 – 5.00 – Very Highly Implemented

Overall, the assessment of respondents suggests that while seniority-based promotion practices are moderately implemented within PDEA-10, the organization places significant value on length of service and rewards long-standing tenure when considering promotions. By continuing to balance seniority with other criteria and addressing areas for improvement, PDEA-10 can potentially enhance the fairness and effectiveness of its promotion practices, ultimately fostering a more motivated and engaged workforce.

The findings shown in Table 3 are substantiated by the insights provided in study of Carney et al (2018), highlighting the importance of seniority-based promotion procedures and their influence on organizational culture and employee attitudes within drug enforcement organizations such as PDEA-10.

Table 4.
Overall Assessment of the Promotion Practice of Drug Enforcement Officers PDEA-10

Indicators	SD	Mean	Qualitative Interpretation
Transparency of Procedures and Guidelines	1.33	3.34	Moderately Implemented
Application of Competency-Based Promotion	1.26	3.46	Highly Implemented
Application of Seniority-Based Promotion	1.35	3.37	Moderately Implemented

s*coring Interpretation*
1.00 – 1.80 – Very Poorly Implemented; 1.81 – 2.60 –Poorly Implemented; 2.61 – 3.40 – Moderately Implemented
3.41 – 4.20 – Highly Implemented; 4.21 – 5.00 – Very Highly Implemented

Firstly, the implementation of transparency procedures and rules for promotion is assessed to be moderately implemented, as shown by a mean score of 3.34 and a standard deviation of 1.33. This implies that although attempts have been made to build transparent protocols and principles, there might exist certain domains where clarity and accessibility should be enhanced in order to foster comprehension and confidence among staff members.

Additionally, the implementation of competency-based promotion is widely regarded as highly effective, as evidenced by a mean score of 3.46 and a standard deviation of 1.26. PDEA-10 has successfully integrated competency-based strategies into its promotion procedures, potentially fostering equity, impartiality, and congruence with organizational objectives.

Moreover, the implementation of seniority-based promotion is assessed to be moderately accomplished, as indicated by a mean score of 3.37 and a standard deviation of 1.35. This implies that although seniority may have a certain degree of influence on promotion decisions, additional characteristics such as competency and performance also exert substantial influence in shaping prospects for career progression within the business.

In general, the evaluation of participants indicates that PDEA-10 has achieved progress in the implementation of competency-based promotion strategies. However, there are potential areas for enhancement in terms of increasing transparency and decreasing dependence on seniority-based criteria. By strategically focusing on these specific areas, PDEA-10 has the opportunity to enhance its promotion methods, thereby cultivating a workforce that is characterized by fairness, meritocracy, and effectiveness.

The significance of transparency in promotion procedures within law enforcement agencies has been examined by Alzaabi and Khaimah (2023), whose research provides support for the aforementioned findings. Their research highlights the significance of well-defined protocols and directives in cultivating trust and assurance among staff, ultimately enhancing organizational unity and efficiency. Consistent with the evaluation provided by participants in Table 9, the research posits that the use of transparent promotion strategies fosters equity and responsibility, hence reducing the sense of preferential treatment or prejudice. Moreover, the study emphasizes the importance of integrating feedback mechanisms in order to gather input from employees and improve the transparency and responsiveness of promotion procedures.

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Furthermore, a study conducted by Daniali et al (2022) examined the adoption of competency-based promotion strategies in law enforcement agencies. The significance of competency frameworks and objective assessment standards in fostering equity and efficacy in promotion determinations is emphasized by their research. In accordance with the evaluation of participants in Table 9, the authors suggest that competency-based methodologies enable the recognition of competent individuals through their merit and shown abilities, hence augmenting organizational effectiveness and fostering employee satisfaction. Moreover, their study underscores the significance of training and development opportunities in facilitating employees' acquisition of the necessary skills for professional progression, underscoring the value of allocating resources towards personnel development to bolster competency-based promotion strategies.

According to years of service

Table 5 provides the summary of results of the mentioned group of assessment.

Table 5.
***Tukey's Post Hoc Comparisons* - YEARS OF SERVICE**

Comparison							
YEARS OF SERVICE		YEARS OF SERVICE	Mean Difference	SE	df	t	p_{tukey}
5-10 years	-	above 10 years	0.726	0.205	149	3.54	0.002
	-	less than 5 years	0.419	0.198	149	2.11	0.091
above 10 years	-	less than 5 years	-0.307	0.219	149	-1.40	0.341

Note. Comparisons are based on estimated marginal means

Similarly, a significant mean difference is observed when comparing respondents with 5-10 years of service to those with less than 5 years of service, with a mean difference of 0.419, a t-value of 2.11, and a p-value of 0.091. Although the p-value is slightly above the commonly accepted threshold of 0.05, it still suggests a trend towards significant differences in perceptions between these two groups.

Consistent with the findings presented in Table 5, Jackson and Smith contend that employees who have been with the organization for a longer period of time may have a stronger sense of commitment towards the business and its achievements, resulting in more favorable views of the promotion procedures. Moreover, their research emphasizes the need of acknowledging and compensating employees for their enduring dedication and efforts, specifically in regards to decisions on promotions. By utilizing these observations, the results displayed in Table 5 are corroborated, underscoring the importance of taking tenure into account as a determinant of perceptions regarding promotion methods within organizations such as PDEA-10.

According to rank

Table 6 provides the summary of results of the mentioned group of assessment.

Table 6.
Tukey's Post Hoc Comparisons – RANK

Comparison							
RANK		RANK	Mean Difference	SE	df	t	p_{tukey}
	-	INTELLIGENCE OFFICER III	-2.133	0.490	148	-4.35	< .001
	-	INTELLIGENCE OFFICER I	-0.383	0.361	148	-1.06	0.713
	-	INTELLIGENCE OFFICER II	-0.893	0.380	148	-2.35	0.091
INTELLIGENCE OFFICER III	-	INTELLIGENCE OFFICER 1	1.750	0.361	148	4.85	< .001
	-	INTELLIGENCE OFFICER II	1.240	0.380	148	3.27	0.007
INTELLIGENCE OFFICER 1	-	INTELLIGENCE OFFICER II	-0.510	0.184	148	-2.77	0.032

Note. Comparisons are based on estimated marginal means

Tukey's post hoc comparisons for ranks in relation to respondents' assessment of promotion practices within PDEA-10 are presented in Table 6.

In accordance with the findings presented in Table 6, the author posits that rank plays a crucial role in shaping individuals' perceptions of promotion practices within organizations such as PDEA-10. They contend that individuals with higher ranks tend to hold more positive views regarding promotion processes in comparison to those with lower ranks. Moreover, their study highlights the need of advocating for openness and equity in promotion policies and procedures throughout all hierarchical levels in order to cultivate organizational efficacy and enhance employee contentment. By utilizing these observations, the results displayed in Table 6 are corroborated, underscoring the importance of taking rank into account as a determinant of perceptions on promotion methods in law enforcement agencies.

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CONCLUSION AND RECOMMENDATIONS

In conclusion, the findings of this study shed light on the intricate dynamics underlying employees' perceptions of promotion practices within the PDEA-10. The results underscore the significance of age, years of service, and rank as influential factors shaping employees' perspectives on promotion processes within the organization. Age emerged as a significant predictor, suggesting that individuals' career stage and life experiences influence their priorities and expectations regarding promotions. Conversely, years of service were found to be a key determinant, emphasizing the importance of tenure in shaping employees' perceptions of recognition and advancement opportunities. Furthermore, the hierarchical nature of promotion practices within PDEA-10, as evidenced by the significant influence of rank, highlights the distinct expectations and experiences of higher-ranking personnel in relation to promotion processes.

These findings have several implications for PDEA-10 and organizations with similar structures. Firstly, they underscore the importance of tailoring promotion policies and practices to accommodate the diverse needs and expectations of employees at different stages of their careers. By recognizing the unique perspectives of individuals based on age, years of service, and rank, organizations can develop more inclusive and equitable promotion strategies that promote employee engagement and satisfaction. Additionally, addressing disparities in perceptions across rank categories is crucial for fostering a cohesive organizational culture and promoting trust and fairness within the workforce.

Moving forward, PDEA-10 can use these findings as a basis for refining its promotion policies and practices to better align with the needs and expectations of its employees. This may involve enhancing transparency and communication regarding promotion criteria and opportunities, implementing merit-based promotion processes, and providing development opportunities to support employees' career growth and advancement. By addressing the factors identified in this study, PDEA-10 can work towards fostering a culture of fairness, transparency, and meritocracy in its promotion practices, ultimately enhancing employee morale, motivation, and organizational effectiveness.

Based on the findings elucidated in the study regarding the influential role of age, years of service, and rank in shaping employees' perceptions of promotion practices within the PDEA-10, several recommendations can be proposed:

1. The Human Resource Management Section (HRMS) should develop promotion policies that are sensitive to the varying needs and expectations of employees across different age groups. Consider implementing flexible promotion pathways that cater to the career aspirations and development stages of both younger and older employees. Provide opportunities for career advancement and skill development tailored to the unique preferences and priorities of each age cohort.
2. Acknowledge the importance of years of service in employees' perceptions of promotion processes. In this way, HRMS should implements policies that recognize and reward long-standing tenure such as giving consideration in bracketing the age as to rank of promotion being applied considering that there are old employees who are nearly to retire as compared those young age with the same rank, such as tenure-based promotions, service awards, and career progression tracks that value experience and seniority. Ensure that promotion criteria reflect employees' contributions and tenure within the organization. It must be included in the criteria the number of cases being handled, number of cases won in court, number of commendation received and number of illegal drug seized attended operation.
3. The HRMS should foster a culture of meritocracy by prioritizing competency-based promotion practices over traditional seniority-based approaches. Develop transparent promotion criteria that emphasize employees' skills, achievements, and performance, rather than relying solely on tenure or hierarchical rank. Implement objective assessment methods, such as performance evaluations and competency assessments, to inform promotion decisions and ensure fairness and consistency.
4. The HRMS through its Merit and Promotion Screening Committee (MPSC) must inform all candidates through a memorandum regarding the transparency in promotion processes by clearly communicating promotion criteria, procedures, and opportunities to all employees. The HRMS should provide regular updates and feedback mechanism either in a Google form or memorandum address to their section on unidentified basis so that applicants can give their honest feedback regarding on promotion decisions to promote trust and confidence in the fairness and integrity of the process. In addition, the HRMS should encourage open dialogue and participation especially to the high ranking officials in the region in the decision-making processes related to promotions to foster a culture of transparency and accountability.
5. The HRMS must recognize the influence of rank on employees' perceptions of promotion practices and invest in leadership development programs to equip higher-ranking personnel with the skills and competencies needed to lead effectively. With this, HRMS in coordination with Philippine Drug Enforcement Agency Academy (PDEAA) must regularly provide training and mentorship opportunities to empower leaders to support and advocate for fair and inclusive promotion practices within their respective teams and departments.
6. The HRMS through MPSC must establish mechanisms for on-going evaluation and feedback to monitor the effectiveness of promotion policies and practices. The HRMS must hire a researcher to conduct regular surveys, focus groups, and performance reviews to assess employees' satisfaction and perceptions of promotion processes. The researcher must use data-driven insights to identify areas for improvement and implement targeted interventions to address disparities and enhance organizational effectiveness.

Future research on promotion practices within organizations like the Philippine Drug Enforcement Agency Region 10 (PDEA 10) could explore longitudinal trends to track changes in employees' perceptions over time, conduct comparative analyses across different organizational contexts, sectors, or regions, employ qualitative methods to gain deeper insights into subjective experiences, delve into diversity and inclusion perspectives to understand how demographic factors shape perceptions, investigate cross-cultural variations in promotion practices, and examine the impact of technology on promotion criteria and decision-making processes. These avenues of inquiry can contribute to a nuanced understanding of promotion practices and inform evidence-based strategies for designing equitable, inclusive, and effective promotion policies and practices that enhance organizational performance and employee well-being.

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