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Probing the Constructs of Technology Skill Certification (TSC) on Selected HR Functions

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Abstract

This study was conducted to determine the constructs of Technology Skills Certification (TSC) in the selected Hiring and HR processes using the variables: recruitment, selection, performance evaluation, productivity, and retention. This study used a descriptive quantitative design. Frequency and modal distributions were used to measure the most frequent occurrences of the responses. Kruskal Wallis was used to determine whether the respondents' perceptions were the same in a given group. At the same time, the Kolmogorov-Smirnov test was applied in the study because the data measurement level is ordinal and dependent on the respondents' perceptions. Lastly, factor rating was used to rank the indicators from the highest to lowest in the HR processes. The study found that IT skills are best emphasized in the performance evaluation regardless of the type of TSC acquired. The productivity output is best measured with the help of TSC and provides a sense of security and confidence along with the observed increased marketability of a worker. The various IT specializations identified from the research may help human resource practitioners, academic sectors offering IT programs, and IT-based companies as primary beneficiaries of this study. Lastly, the analysis concluded that using TSC in the recruitment and selection process can provide reform and eventually match the industry needs of the labor force and validate the IT skills among the applicants.

Keywords: Information Technology, Certifications, Recruitment, Selection, Performance Evaluation, Productivity, Retention, Human Resource Management

INTRODUCTION

Human Resource Development continues to develop a company's assets of employees. Jiang and Gong (2019) consider the increasing importance of human resources to a company's performance. Small shops operated by skilled artisans produced virtually all household goods. Craft shop owners had to employ additional workers to meet the growing product demand. The shopkeepers had to educate and train their workers without vocational or technical schools. Apprenticeships who mastered all necessary skills were called "yeomen"; they eventually left their master to establish craft shops. But most yeomen remained with their masters because they could not afford to start their craft shops. In the long run, master craftsmen formed a private "franchises" network to regulate product quality. The "yeomanries" were developed to counterbalance the powerful crafts guild and create a collective voice in negotiating a higher salary. Yeomanries were the forerunners of modern unions. With the early apprenticeship developments, DeWitt Clinton founded the first recognized manual school in New York City. The purpose of the manual school was to provide occupational training to unskilled young people who were unemployed. This program was treated as a partial solution to social problems.

The 1800s marked the birth of machinery during the Industrial Revolution, in which the hand of the artisan was replaced. The scientific management principle saw the role of machines resulting in a decreased need for less or semi-skilled workers because using machines could produce more output than manual labor. This is the onset of the birth of factories.

The introduction of Model T by Henry Ford in 1913, as described by Werner and De Simone (2006), required semi-skilled workers to perform several tasks, especially during the First World War. It converted factories that produced non-military goods, retooled the machinery, and retained the workers. Both instances changed the training programs for semi-skilled and unskilled workers.

Knowledge gained through such endeavors, which accrue over time and is unique to an organization, is a competitive advantage. In today's highly competitive global business environment, organizations must aggressively compete for new markets, products, and services to develop and sustain such advantage. As firms become more diversified, survival in this age is measured by managing human resources. Human resources, like all other business resources, are now being executed on a global scale.

Peterson Institute for International Economics *(2018) considers globalization as the growing interdependence of the world's economies, cultures, and populations, brought about by cross-border trade in goods and services, technology, and flows of investment, people, and information.* Even in the most complex organizational structure, organizations' global *competitiveness* largely depends on firms' ability to strategically adapt, reconfigure, and acquire the resources needed in the ever-changing global marketplace. Caligiuri et al. (2010) assert

that people within the organization are crucial because they can sell and market, develop products, make decisions, and implement programs. In addition, globalization magnifies the importance of the cross-border differences in workforce competencies, labor economics, employment law, and employee representation that are unique to each country. It is essential to acknowledge regional differences and adapt the management of people accordingly. Based on the U.S. Department of Labour (2009), as cited by Caligiuri, Lepak, and Bonache (2010), counties with low levels of skills (or facing a shortage of workers with specific skills) are less attractive locations for international operations while countries with high levels of skilled workers are more attractive.

In the case of India, it is more attractive due to the need of companies for a highly skilled workforce hand in hand with relatively highly skilled workers that command lower labor costs. Inevitably, globalization has significantly impacted the role, nature, and purpose of Human Resource Development (HRD) in organizations of all sizes and sectors worldwide. As a result of convergent advances in Information Technology (IT) in both hardware and software, it is now possible for individuals to collaborate and compete globally. CISCO (2023) associates Information Technology with computer systems, hardware, software, and networks related to the processing and distribution of data. Thus, these technologies have also aided the transfer of knowledge and the hiring process, particularly critical to the organization. In this crucial concern, companies and workers are heavily using IT.

However, to the researchers' knowledge, there is a need for more local studies that probe the paradigm of Technology Skill Certification in the Hiring Process variables, Recruitment and Selection, and the identified HR Process variables: Performance Evaluation, Productivity, and Retention.

Objective

The study probed the Technology Skill Certification (TSC) constructs in the Hiring Process variables, Recruitment and Selection, and the identified HR Process variables: Performance Evaluation, Productivity, and Retention.

The following specific questions may further articulate the main problem:

1. What is the present status of the hiring process on the following associated variables in terms of:
    1.1. Recruitment;
    1.2. Selection.

2. What is the impact of Technology Skill Certification in terms of:
    2.1. Recruitment;
    2.2. Selection;
    2.3. Performance evaluation;
    2.4. Productivity;
    2.5. Retention.

Hypothesis

To assist the researchers in probing the constructs of Technology Skill Certification (TSC) in the Hiring Process of Recruitment and Selection as well as in the HR Process of Performance Evaluation, Productivity, and Retention, the following hypothesis was tested in the study:

- There is no significant difference in the impact of Technology Skill Certification as perceived by the respondents in the following variables: Recruitment, Selection, Performance Evaluation, Productivity, and Retention when the respondents are grouped according to:
  a. Educational Attainment;
  b. Present Position in the company;
  c. Number of years in the company;
  d. Number of employees under supervision.

METHODOLOGY

The researchers used the Descriptive Quantitative method in presenting, analyzing, and interpreting the respondents' perceptions relative to the use of Technology Skill Certification in the Hiring Process of Recruitment and Selection and the HR Process of Performance Evaluation, Productivity, and Retention. This paper concerns the relationships between and among variables, applied or observed practices, and trends developing within the companies under study. The method was also helpful in analyzing the data where it is impossible to test and measure the large number of samples needed for the more quantitative types of analysis and experimentation.

This study's respondents were the Hiring Manager, Chief Executive Officer (CEO), Chief Information Officer (CIO), IT Manager, IT Supervisor, and IT Project Leader from the selected IT-based companies. They were chosen for having a substantial use of Technology Skill Certification in the Hiring Process variables of Recruitment and Selection. HR Process variables of Performance Evaluation, Productivity, and Retention of employees were considered vital in the research study. Besides, they are highly engaged in the recruitment and selection processes. Since it is not the sole responsibility of the Hiring manager to finally select the candidate from the pool of applicants, the middle to top-level IT Managers, as well as the IT supervisor IT team leader, will be considered as target respondents in the study to help in the evaluation of workers performances.

The respondents were clustered as either Hiring Manager, Chief Executive Officer (CEO), Chief Information Officer (CIO), IT Manager, IT Supervisor, and IT Project Leader from the selected IT-based companies, namely, Accenture, Cheq Systems, Digital Data Corp., ePLDT, First Data Corp, GMA-7, Headstrong Phils., NEC, Philippine Airlines (PAL), SMART, and Trend

Micro Phils. There were 200 questionnaires distributed to sixteen (16) IT-based companies, and only 105 questionnaire forms were retrieved by the researchers from the eleven (11) IT-based companies who responded to the study. They were randomly identified based on the mentioned inclusive criteria. Purposive sampling was used since the desired population for the study is rare or very difficult to locate and recruit. Purposive sampling was the only option. Purposive sampling started with a purpose; the sample was selected to include people who fit the purpose and excluded those who did not suit the purpose. The researchers believed that this was the most suited method to use.

Furthermore, a survey questionnaire was the primary research instrument to gather data and information. The questionnaire is divided into three parts. Part I deals with the respondents' demographic profiles regarding educational attainment, position, years in the department, and number of employees handled. Part II focuses on the hiring process variables of recruitment and selection, and Part III focuses on the HR process variables of performance evaluation, productivity, and retention.

A pre-testing of the instrument was made in Cronbach Alpha with a result of 0.992. This shows the high reliability of the research instrument. It was conducted at HP (Hewlett Packard) company located at Mckinley St. Fort Bonifacio Metro Manila. 6 respondents participated in the pre-testing. After which, the proper corrections in the instrument were made.

In answering the questionnaire, the respondents were asked to respond in all of the written variables, with utmost honesty and sincerity using the 4-point rating scales, namely:
1 - Strongly Agree
2 - Agree
3 - Disagree
4 - Strongly Disagree

Where:
Strongly Agree – Evidently observed and strictly implemented
Agree - Observed and implemented but with exceptions
Disagree - Not evidently observed but known to be implemented / Evidently observed
Strongly Disagree - Not observed and not implemented

Consequently, the questionnaire emphasized the construct variables used by the researchers in the Hiring Process variables of Recruitment and Selection and the HR Process variables of Performance Evaluation, Productivity, and Retention.
To statistically treat the gathered data, the following statistical treatments were applied for the researchers to address the specific problems as well as to determine if the research hypothesis is accepted or not:

1. **FREQUENCY** DISTRIBUTION in statistics, a graph or data set organized to show the frequency of occurrence of each possible outcome of a repeatable event observed many times (http://www.britannica.com/EBchecked/topic/219621/frequency-distribution). The researcher used this to present data from the survey instrument where it can be applicable.

2. **MODAL DISTRIBUTION** was used to measure the most frequently occurring response value in the samples, from 1 – Strongly agree to 4 – Strongly disagree. This was applied in the portion of the survey where the level of measurement used was ordinal.

3. **KRUSKAL WALLIS** test is used when there is one nominal variable and one measurement variable that is severely non-normal or when you have one nominal variable and one ranked variable (http://www.biostathandbook.com/kruskalwallis.html). It tests whether the mean ranks of the measurement variable are the same in all the groups. This was applied in the study because the data is nonparametric, and the lowest level of measurement is ordinal. The formula is shown below:

4. **THE KOLMOGOROV-SMIRNOV TEST** is a nonparametric test for the equality of continuous, one-dimensional probability distributions that can be used to compare a sample with a reference probability distribution (one-sample K–S test) or to compare two samples (two-sample K–S test). The study applied this because the data measurement level is ordinal and dependent on the respondents' perceptions.

The Kolmogorov-Smirnov test statistic is defined as

1. **CRONBACH'S (ALPHA**) measures internal consistency, that is, how closely related a set of items are as a group. It is considered to be a measure of scale reliability). The said tool was used to measure the reliability of the questionnaire in the study. The formula is shown below:

2. **FACTOR RATING** is a valuable approach for evaluating and comparing a given alternative. It is done by establishing a composite value for each option that summarizes all related factors. (Stevenson, 2010). This was used in ranking indicators from the highest to the lowest in the HR processes.

RESULTS and DISCUSSION

They study yielded the following results.

Problem 1: What do you think is the present status of the hiring process on the following variables?

Table 1
Modal Distribution on the Present Status of the Hiring Process of the Recruitment Indicators

Recruitment Indicators	Mode	Description	No. of responses	Weighted factor	Rank
Recruitment is done after job analysis is	2	Agree	56	112	2nd

used to determine the prospective applicant's knowledge, skills, and abilities.					
External recruitment is decided upon after internal human resource evaluation and consideration is applied.	2	Agree	54	108	
Recruitment is done using the traditional strategies: use of TV, Radio, Flyers, Newspaper and Brochures.	2	Agree	54	108	
Online advertisements via a job sourcing company (ex. Jobstreet.com, Trabaho.com etc) are also used as a strategy in recruitment.	1	Strongly Agree	60	120	1st
Demand for human resource as a request from the sourcing department is one of the factors considered in recruitment.	2	Agree	36	72	
The output or result of the job analysis & HR planning is one of the factors considered in recruitment.	2	Agree	55	110	3rd
	2	Agree			

The requesting department specifies the job description they are looking for in an applicant.			53	106
I am satisfied with the present recruitment practices in my organization.	2	Agree	53	106
General Mode	2	Agree		

LEGEND:
MODE
1 = HIGHEST = STRONGLY AGREE = 3
2 = MIDDLE = AGREE = 2
3 = LOWEST = DISAGREE = 1

Table 1 presents the modal distribution of the present status of the hiring process with the given Recruitment indicators.

The mode was performed to determine the highest perception of the Recruitment indicators. The respondents were given four options to answer each Recruitment indicator: 1 is for Strongly Agree, 2 is for Agree, 3 is for Disagree, and 4 for Strongly Disagree. The general perception of the respondents on the recruitment was agreeable. However, the online advertisement via sourcing was strongly agreed as perceived by the respondents.

The respondents preferred “job boards” (1st) due to their low operational cost and the availability of most information for present and future recruitment strategies. This supports the notion of McKenna and Beech (2002), citing that e-recruitment increases the trends allotted on the use of computer-aided design and production in manufacturing and recruitment. The qualifications of recruited personnel through the Internet have the same capabilities as those recruited in face-to-face recruitment and interviews. It further reduces the requisitioning manager to reject those not qualified outwardly.

2nd state is the reference to the conduct of analysis to determine the KSA of the applicant. The 3rd state is considering the applicant based on the output from the job analysis and HR planning made.

Selection Indicators	Mode	Description	**No. of responses**	**Weighted Rank factor**
The selection process assesses the work experience and expertise of a candidate.	2	Agree	59	118

A Bachelor's Degree is considered a minimum requirement in hiring a candidate.	2	Agree	55	110	
The HR manager is not always the one deciding who will be selected from among the list of qualified applicants.	2	Agree	56	112	
Previous work experiences are used as basis for selecting a candidate.	2	Agree	60	120	3RD
In selection process, job definition is very important.	2	Agree	58	116	
Performance test or work sample test is considered basis in selecting the candidate fit for the position.	2	Agree	67	134	2ND
I am satisfied with the present selection practices in my organization.	2	Agree	77	154	1ST
General Mode	2	Agree			

Table 2 presents the modal distribution of the present status of the hiring process with the given Selection indicators.

The mode was performed to determine the most common perception of the Selection indicators. The respondents were given four options to answer each Selection indicator: 1 is for Strongly Agree, 2 is for Agree, 3 is for Disagree, and 4 for Strongly Disagree. The general perception of the respondents on the Selection was Agree.

The selection process should support the job description. The selection process should be set up in such a way that it lets the organization identify people who have the necessary knowledge, skills, and abilities. This was identified in the 1st ranking of indicators in Table 6 above.

There are tools used to help managers predict the future job success of a candidate, such as the multiple selection tool as manifested in the works of Scholarios and Lockyer (1996), cited by McKenna and Beech (2002). This supports the 2nd ranking of the respondents, where a work sample is considered a basis for selection. Hatum (2010) cited Clifford et al. (2006) also suggested work samples as proven predictors of selection success. The 3rd ranking should reinforce that experience is vital in the selection process.

Problem 2: What is the impact of Technology Skill Certification in terms of:

Table 3
Modal Distribution on the Impact of Technology Skill Certification in Recruitment

Recruitment Indicators	Mode	Description	No. of responses	Weighted factor	Rank
IT work experience of an applicant is given importance in the recruitment process.	2	Agree	56	112	2nd
Technology Skill Certification is widely used in the recruitment process.	2	Agree	54	108	3rd
Skill standards such as IT certification will provide reform in education to match curriculum to workplace requirement.	2	Agree	65	130	1st
General Mode	2	Agree			

Table 3 presents the modal distribution of the impact of Technology Skill certification in the Recruitment process.

The mode was performed to determine the most common perception of the impact of Technology Skill Certification in the given Recruitment indicators. The respondents were given four options to answer each Recruitment indicator: 1 is for Strongly Agree, 2 is for Agree, 3 is for Disagree, and 4 for Strongly Disagree. The general perception of the respondents on the impact of Technology Skill Certification in Recruitment was Agree.

Most respondents (61.9%) believed that using TSC would provide reform in education to match curriculum and workplace. The academe should be aware of this to formulate a curriculum that will fit the needs of these organizations. The 2nd indicator result affirms the actual condition in the recruitment process, as mentioned in the study of Hunsinger and Smith (2004), which refers to using TSC to ensure job candidates possess specific knowledge and proficiencies. It would lessen the manager's and project leader's effort to train the newly hired employee on the basic understanding of the job. The effort would be less; thus, training will focus more on the unique details specific to a company. According to Lutz Ziob, Microsoft's Learning General Manager, "For organizations, certifications help hiring managers identify specific skills, knowledge, and abilities that align with job roles and desired skills" (Journal Training and Development, Vol. 60, May 2006). This was followed by considering the work experiences of the applicant (53.3% of the respondents). The 3rd indicator (51.4% of the respondents) points to TSC being widely used in recruitment.

Table 4
Modal Distribution on the Impact of Technology Skill Certification in Selection

Selection Indicators	Mode	Description	**No. of responses**	**Weighted factor**	**Rank**
Technology Skill Certification is viewed by hiring managers as a high-value validation of IT skills.	2	Agree	69	138	1st
Certification adds to the applicant's credibility as a professional.	2	Agree	63	126	2nd
Technology Skill Certification provides greater opportunities for employment, promotion,	2	Agree	56	112	3rd

and increased earning potential.		
General Mode	2	Agree

Table 4 presents the modal distribution of the impact of Technology Skill Certification in the Selection process.

The mode was performed to determine the most common perception of the impact of Technology Skill Certification in the given Selection indicators. The respondents were given four options to answer each Selection indicator: 1 is for Strongly Agree, 2 is for Agree, 3 is for Disagree, and 4 for Strongly Disagree. The general perception of the respondents on the impact of Technology Skill Certification in Selection was agreed.

Most respondents (65.7%) viewed TSC validating the candidate's IT skills. As shown in Table 8, 62.8% of the respondents agreed that TSC further increases the applicant's credibility. Meanwhile, 53.3% of the respondents viewed certification as an avenue for employment, promotion, and earning potential.

The result affirms the actual condition in the Selection process. The result magnified the use of TSC in the study by Hunsinger and Smith (2004), which viewed the use of TSC in the selection process and served as a tool to screen out unqualified applicants that yield cost and time savings to the firm. These costs would be incurred from training and highly technical programs that are usually expensive for the company. The other cost is the salary paid for an employee under training who does not contribute to the company's profitability outcomes.

Table 5
Modal Distribution on the Impact of Technology Skill Certification in Performance Evaluation

Performance Evaluation Indicators	Mode	Description	**No. of responses**	**Weighted factor**	**Rank**
Performance evaluation gives emphasis on the IT skills of employees.	2	Agree	65	130	2nd
Certified employees are	2	Agree	50	100	

given higher salary compared to non-certified workers.					
Work sample output is used in evaluating certified workers.	2	Agree	71	142	1st
The type of certification (vendor specific-vendor and non-vendor specific) is an advantage in performance appraisal.	2	Agree	58	116	3rd
General Mode	2	Agree			

Table 5 presents the modal distribution of the impact of Technology Skill Certification in the Performance Evaluation process.

The mode was performed to determine the most common perception of the impact of Technology Skill Certification in the given Performance Evaluation indicators. The respondents were given four options to answer each Performance Evaluation indicator: 1 is for Strongly Agree, 2 is for Agree; 3 is for Disagree, and 4 for Strongly Disagree. The general perception of the respondents on the impact of Technology Skill Certification in Performance Evaluation was Agree.

The result affirms the real condition in the Performance Evaluation process. Work sample output is the highest consideration in performance evaluation. This was stressed by 67.6% of the respondents. Further on, 61.9% of the respondents in the workplace indicated that IT skills are emphasized in evaluation. In a performance comparison scenario between two equal workers, 55.2% of the respondents said that IT certification is an advantage during appraisal. This supports the views of most hiring managers on the use of TSC as a high-value validation of IT skills in the study made by CompTIA (2011). Moreover, employers' inclinations to rely on professional certifications are viewed as a high-value validation of IT skills with experience, track record, and accomplishments, which rank as the most critical factors when evaluating job candidates. Lastly, it is worth noting that either vendor or non-vendor IT certification is viewed as an advantage in performance appraisal.

Table 6
Modal Distribution on the Impact of Technology Skill Certification in Productivity

Productivity Indicators	Mode	Description	**No. of responses**	**Weighted factor**	**Rank**

Technology Skill Certification programs gauge applicant's technical skills and competence.	2	Agree	59	118	1st
Technology Skill Certification is implemented in the company to measure the productivity of employees objectively.	2	Agree	52	104	
General Mode	2	Agree			

Table 6 presents the modal distribution of the impact of Technology Skill Certification in the Productivity process.

The mode was performed to determine the most common perception of the impact of Technology Skill Certification in the given Productivity indicators. The respondents were given four options to answer each Productivity indicator: 1 is for Strongly Agree, 2 is for Agree, 3 is for Disagree, and 4 for Strongly Disagree. The general perception of the respondents on the impact of Technology Skill Certification in Productivity was Agree.

The result supports the notion of Baruch (2004), which states that learning or gaining new skills, abilities, and competencies indicates success in one's career. Employability requires updating competencies in IT and good networking of IT companies. The result affirms the real condition in the productivity process. 53.3% of respondents believed that TSC gauges the applicant's technical skill and competence. 49.5% of the respondents use TSC to measure productivity objectively. The IT certification would be a factor to consider when comparing one worker to the other.

Table 7
Modal Distribution on the Impact of Technology Skill Certification in Retention

Retention Indicators	Mode	Description	**No. of responses**	**Weighted factor**	**Rank**
Technology Skill Certification provides an employee sense of security and confidence.	2	Agree	77	154	1st
There is a value added to a worker's employment when he or she gets certified.	2	Agree	63	126	
General Mode	2	Agree			

Table 7 presents the modal distribution of the impact of Technology Skill Certification on Retention.

The mode was performed to determine the most common perception of the impact of Technology Skill Certification in the given Retention indicators. The respondents were given four options to answer each Retention indicator: 1 is for Strongly Agree, 2 is for Agree, 3 is for Disagree, and 4 for Strongly Disagree. The general perception of the respondents on the impact of Technology Skill Certification in Retention was agreed.

There is a value-added factor to a worker's employment when certified. 73.3% of the respondents answered that TSC provides employees with a sense of security and self-confidence at work. This supports the increased chance for workers' retention status in the company. Aside from the fact that compensation plays an essential role in retaining employees, as mentioned in The Business World (2002), performance management is viewed as a continuous process that will assist the firm in identifying the effective and ineffective performance of a worker, as mentioned by Smither and London (2009). 60% of the respondents likewise pointed out the truthfulness of the indicator that value is added when the employee is certified.

The use of TSC is manifested highly in the recruitment and selection process. Most respondents viewed it as a basis for reform in education to match the curriculum to workplace requirements, thereby helping the people in the education sector with an idea of what IT skills the industry will require from the graduates. Most of the hiring managers surveyed viewed using TSC as a high validation of IT skills; therefore, organizations save money and time in the hiring process.

Once the applicant is employed, decision-makers use the work sample output to evaluate their employees' IT competency. The respondents also affirm that TSC will help them gauge their workers' technical skills and competencies. Lastly, according to Harvard Business Essentials: Hiring and Keeping the Best People (2002), those companies that provide practical skill training knowing that IT skills erode over time gain the benefit of finding those workers who are well versed in a standard such as TSC maintain their employability and in some cases advances to a higher level. Sending workers for training leads to having a sense of security and confidence in the workplace.

SUMMARY OF RESULTS

On Problem No.1, ***What do you think is the present status of the hiring process on the following associated variables?***

Most respondents (57.1%) agree that online advertisement is a popular cost-saving recruitment strategy. This gives fast availability of information systems that greatly help the HR department. It is worth noting that job analysis assists the company in determining the required KSA (knowledge, skills, and attitude) of applicants. Among the selection indicators are - the majority of the respondents (73.3%) are satisfied with the present selection practices in their respective organizations and agree on specific selection indicators of a candidate, which includes experience, with the help of a performance or work sample test and likewise know the applicant's level of education. HR also considered the previous work experiences of the selected applicants.

On Problem No. 2, ***What is the impact of Technology Skill Certification in terms of:***

2.1 Recruitment

The majority of the respondents (61.9%) believed that using TSC in the recruitment process will provide reform and eventually match the industry needs of the labor force as a product of the education sector.

The importance of IT work-related experience was highlighted, thus making TSC widely used in recruitment.

2.2 Selection

TSC is viewed as a high-value validation of the IT skills among the applicants, as affirmed by the majority of the respondents (65.7%). Applicant's credibility in the IT profession increases with the support of TSC in their credentials. Moreover, as expressed by the respondents, applicants with related TSC can have more significant opportunities for employment, promotion, and earning potential.

2.3 Performance Evaluation

Using work sample tests in recruitment helped the company evaluate their workers' performances (work sample output), as most respondents (67.6%) attested. According to the respondents, the IT skills of their workers are best emphasized in the performance evaluation process regardless of the type of TSC they hold - whether vendor-based or non-vendor-based certifications.

2.4 Productivity

Among the productivity indicators, most respondents (56.1%) acknowledged using TSC as a tool to gauge their workers' technical skills and competence. Worth noting is the affirmation of about 49.5% of the respondents on using TSC in their company to measure their employees' work and output productivity.

3.5 Retention

Most respondents (73.3%) assert that TSC gives their employees a sense of security and confidence. TSC further increases the value of workers' employment status when they are certified.

CONCLUSION

Based on the study's findings, the use of TSC in the recruitment and selection process can provide reform and eventually match the industry needs of the labor force and validate the IT skills among the applicants. The study also proved that there is no significant difference in the impact of TSC as perceived by the respondents in the following variables – Recruitment, Selection, Performance Evaluation, Productivity, and Retention when the respondents were grouped according to 1) Educational Attainment, 2) Present position in the company, 3) Number of years in the company and 4) Number of employees under supervision.

RECOMMENDATIONS

The researchers thus recommend the following:

1. TSC can be a reform in the curriculum of IT education. However, certifications must be synchronized with the workplace requirements of the IT companies. Furthermore, the decision-makers in the academe should consider the following areas of specialization in developing their curriculum in IT: Database Administration and Web Programming and

Development, Network or Telecommunication Administration, Application Programming, and least among these are the help desk and staff support.

2. Use the TSC to properly screen online applicants of IT companies to minimize the time and cost of the recruitment process. It will also be beneficial to applicants as they undergo the job search.
3. Provide continuous training to the IT workers because of the rapid development of IT.

4) Study the possibilities of formulating a company policy that TSC be an essential requirement in retaining and promoting an IT worker. This may be applied within the company or adopted by the IT industry.

5. Make future research on the use of TSC against numerical performance evaluation results of the company, as well as productivity output quality and quantity based on company standards. The time frame must be periodic, and the entire process should involve managers and workers of the IT companies.
6. Make future research on TSC and its relevance on perceived versus actual performance evaluation of IT workers and between certified and non-certified IT worker

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