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Promotional Strategy Preferences and Buying Decisions of Western Appliances Customers

Rony S. Toling

Abstract

This study assessed the promotional strategy preferences and buying decisions of the Western Appliances customers in Metro Manila, Philippines. Through a validated self-made survey questionnaire, the data were gathered from 100 purposively chosen customers of Western Appliances. The percentage, arithmetic mean, standard deviation, Pearson correlation analysis, t- test, and regression analysis were applied using data management statistics tool. The results revealed that there were statistically significant correlations between the promotional strategies and customer buying decisions variables. In particular, promotional strategies implemented by the subject firm have significantly high positive correlations with all the respondent's preference variables such as sales promotion, advertising, personal selling, direct marketing and public relations. There was also statistically significant correlations between the promotional strategies and the customer buying decisions variables. Therefore, increase or decrease in effectiveness of promotional strategies' implementation significantly results in an increase or decrease in the purchase decisions of customers in Western Appliances in Metro Manila.

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1. Introduction

The retail industry of the Philippines is characterized by large market base for consumers with high disposable income. The industry maintains its momentum driven by rapid growth of the country's population, social developments, and the nation's economic growth and development. Key factors attributed to retail industry growth are changing consumer needs, population growth, increasing youth segment, rising purchasing power of the people, and consumer confidence. The retail industry is projected to rise over the long term.

The market of the retail industry is demographically diverse. Consumers prefer cheap goods but convenience stores primarily dominate the industry with high product demand. The industry benefits from the economy's sustained growth and high private consumption. Although the majority of the people has low income due to less agricultural production, the changing demographics offers new trends that eventually encouraged the formulation of new strategies and business opportunities to fit the changes in the consumer behavior.

One of the major key player in the country's retail industry is the Western Appliances. It offers a wide range of kitchen and home appliances, electronics, and entertainment systems. It has maintained its existence for more than fifty years offering major brands of product assortments and providing customer satisfaction through the provision of high quality products and the commitment to create value to customers. Recognized as one of the top retailers for appliances in Metro Manila, the firm seeks to develop a competitive marketing tool to continuously cater to the changing needs of the market and to better serve them through effective communication tools that are of preference to their needs.

This study aimed to determine the perception of the customers on the promotional strategies of Western Appliances vis a vis buying decisions of customers based on sales promotion, advertising, personal selling, direct marketing and public relations. It also tested the significant relationship between the preferences of the customers on the promotional strategies and customers' buying decisions. This study provides a promotional strategy framework that benefits retail business in targeting potential market niche. It provides validation on the promotional strategies that are appropriate for a particular target.

2. Literature Review

2.1 Theoretical Background

This study is anchored on the "Factors that Influence Selection of Promotional Mix' as postulated by Tanner and Raymond (2010).

Figure 1

Factors the Influence Selection of Promotional Mix
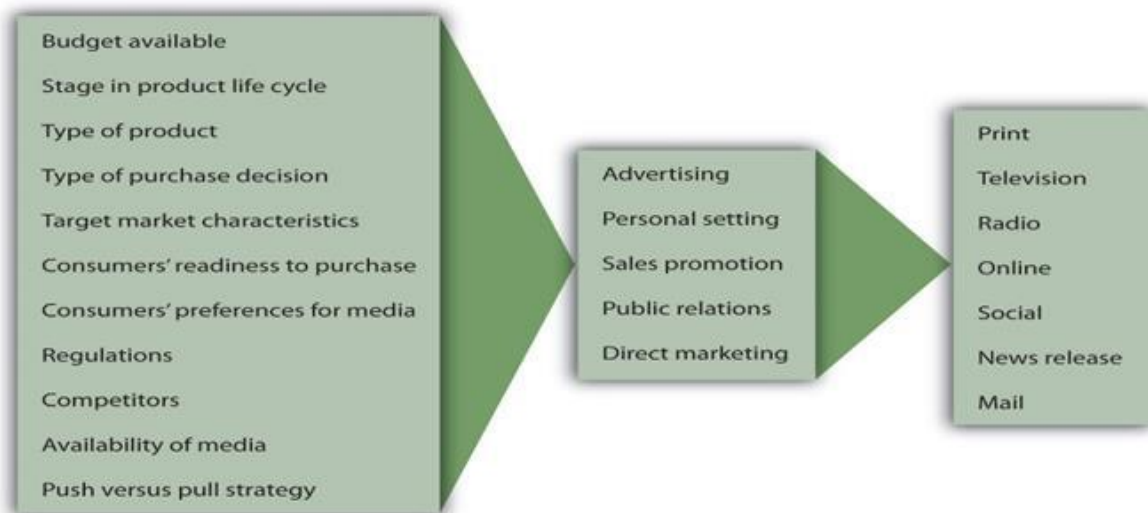
As presented in Figure 1, marketers select varied types of media based on their perceptions. The framework shows a number of factors that influence the choice of elements that comprise the promotional mix. For example, the budget available affects the number of individuals that a promotion can reach and the frequency of people exposure. Firms may not get the exposure required to be successful if budget is not sufficient. Moreover, product life cycle stage also influence the amount and type of promotion used. Consumer awareness and trial are needed in purchase decisions of consumers and businesses. Products that are in the introductory stages will require a lot of funds in the creation of awareness in the marketplace. Building awareness entails more communication in the beginning of the product life cycle. In addition, product type and purchase decisions need varied types of promotion. High

involvement products require professional selling to build customer understanding on the product features and how the product operates.

2.2 Related Studies

There are several studies conducted on the promotional strategies and consumer behavior. For example, the study conducted by MarketingSherpa (2016) through an online survey fielded with a sample of United States consumers showed that companies need to focus on the ways customers want to receive promotions and regular updates. It was also revealed that there was strong preference of consumers to receive updates in the email which was less popular with marketers. Customers also prefer visiting websites which is less popular also among marketers instead marketers prefer attending local events with less consumers' preference.

There are strong evidence showing mismatch between the company strategies and customers' preferences. The marketers' practices to offer customers to engage with brands lag behind top choices of consumers to receive promotions and updates. There is more preference of consumers to receive print updates in the email than the tendency of marketers to offer. They also prefer to visit firm's website for promotions and updates without being contacted, while marketers prefer to use the method of laissez-faire for customer engagement. According to Ahmad (2015), the primary benefit of promotions is consumers' stimulation in comparing brands and the ability to evaluate possibilities for purchase decisions. In his study, the firms in Pakistani industries use varied promotional strategies based on preferences of consumers to boost company sales. It was evident that attitude towards price discounts, coupons, free samples, and buy one get one free are significantly related to buyer behavior.

In another study by Familmaleki et al. (2015), the effects of sales promotion on the decision making process of buyers was investigated. The increased profits and customer purchases were found to come from marketing activities related to sales promotions. The strategy was proven to be a vital marketing tool specifically in reaching targeted consumers and persuading them to buy. The strategy is used primarily to elicit an impact directly from customers' purchase behavior. Buying behavior is also influenced directly by sales promotion. The various elements of sales promotion such as price discounts, free samples, physical and social surroundings motivate buying behavior. Results of the study revealed significant

relationships between price cutting, customer value, customer satisfaction, behavioral intentions, and value. It was also showed that attractive sales promotions enhance repurchases intentions of customers.

A similar study of Shamout (2016) determined the impact of sales promotion in the retail industry that involved price discount, coupons, sample, buy one get one free on the buying behavior of consumers. Findings of the study revealed that promotional tools positively induce consumer's behavior but coupons were found to have no influence on the buying behavior of customers. Sales promotion was intended to add extra product and service value within the framework of strategic marketing. It increased purchases and was found to be more effective when used when the deal is going on. This is congruent to the study of Anyadighibe et al. (2014) on the impact of personal selling in retail banks on productivity. It was found also that customer retention, sales volume, and customer relationship have statistically significant relationships.

In another aspect of marketing, public relations is an essential part of the marketing mix for brands of consumer products in establishing a level of trust and educating customers on new products and services (Dennis Rutzou Public Relations, 2017). The public relations programs, when considered as part of marketing strategy, can perform effectively as a communication tool.

3. Methodology

This study used the descriptive method of research. Under this method, descriptions were generated from responses that were gathered from the survey dealing with promotional strategy preferences of customers of Western Appliances in Metro Manila. This method enabled the gathering of opinions and comments from the respondents. The method is designed to gather all information regarding the present situation relative to the subject under investigation. It describes the nature as it exists at the time of the study specifically focusing on the promotional strategy preference and buying decisions of customers (Keiss, 1996; Calderon & Gonzales, 1993).

The respondents were selected through purposive sampling, a selective and judgement sampling technique wherein own judgment was used to choose the members of sample.

According to Black (2010), representative sample can be obtained by means of a sound judgement, which can provide time and cost savings. Through personal observation at the Western Appliances Branch located in Commonwealth Quezon City in the Philippines, a total of 100 customers were chosen to participate in the survey. There were fifty (50) female and fifty (50) male customers who consented to answer the survey questionnaire.

The main research instrument was a self-constructed survey questionnaire validated by academic and industry experts. A pilot testing was also conducted to test the questionnaire validity and reliability. The survey questionnaire consisted of statements related to the promotional strategy preference and the buying decisions of customers answerable by a range of scale from 5 as "strongly agree" to 1 as "strongly disagree." An unstructured interview was conducted at random respondents to elicit more information. The consent, safety and confidentiality of the respondents and their answers were assured.

The data gathered were treated with various statistical treatments such as arithmetic mean, standard deviation, Pearson correlation analysis and t-test.

4. Findings and Discussion

Table 1

Customers' Perception on Sales Promotion Strategies

Sales Promotion Indicators	M	S.D.	V.I.
Sales promotion tools on samples, shopping cards & coupons build brand preference & sales.	4.04	0.790	A
Loyalty programs, discounts, displays provide incentives that encourage product purchase.	4.21	0.640	A
The strategy influences consumer perceptions & product preferences.	4.05	0.657	A
Increased customer interest results in greater attention to store brands.	4.08	0.706	A
Strategy guides buying decisions that stimulate purchase	4.12	0.742	A
Composite Mean	**4.10**	**0.707**	**A**

As shown in Table 1, respondents agree on the overall customers' promotional strategies' preference on the aspect of sales promotion, with a composite mean of 4.10 and a standard deviation of 0.707, showing little volatility in the responses. Respondents agree on

the sales promotion tools used by Western Appliances in terms of samples, shopping cards & coupons that build brand preference & sales (WAM= 4.04), incentive provided to customers by loyalty programs and displays that encourage product purchase (WAM=4.21), the influence of sales promotion strategies for consumer perceptions and product preferences (WAM=4.05), sales promotion strategies resulting in increased customer interest (WAM=4.08) and sales promotion strategy that guides buying decisions stimulates purchase (WAM=4.12). The average standard deviation of 0.707 describes the homogeneity of the respondents on this issue, showing small dispersion of data points from the mean that accuracy of the mean value for the sample.

The strategies aimed at increased sales in the short run are perceived to be effective, offering better value to customers causing immediate responses of buyers for purchase decisions and actual product purchase. According to Daramola, Okafor and Bello (2014), this is brought by aggressive sales promotion, hence, organizations must be aware of the most appropriate sales promotional strategy needed to achieve marketing objectives. It is congruent with Familmaleki et al. (2015) that there is direct impact of sales promotion on customers' buying decisions and behavior. Inducing promotional strategies of price discounts, free samples and social surroundings motivate customer's purchasing behaviors and behavioral intentions. Attractive strategies of sales promotion also enhance repurchase intentions and customer satisfaction.

As shown in the table 2, respondents showed preference on advertising strategies which demonstrated effectiveness and ease of product use (WAM=4.09) and the use of web technologies and tools used to build visit frequency and store traffic (WAM=3.89), advertising strategies are perceived to result in cost effectiveness for business development (WAM= 4.05). Their perceptions also show agreement that customer learning changes behavior towards product purchase (WAM=4.11) and brand comparison and purchase evaluation are possible through advertising strategies of publications and campaigns (WAM=4.15). All these statements are rated "Agree."

Table 2

Customers' Perception on Advertising Strategies

Advertising Indicators	M	S.D.	V.I.
Advertising demonstrates effectiveness & ease of product use.	4.09	0.683	A
Web technology & advertising tools build visit frequency & create store traffic.	3.89	0.723	A
Results in cost effective methods for business development.	4.05	0.770	A
Achieves customer learning that changes behavior towards product purchase.	4.11	0.777	A
Publications & campaigns allow customer to compare brands & evaluate purchase possibilities.	4.15	0.729	A
Composite Mean	**4.01**	**0.737**	**A**

The average standard deviation of 0.737 describes the homogeneity of the responses regarding advertising preferences of customers that can lead to buying decisions and actual purchase of the respondents' product offerings. The low standard deviation shows small dispersion of data points from the mean indicating accuracy of the mean value for the sample. The advertising strategies inform them of the existence of the products and the availability of all information necessary in making evaluations that ascertain product performance which meets customer level of product expectations. It is consistent with that of Furaji et al. (2013) that advertising directly influences behaviors and attitudes of customers. It is used by firms as a major tool to increase awareness on products in customer's mind essential in making decisions to purchase.

As presented in Table 3, respondents' promotional preferences on personal selling strategies show agreement that selling skills and capabilities of salespeople enhance their buying behavior (WAM=4.23; SD=0.566) and the strategy customizes sales message to customers that provide assistance in buying behavior (WAM=4.11; SD=0.601). They also agree that salesperson's behavior influences customer's purchase interest (WAM=4.10) and their competencies attract customer behavior leading to purchase (WAM=4.13). Agreement on customer's perceptions of salesman's sincerity & behavior enhance buying decisions is revealed by the mean value of 4.19 and standard deviation of 0.631. The overall mean of 4.5 indicates respondents' agreement on their promotional preference of personal selling that result in

buying intentions of customers on the product offerings of the respondent firm. Judging from the low overall standard deviation score of 0.658, shows homogeneity of respondents' responses.

Table 3

Customers' Perception on Personal Selling Strategies

Personal Selling Indicators	M	S.D.	V.I.
Selling skills & capabilities of salespeople enhance buying decisions.	4.23	0.566	A
The strategy customizes sales message to customers that provide assistance in buying behavior.	4.11	0.601	A
Salesperson's behavior influences customer's purchase interest.	4.10	0.745	A
Competencies of salespeople attract customer behavior that lead to purchase.	4.13	0.748	A
Customer's perceptions of salesman's sincerity & behavior enhance buying decisions.	4.19	0.631	A
Composite Mean	**4.50**	**0.658**	**A**

These findings imply that personal selling strategies of the respondent firms are carried out effectively by the salespeople, through the offering of precise products and services to their customers. According to Anyadighibe et al. (2014), the promotional strategy of personal selling enhances customer retention, customer relationship, and increases the firm's sale's volume.

Table 4 presents the perceptions of respondents on preferences for direct marketing strategies implemented by the company. The table shows agreement of respondents that direct marketing strategies communicates directly to customers through catalogues, letters, newspapers, magazines to get direct response of product preferences, campaigns achieve direct response from relevant target customers, email marketing delivers messages & accurately measures buying behavior, online channels & social media communicate directly to create contents that generate responses on buying decisions & purchases, media employed guides buying decisions & generates customer purchases indicated by the mean values of 4.11, 4.02, 3.97, 3.95, & 3.87, respectively. Homogeneity of responses are supported by the standard

deviations of 0.634, 0.791, 0.731, 0.701, and 0.812, for sales promotion, advertising, personal selling, direct marketing, and public relations, respectively.

Table 4

Customers' Perception on Direct Marketing Strategies

Direct Marketing Indicators	M	S.D.	V.I.
Communicates directly to customers through catalogues, letters, newspapers, magazines to get direct response of product preferences.	4.11	0.634	A
Campaigns achieve direct response from relevant target customers.	4.02	0.791	A
Email marketing delivers messages & accurately measures buying behavior.	3.97	0.731	A
Online channels & social media communicate directly to create contents that generate responses on buying decisions & purchases.	3.95	0.701	A
Media employed guides buying decisions & generates customer purchases.	3.87	0.812	A
Composite Mean	**3.98**	**0.735**	A

As indicated by the composite mean of 3.98, and standard deviation of 0.735, this finding shows customers perceptions of their preference for the promotion tool that direct marketing strategy adopted by the subject retail firm is providing customers products and services benefits suitable to satisfy their specific needs. As customers have less time and energy to explore in the market, direct marketing strategy provides them with all necessary information that aid them in their decisions for buying. As mentioned by Tushar (2014) that there is positive effect of direct marketing on consumer buying decisions.

Perceptions of respondents on promotional preferences for public relations strategies are shown in Table 5. Findings show agreement of the respondents on the promotional preferences for public relations on good image established by public relations stimulates buying decisions, awareness & preference for firm's products are improved by establishing good community relations, strategies generate goodwill & create positive buyer behavior, favorable publicity press releases & consumer surveys influence buying decisions, and news

worthy information attract attention of customers, with mean values of 4.13, 4.07, 4.11, 4.00, 4.08, respectively.

Table 5

Customers' Perception on Public Relations Strategies

Public Relations Indicators	M	S.D.	V.I.
Good image established by public relations stimulates buying decisions.	4.13	0.646	A
Awareness & preference for firm's products are improved by establishing good community relations	4.07	0.671	A
Strategies generate goodwill & create positive buyer behavior.	4.11	0.567	A
Favorable publicity press releases & consumer surveys influence buying decisions.	4.00	0.804	A
News worthy information attract attention of customers.	4.08	0.812	A
Composite Mean	**4.08**	**0.699**	**A**

The composite mean of 4.08 shows agreement of the promotional preferences of customers on the overall strategy of public relations, illustrating some degree of homogeneity of responses, shown by the average standard deviation of 0.699. This finding implies preference of customers on public relations strategy of the subject firm for maintaining customer relations intended for customer purchase decisions and complete mutual communication with buyers. This strategy builds on the principles of social responsibility and improvement its organizational image in the community. Public relations activities include the provision of support and positive participation in environmental, social, public and health issues. According to the handbook of Williams (2005), firms recognize public relations' value as a strategic marketing tool aimed at increasing sales of products and services. It can be utilized alone or as part of an integrated campaign for marketing where the strategy of public relations contributes to increased sales in varied ways.

As presented in Table 6, respondents agree on the capability of sales promotion strategy to induce customer behavior to buy and test the product; coupons, samples, product

discounts, and premiums influence customers to buy; price discounts induces brand switching and sale of product earlier than planned; short term incentive tools stimulate product and increase buying quantities; sales promotion creates value for money that results in immediate product purchase, indicated by the mean values of 4.08, 4.26, 4.08, 4.00, and 4.03. Homogeneity of responses on their agreement of sales promotion strategy leading to buying decisions are shown by the small standard deviation values for all sales promotion indicators.

Table 6
Buying Decisions of Respondents Based on Sales Promotion Strategies

Indicators	M	S.D.	V.I.
Induces customer behavior to buy and test the product.	4.08	0.598	A
Coupons, samples, product discounts, & premiums influence customer to buy.	4.26	0.645	A
Price discounts induce brand switching & sale of product earlier than planned.	4.08	0.631	A
Short term incentive tools stimulate product purchase & increase buying quantities.	4.00	0.682	A
Creates value for money that results in immediate purchase of product.	4.03	0.745	A
Composite Mean	**4.09**	**0.639**	**A**

The composite mean of 4.09 presents agreement of the respondents on the influence of sales promotion on the buying decision for Western Appliances products, supported by the small variation on responses, indicated by the standard deviation of 0.639. This finding is supported by the study of Paramola et al. (2014), which considers sales promotion strategy as the most prominent promotional tool that leads to good perceptions of the public and ensures product loyalty. When sales promotion strategies are aligned with the needs of target customers, positive reaction and customer attraction can be evoked.

Buying decisions of respondents based on advertising strategies are presented in Table 7. Respondents are in agreement that their buying decisions is due to the effectiveness of the promotional strategies of advertising adopted by Western Appliances. Purchase is made because of product awareness created from advertisements, product selection & purchase are made possible by excessive print & electronic media, advertising stimulates preferences of product over similar competing brands, celebrity attachment & involvement lead to buying decisions & purchases, and access to product information & touching appeal of advertised

product enhance buying intentions, with mean values of 3.98, 3.95, 3.94, 3.90, and 4.08, respectively.

Table 7

Buying Decisions of Respondents Based on Advertising Strategies

Indicators	M	S.D.	V.I.
Purchase is made because of product awareness created from advertisements.	3.98	0.619	A
Product selection & purchase are made possible by excessive print & electronic media.	3.95	0.687	A
Advertising stimulates preferences of product over similar competing brands.	3.94	0.722	A
Celebrity attachment & involvement lead to buying decisions & purchases.	3.90	0.732	A
Access to product information & touching appeal of advertised product enhance buying intentions.	4.08	0.661	A
Composite Mean	**3.97**	**0.684**	**A**

Responses are homogeneous indicated by the low standard deviation values. The composite mean of 3.97 show the belief of respondents on the effectiveness of the advertising strategy that result in their buying decisions on the products of Western Appliance, with a low overall standard deviation of 0.864, indicating homogeneity of responses. These findings imply buying decisions of customers being influenced by their preference for the advertising strategy of the subject organization. With customers' buying decisions, enhanced by the strategy of advertising, the firm's product image have resulted into enhanced buying decisions of customers. According to Bonney (2014), customers obtain information on the products and services being sold by the firm through advertisement. Customers use careful decisions to buy based on reasons that are important to them.

Perceptions on the buying decisions of customers based on their preference for personal selling strategy are presented in Table 8. Respondent agree that purchase decisions are influenced by qualities & strengths of seller(WAM= 4.11), qualities of sales have impact on customers' interest from the store (WAM=4.13), the use of salespeople considers buyer's

intentions about product decisions and purchase (WAM=4.04), salesperson perceives and manages customers' emotions about product decisions and purchase (WAM=4.12), and the strategy puts emphasis and importance to customer relationship that enhances product sales (WAM=4.17).

Table 8

Buying Decisions of Respondents Based on Personal Selling Strategies

Indicators	M	S.D.	V.I.
Purchase decisions are influenced by qualities & strengths of seller.	4.11	0.567	A
Qualities of sales have impact on customers' interest from the store.	4.13	0.677	A
Use of salespeople considers buyer's intentions about product decisions & purchase.	4.04	0.650	A
Salesperson perceives & manages customers' emotions about product decisions & purchase.	4.12	0.556	A
Strategy puts emphasis & importance to customer relationship that enhances product sales.	4.17	0.587	A
Composite Mean	**4.11**	**0.607**	**A**

Overall, perceptions show agreement of the respondents on their buying decisions which are based on the promotional strategy of personal selling, revealed by the mean value of 4.11. Gauging from the average standard deviation of 0.607, it is clear that opinions of buying decisions of customers exhibit some degree of homogeneity which imply that customers' buying decisions are the result of their preferences for the promotional strategy of personal selling adopted by the respondent organization. The study of Yousif (2016) states that in personal selling, sales arise when salespersons make a connection between the customer and the organization. Salespeople contribute to the creation of good image and excellent mental impression for the firm among its customers.

As shown in Table 9, respondents are in agreement to the buying decisions caused by the promotional strategy of direct marketing adopted by Western Appliances. Respondents agree, with a mean of 3.84, and that customers buying decisions are guided by email marketing, buying response are enhanced through digital technology & tools, with a mean of 3.94. They also agree on the display ads in web services achieve direct responses for product purchases,

social media communication facilitates product purchases, and smartphone-based applications send direct communication that generate customer buying decisions, indicated by the mean values of 3.88, 3.93, and 3.88, respectively. Responses are homogeneous shown by the low standard deviations for all direct marketing indicators.

Table 9

Buying Decisions of Respondents Based on Direct Marketing Strategies

Indicators	M	S.D.	V.I.
Customers buying decisions are guided by email marketing.	3.84	0.662	A
Buying response are enhanced through digital technology & tools.	3.94	0.763	A
Display ads in web services achieve direct responses for product purchases.	3.88	0.686	A
Social media communication facilitates product purchases.	3.93	0.756	A
Smartphone-based applications send direct communication that generate customer buying decisions.	3.88	0.742	A
Composite mean	**3.89**	**0.717**	**A**

The composite mean of 3.89 perceives that buying decisions of respondents are influenced by the effectiveness of the chosen promotional strategy of direct marketing. The above findings point out the effectiveness of the adopted direct marketing strategy that induce buying decisions of the customers over the range of products of Western Appliances. The average standard deviation of perceptions equivalent to 0.717 show that responses on the buying decisions of customers reveal some degree of homogeneity.

Customers perceive that the strategy extends the benefits of direct marketing engagement with the firm in a variety of ways. Mahon (2017) considers direct marketing as highly effective method of recognizing brands which can result in higher return on investment. The strategy provides ease of buying to customers and quick response to their needs and demand for accurate information.

The findings shown in Table 10 reveal the perceptions of the respondents on buying decisions influenced by the promotional strategy of public relations. Respondents agree that buying preferences for the firm's products are made possible by product publicity

(WAM=3.91), good community relations result in increased customer preference for company products (WAM=4.13), news releases on firm's website enhance product sales (WAM=4.0), public relations strategies deliver consistent customer messages that encourage product purchase (WAM=4.09), and public services strategies create company identity that attracts potential customers (WAM=4.14). The overall mean of 4.05 shows agreement on the buying decisions of customers based on their preference for public relations strategy adopted by Western Appliances. The average standard deviation of 0.627 suggests homogeneity of responses.

Table 10

Buying Decisions of Respondents Based on Public Relations Strategies

Indicators	M	S.D.	V.I.
Buying preferences for the firm's products are made possible by product publicity.	3.91	0.588	A
Good community relations result in increased customer preference for company products.	4.13	0.678	A
News releases on firm's website enhance product sales.	4.00	0.569	A
Public relations strategies deliver consistent customer messages that encourage product purchase	4.09	0.683	A
Public services strategies create company identity that attracts potential customers.	4.14	0.619	A
Composite Mean	**4.05**	**0.627**	**A**

This finding implies awareness of the respondents on the involvement of Western Appliances in promotional activities that can be measured in the areas of social activities, charity, customer loyalty support, acceptance of complaints and criticisms, and addressing issues and problems on health and environment. This is in relation to the study of Familmaleki (2015). Public relations strategy has the capacity in closing the gap between how the public views the firm and the way the company would like to be seen by its public.

Table 11 presents the significant relationship between promotional strategies implemented by the respondent firm and buying intentions of customers. As shown in the table, promotional strategies implemented by the subject firm have significantly high positive

correlations with all the preferences variables, indicated by the Pearson Correlation values of 0.586 for sales promotion, 0.629 for advertising, 0.536 for personal selling, 0.693 for direct marketing, 0.666 for public relations. ρ value for all variables is 0.000 with correlation significant at 0.01 level (2-tailed), the null hypothesis is rejected. There are significant high positive correlations between all the promotional strategies variables and customers' buying decision variables. These findings imply that a change in the level of effectiveness of the implementation of the promotional strategies' variables will influence the level of customers' buying decisions in a positive linear direction. An increase in the level of effectiveness of the implementation of the promotional strategies will result in an increase in customers' buying intentions and product purchases.

Table 11

Test of Relationship between the Promotional Preferences and the Promotional Strategies

Promotional Preferences of Buyers	N	M	S.D.	Sum of Squares & Cross-products	Covariance	Sig (2-tailed)	Pearson Correlation	Interpretation
Sales Promotion	100	4.1	0.494	11.61	0.117	.000	.586**	High Positive Correlation
Advertising	100	4.06	0.504	12.71	0.128	.000	.629**	High Positive Correlation
Personal Selling	100	4.16	0.492	10.57	0.107	.000	.536**	High Positive Correlation
Direct Marketing	100	3.98	0.535	14.86	0.15	.000	.693**	High Positive Correlation
Public Relations	100	4.07	0.517	13.8	0.139	.000	.666**	High Positive Correlation

**. Correlation is significant at the 0.01 level (2-tailed)

The ρ value of 0.000, less than 1% significance level rejects the null hypothesis of no significant relationship between the variables. There are statistically significant correlations between the promotional strategies and customer buying decisions variables. Therefore, increase or decrease in effectiveness of promotional strategies' implementation significantly results in an increase or decrease in the purchase decisions of customers in Western Appliances in Metro Manila.

The sum of squares values reveals the amount of variation present in the dependent variable of purchase decisions and how much data set vary around the mean. The sum of squares values indicates good fit of the data in the correlation model. The covariance values show positive direction of the linear relationship between the two variables, with promotional strategies and buying decisions variables tend to increase or decrease together. This is similar to the tudy of Khanfar (2016) which examined the effect of promotional dimensions of sales promotion, advertising, public relations, and personal selling on consumers buying decisions and found significant effects of all the independent variables on customer buying decisions, with sales promotion having the highest effect.

Table 12

Test of Significant difference in the Preferences of Respondents Promotional Strategies

	Equality of Variances		t-test for Equality of Means					95% Conf Int. of the Diff.	
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
PPEqual variances assumed	.721	.398	.594	98	.554	.05000	.08500	-.11797	.21881
Equal variances not assumed			.594	94.201	.554	.05042	.08485	-.11806	.21889

Levene's test for equality of variances tests the null hypothesis that promotional strategies preferences of customers of Western Appliances and buying decisions have equal variances. Test statistic of 0.594 (with equal variances assumed) indicates that the two variables have equal variances, and the null hypothesis is true and accepted. There is no significant difference in the promotional preferences of customers of the respondent organization, when grouped according to gender.

Promotional strategies preferences of the customers do not significantly differ, based on gender classification. Table 12 presents the significant difference in the independent and dependent variables. The T-test result, with equal variances not assumed, shows t-statistic of 0.594 with 94.201 degrees of freedom. The corresponding two-tailed ρ value is 0.554, is higher at both 1% and 5% level of significance. The null hypothesis is accepted at both significance levels which means that promotional preferences of male and female customers on the product and service offerings of Western Appliances are just the same.

This finding is supported by the study of Ndubisi (2005), providing evidence on the relationship of promotional preferences, product purchase and repurchase which are general across male and female customers. The preference for promotional strategies of sales promotion, advertising, personal selling, direct marketing, and public relations do not differ based on gender. However, it contradicts Morgan (2017) who noted that various differences exist between male and female in the area of communication.

Table 13

Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.762ᵃ	.581	.559	.26905	.581	26.060	5	94	.000	1.967

a. Predictors: (Constant), PR, SP, PS, DM, AD
b. Dependent Variable: BB

As presented in Table 13, the Regression Model Summary, R^2 value of 0.0.581 measures the proportion of variation in the promotion strategies variable explained by variations in buying decisions' indicators. It captures 58.1% deviations in the dependent variable explained by the regression model, a measure of the extent to which total variations of promotional strategies' variable is explained by the model. The high value of R^2 below 1.0 suggests that the regression model explains well the variations in the human development variables. R^2 value of 0.581 less than 0.75 indicates the absence of multi-collinearity.

Standard error of estimate of 0.269, measuring dispersion of the promotion strategies variables around its mean is very low compared to ten percent of the mean of its predicted value. This value assesses the accuracy or precision of the predictions, approximates 95% prediction interval, with 95% of observations fall within ± 2 standard error of the regression from the fitted line, almost matching the prediction interval.

The Durbin-Watson test statistic was used to detect relationship between values separated from each other through a given time lag in prediction errors from the regression analysis. The value of d equivalent to 1.967 assumes the absence of first order auto-correlation in the set of data, with Durbin-Watson statistic in between the critical values of 1.5 and 2.5.

Table 14
Analysis of Variance for Significance of Regression Model

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.432	5	1.886	26.060	.000b
	Residual	6.804	94	.072		
	Total	16.236	99			
a. Dependent Variable: Buying Decisions						
b. Predictors: PR, SP, PS, DM, AD						

As shown in Table 14, the Analysis of Variance shows the significance of the regression model to explain deviations in the promotion strategies variable and the independent variables of buying decisions statistically and significantly predict the dependent variable of promotion strategies. The value of ρ equivalent to 0.000 less than 0.05, shows model fit of the regression data, with the model, significant at 95%. Thus, the model is accepted and R^2 is significantly different from zero. The F-ratio in the ANOVA test shows fit of the regression model for the data.

The F value was used to determine statistical significant predictive capability of the model as a whole. F-test value of 20.06, rejects the null hypothesis of no linear relationship between the variables with the dependent variable and the model has predictive capability where all regression coefficients are not equal to zero. The test is highly significant, with R^2 not equal to zero, there is linear relationship between independent variables and the buying decisions variable in the model, with 95% confidence of the ability of the regression model to explain the dependent variable.

Table 15 presents data on how strongly the independent variables of sales promotion, advertising, personal selling, direct marketing, and public relations predict the dependent variable of customer buying decisions and the reliability of individual beta coefficients. It describes the statistical relationship between each of the predictor promotion strategies variables and the buying decision variable. The ρ values of 0.016, 0.036, 0.054, 0.001, 0.019, for sales promotion, advertising, and personal selling variables, direct marketing, and public

relations, respectively, at 0.05 significance level, reveal that these variables are predictors of customer buying decisions. The null hypotheses of the five variables are rejected. The low ρ values provide the strong evidence of the rejection of the null hypotheses. These findings imply that changes in the effectiveness of the implementation of the promotion strategies will affect customer buying decisions. The variables are statistically significant. Changes in the predictor variables of sales promotion, advertising, and personal selling, direct marketing are associated in buying decisions of customers. This finding further implies that changes in the level of promotion strategies variables will influence the level of customer buying decisions.

Table 15

Regression Coefficients of Promotion

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
(Constant)	1.198	0.266		4.501	0	0.67	1.726		
Sales Promotion	0.113	0.08	0.137	1.415	0.016	-0.045	0.27	0.473	2.114
Advertising	0.081	0.087	0.101	0.926	0.036	-0.093	0.255	0.376	2.656
Personal Selling	0.044	0.078	0.053	0.558	0.054	-0.112	0.199	0.495	2.021
Direct Marketing	0.258	0.077	0.341	3.34	0.001	0.105	0.412	0.428	2.336
Public Relations	0.203	0.085	0.259	2.397	0.019	0.035	0.371	0.382	2.615
a. Dependent Variable: Buying Decisions									

Results of the analysis is supported by the study of Mughal et al. (2014) which provides evidence of the positive attitude of customers towards preferences of the promotional tools that result in buying decisions and behavior. The buying behavior of consumers are motivated by various kinds of promotional techniques which can include sales promotion, advertising, personal selling, public relations, and direct marketing.

Unstandardized coefficients presented in Table 15 reveal the degree of how the dependent variable vary with one component of the promotional strategies variable when all other indicators are held constant. The coefficients not equivalent to zero proves the statistical significance of the independent variables of promotion strategies. The ρ values further show that the testing of the null hypotheses for the independent variables result in coefficients

statistically significantly different to 0. Predictors' values are related to changes in the response variable. The upper and lower values provide the 95% confidence limits for the beta estimates and accepted within this degree of confidence.

Values for Variance Inflation Factor (VIF) shows how much variances are inflated by multi-collinearity which occurs when independent variables are not independent from each other. Due to collinearity that can exist in the regressor promotion strategies variables, the variance inflation factors were used to measure the inflation in the variances of the parameter estimates. The VIF values of 2.114, 2.656, 2.021, 2.336, and 2.615, for sales promotion, advertising, personal selling, direct marketing, and public relations, respectively, less than 10, indicates the absence of potential significant multi-collinearity between the independent variables of promotion strategies. Regression of the five promotion strategies has R^2 values less than 90%.

Tolerance is a collinearity diagnostic factor determined in the study to identify multi-collinearity in the explanatory variables. The small values of 0.473, 0.376, 0.495, 0.428, 0.382, for sales promotion, advertising, personal selling, direct marketing, and public relations, respectively, greater than 0.1, suggest significance and the absence of multi-collinearity.

5. Conclusion

Based on the findings derived from the study, respondents agree on the customers' promotional preference for sales promotion, advertising, personal selling, direct marketing, and public relations which are perceived to influence their buying decisions. Perceptions of respondents show that their buying decisions towards Western Appliances' products and services are due to their preferences for sales promotion, advertising, personal selling, direct marketing, and public relations. There are significant high positive correlations between all the promotional strategies variables and customers' buying decision variables which imply that a change in the level of effectiveness of the implementation of the promotional strategies' variables will influence the level of customers' buying decisions in a positive linear direction. There is no significant difference in the promotional preferences of customers when grouped according to gender. Promotional strategies of sales promotion, advertising, personal selling, direct marketing, and public relations variables are predictors of customer buying decisions. Effectiveness of the promotional strategies in increasing the buying decisions of customers

provides a framework for the adoption of the promotional strategies for the firm's competitiveness.

It is recommended to implement strategies to enhance the promotional strategies in order to continuously induce the buying decisions of existing and potential customers. The company is expected to regularly monitor the implementation of the promotional strategies which influence buying decisions as they have been found to be positively and significantly correlated. The continuous update of the promotional strategies would be a significant predictor of buying decisions. Further studies focused on the other variables not included in the study, which are likely to influence buying decisions of customers are highly encouraged.

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An Empirical Study on the PNP Maritime Group Attrition System

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Abstract

In the light of the limited literature and studies on the Philippine National Police (PNP) Military attrition system, this study was conducted in a pioneering spirit. To determine how PNP Maritime Group view the PNP attrition system and problems in its implementation, a total of 92 randomly selected PNP Maritime Group personnel were requested to answer a researcher-made validated questionnaire. Respondents were likewise asked for their recommendations to improve the system. The study revealed that there are no significant differences among the perceptions (P=0.536687) of the respondents on the attrition system, problems encountered (P= 0.187221) in its implementation and recommendations (P=0.010042). Results of study provide a compelling case for policy-makers to create feedback mechanisms like seminars, focus group discussions and conferences pertaining to PNP Maritime Group attrition system in order to communicate its real purpose. Further research may expand the participants to include higher posts in order to scale the perception and problems encountered during the implementation of the system.

Keywords:

About the author:

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1. Introduction

The abolition of the Philippine Constabulary and Integrated National Police and the subsequent transformation into a single organization in 1991 brought about various personnel and organizational concerns for the PNP. One of the problems is the lack of credibility and operational effectiveness due to the presence of unfit and unproductive personnel. In 1998, the Republic Act 8551 PNP Reform and Reorganization was passed into law and consequently mandated the PNP to establish and submit to the National Police Commission a system of attrition for uniformed personnel.

In the context of the PNP, attrition refers to the retirement or separation from the police service of PNP Uniformed Personnel pursuant to any of the means mentioned in Sections 24 to 29 of RA 8551 and other means as provided in the circular. This is different from voluntary departure where personnel make a decision to depart from an organization due to one or several reasons. Voluntary departure does not include removal due to dismissal or conduct dismissal from service, therefore it is the exact opposite of attrition. Attrition system is a scheme or set of mechanisms that spell out disqualifications, ground and procedures for the dismissal of personnel as provided for in Section 24 to 30 of RA 8551.

The implementation of the attrition system is considered controversial because of its impact on the professional and personal lives of affected personnel. There is a linkage between its attrition system and separation and retirement system. Current statistics reported that a portion of General Annual Appropriations (GAA) is allotted for personnel services, which includes the monthly salaries and allowances of uniformed police personnel. From this allocation, a certain percentage is also set aside to meet fund requirements for separation and retirement benefits. The main areas considered in the attrition process include performance evaluations, physical fitness, career development, and the educational requirements. Separation from the service through attrition is done when personnel have attained the maximum tenure in position, non-assignment, and demotion in position, non-promotion or by any other means as specified by the law. A poor performance evaluation based on periodic ratings may prompt the grievance committee to review the attrition of the personnel. It may also be imposed on personnel who may be deemed as no longer physically and/ or mentally fit.

This study was conducted to assess the perception of the three groups of personnel, Police Commissioned Officers, Police Non-Commissioned Officers, and Non-Uniformed Personnel in the implementation of the attrition system. Moreover, the scope of analysis extended to showing the relationships between and among perceptions, problems encountered and recommendations. Specifically, it assessed the insights of the respondents on the attrition system under R.A. 8551 in terms of attrition by attainment of maximum tenure in position, attrition by relief, attrition by demotion in position, attrition by non-promotion and attrition by other means and the problems encountered in the implementation of the attrition system.

2. Literature review

2.1. *Employee Attrition and Turnover*

Employee retention has piqued the interest of scholars and businesses in a variety of industries during the last few decades. To remain competitive in the fast-expanding global economy and keep up with technological changes, businesses and academic institutions must have a workforce with strong institutional knowledge (Benko and Weisberg, 2007; Becker, 2007; The Future of Work 2020, 2007). Whenever an employee leaves the organization and does not get replaced for a longer time, it is regarded as employee attrition (Burbank Planning, 2021; Robinson, 2021). Employee attrition is the cycle of employment. When employees leave the company, it can be voluntary resignation from the job or even illness or death (Burban Planning, 2021). Instead of employing new employees, employers frequently cut positions, restructure departments, or impose a hiring freeze. Employee attrition can occur for a variety of reasons, including cost-cutting and organizational restructuring (Robinson, 2021; Tech Funnel, 2020). Employees are an organization's most valuable resource. In any case, if they left their employment unexpectedly, it could result in a significant financial loss for any company. Because new hiring costs money and time, as well as requiring newly employed personnel to put in some effort to make the company productive (Harsha, et. al, 2020).

Employee attrition is the steady but deliberate reduction of a company's or business organization's workforce which can lead to leadership gap if senior executives leave, or it can undermine workplace diversity if employees who belong to minority groups leave. It can be caused by a lack of trust in the company's leadership and market value, as well as a hostile

work environment and a lack of professional development (Tech Funnel, 2020) which can lead to voluntary attrition. The voluntary attrition is also known as voluntary resignation wherein employee leaves the organization at their own will. Some employees choose to leave the organization because of reasons such as burnout, stress, lack of applications, job and skills mismatch, limited career growth and better offer from other companies. Job satisfaction is strongly and inversely related to an employee's intention to leave a business (MacIntosh and Doherty, 2010; Silverthorne, 2004). Employees who are satisfied are less likely to look for a new job with a new company (Medina, 2012). According to Robinson (2021), "*Life events are often the catalyst for career changes*". Some younger people in the workforce have an inclination for "job shopping" and experiment with their career aspirations.

Another form of attrition is the internal attrition where a person is required to leave their allocated team or department in order to join another (Burban Planning, 2021). It happens when people leave one department to work in another department within the company (Tech Funnel, 2020). Most of the time, this is a beneficial move, and a skilled individual stays with the company. This usually occurs as a result of a well-organized HR process and corporate rules. However, if there are numerous similar shifts occurring even within the organization, it must be concerning. It is preferable to find out why this is happening and take corrective measures, as it generates a negative impression of the present process and causes people to leave (Reddy, 2021). On the other hand, involuntary attrition is when the employee has to leave the job or gets terminated due to their ethical misconduct or incompetence in the discharge of their job functions (Burban Planning, 2021). This form of attrition is dependent on employers or organizations to initiate the attrition process. It may also be due to structural changes through acquisition or a merger (Tech Funnel, 2020). Moreover, demographic attrition is a type of attrition that is exclusive to a single group. People with disabilities, ethnic minorities, veterans and senior professionals, and even women could be among them. When a certain demographic group begins to leave the organization in big numbers, the company's policies should be reviewed (Tech Funnel, 2020).

Attrition and turnover have similar causes, but they are not the same. Organizations have always been concerned about employee turnover (Zhang, 2016) which could damage both the organization and the personnel (Jeen, 2014). Employee turnover rates varies in different industries. The report by LinkedIn Corporation (2018) reveals that in 2017, Tech companies (software) have the highest turnover rate of 13.2%, followed by Retail at 13.0%, while

media/entertainment industry garnered 11.4%, professional services (11.4%), and government/education/non-profit (11.2%). For the past few years, these sectors have consistently seen the highest turnover rates. If organizations let this trend continue, voluntary turnover will hit 35% by 2023, placing companies in continuous and enormous risk (Work Institute, 2019).

Turnover can be induced by the same factors that lead to attrition, although it is usually seen as a negative and a burden for employers (Dik, 2018). The two types of turnover are voluntary and involuntary. The voluntary turnover refers to an employee's decision to leave the workplace (Dik, 2018; Zhang, 2016). This is when the employees of an organization decide to quit the organization. It might be because they got a better offer elsewhere or a lack of opportunities for personal development and growth in the company. Other factors that might cause a voluntary turnover are a poor payment, hostile or unconducive work environment and the feeling of under-appreciation (Tech Funnel, 2020). Meanwhile, involuntary turnover occurs when an employee is terminated or fired (with the intent to be replaced) for a variety of reasons, including poor performance, behavioral and ethical issues, and so on (Dik, 2018). This is when the employees of an organization are forced to leave the organization. This happens when the employers have to fire or terminate an employee and start to look for ways to replace them (Tech Funnel, 2020).

2.2. The PNP and its Attrition

Over the course of employment, police officers regularly put themselves in danger. Serving and safeguarding the public, dealing with social disturbance, and even coping with man-made and natural calamities are all part of the minutiae of the professional lives (Safety Team, 2021). Law enforcement organizations are entrusted with a wide range of responsibilities, all of which necessitate a high level of integrity within police agencies. If this does not work successfully, law enforcement officers may be tempted to act illegally and outside the scope of their authority (O'Neill, 2004 as cited in UNODC, 2011). Hence, policy-makers around the globe created systems that have the end-goal of improving and maintaining satisfactory standards of conduct. The human operations department of Norfolk and Suffolk police forces in Great Britain implements a policy to aid the police staff, manager and their representatives to deal with disciplinary situations in the workplace, "*to ensure that every*

disciplinary matter will be dealt with fairly and sensitively and that everyone understands the standards of conduct the forces expect of their staff" (Norfolk HR Operations, 2020, p. 1).

In general, police officers can leave the force in four ways: voluntary resignation, dismissal for misconduct or capability, retirement, and early retirement due to bad health (Crawford, et al., 2017). Other than compensation, there are a number of factors that influence whether an officer chooses to stay with or leave an agency (Shults, 2019). Police officers exit rates, and reasons for leaving, vary among police forces (Crawford, et al., 2017) and their mode of departure (voluntary or involuntary) also differ across the globe. For instance, according to Knowles (2020), there will be a crisis if the voluntary departure of police officers continues in the United Kingdom. Frontline police have repeatedly spoken out about increasing violence. Leaders of the police forces attribute such early voluntary departure and resignations to increased exposure and scrutiny faced on social media, low wages and the toxic trio of violence. Experts say that losing so many experienced officers while trying to hire 20,000 new recruits – a target set by the Government – will be a "tragedy". Talented officers will be expected to take on more complex investigations as well as helping to train the newbies (Knowles, 2020). According to Ken Marsh of the UK Metropolitan Police Federation, "*many are resigning due to the challenges of the job, because of what we are being asked to perform, because of the fact our employer can work us for 20 hours straight and then tell us to be back in four hours*" (Marsh, as cited by Knowles, 2020).

Police officers must be given clear guidelines in order to be more responsible and accountable for actions and wrongdoings. They must also be well-prepared and equipped in order to do duties professionally, and they must be ensured of safe working environment. Police actions and operations must be monitored and evaluated, and line managers must supervise their employees (The United Nations Office on Drugs and Crime, 2011). Accordingly, the elements an effective police accountability system include legislation (in line with international human rights law) specifying the functions and powers of the police, practical instructions based on the legislation that reflect both the spirit and the letter of the law, opportunities for the public to voice concerns, adequate police training, both basic and ongoing, equipment that is adequate for prescribed police functions, proper reporting procedures and facilities, adequate supervision that supports officers in carrying out duties professionally and reporting these correctly, a working culture that promotes transparency and evaluation, monitoring of police actions and operations by both police leadership and external

organs, complaints procedures, both for making complaints to the police directly and to independent bodies, and fair and effective procedures and policies on how to deal with misconduct, including both disciplinary and criminal codes, adequate investigative capacity, procedures for punishment and appeal procedures (UNODC, 2011, pp. 5-6).

The PNP personnel are evaluated through a standardized system. The Performance Governance System (PGS) is based on the performance management system which utilizes the "balanced scorecard" technology, the organization's roadmap for a long-term and lasting reform in the PNP. Through the PGS, the organization gets closer to attaining its vision through the efficient implementation of its strategies which lead to results. Instead of merely measuring and monitoring the organizational output, the PGS also measures the impact of the programs, projects, and activities to its employees, customers, stakeholders, the Philippine government, and the country. Thus, to accomplish this vision, the PNP-Maritime Group applied the transformation program to its personnel, one of which is the attrition system. Attrition system is under the dimension of Learning and Growth of the PGS.

For the purpose of determining compliance with the requirements on physical and mental health, as well as the non-use of prohibited drugs, the PNP by itself or through a NAPOLCOM accredited government hospital conducts regular psychiatric, psychological drug and physical tests randomly and without notice. After the lapse of the time period for the satisfaction of a specific requirement, current members of the PNP who fail to satisfy any of the requirements are separated from the service if they are below fifty (50) years of age and have served in government for less than twenty (20) years or retired if they are from the age of fifty (50) and above and have served the government for at least twenty (20) years without prejudice in either case to the payment of benefits they may be entitled to under existing laws.

3. Methodology

3.1. *Research Design and Instrument*

In order to establish the existence of relationship of the independent variable (internal factors like age, gender, years of tenure) with the dependent variable, (perception on PNP attrition system), the researcher employed descriptive and correlational research design. Descriptive research is the investigation which describes and interprets what if while correlational study is a descriptive study designed to determine which different variables are

related to each other in the population of interest. The main tool used in the data gathering was researcher-made validated survey questionnaire with 39 items in a Likert-style format.

3.2. Population and Sample

In determining the sample size, the study used random sampling through numbers ranging from 70 to 2,055. The total number of the PNP Maritime Personnel is 2,055. A total of 92 random numbers were drawn from the list. To test the validity and reliability of the 92 sample size, the Philippine Social Science Council Survey (PSSCS) formula was used to determine the desired number of respondents with 95% confidence level and 5% margin of error. The computation of sample size using the formula yielded 70. Since the prospective sample size of 92 exceeds 70, the actual number of respondents for this study is more than enough to represent the total number of personnel in the PNP Maritime Group.

Table 1

Demographic Characteristics of the Respondents

Sex	Group	
54 (58.70%) are males	72 (78.26%) – PNCO	
38 (41.30%) are females	11 (11.96%) – PCO	
	9 (9.78%) - NUP	
Years of Service	**Position**	**Age Group**
50% - 10 years	31.52% - Police Staff Sergeant	23.91% - 36-40 age group
25% - 15 years	20.65% - Police Senior Master Sergeant	20.65% - 41-45 age group
9.78% - 20 years	13.04% - Police Corporal	19.57% - 31-35 age group
8.70% - less than 10 years	7.61% - Police Chief Master Sergeant	14.13% - 26-30 age group
6.52% - 25 years	5.43% - Police Master Sergeant	8.70% - 46-50 age group
	4.35% - Police Lieutenant	7.61% - 21-25 age group
	4.35% - Police Captain	4.35% - 51-55 age group
	4.35% - Police Executive Master Sergeant	1 respondent did not indicate
	2.17% - Police Major	age.
	1.09% - Patrolman/ Patrolwoman	

The respondents of the study were the personnel of Maritime Group which was formerly known as the Constabulary Off-Shore Anti-Crime Battalion or (COSAC) tasked to curb illegal activities in the maritime environment. The demographic characteristics of the respondents are illustrated in the table 1.

3.3. Data Analysis

All the answered survey questionnaires were manually encoded. Data from the quantitative aspect of the questionnaires were processed using MS Excel Tool Pack. A data base and encoding worksheets were created in Microsoft Excel Pro. For scale and interpretation, an approximated 4-point Likert scale was used.

The collected data from each group were analyzed using Analysis of Variance or ANOVA. It was used to examine the variation across the target population and determine the existence of differences among several population means. A linear regression analysis and path analysis were also used to examine the relationship between the perceptions of the respondents as dependent variable and demographics as independent variables.

4. Findings and Discussion

Table 2

Perceptions on PNP attrition system

Perceptions on PNP attrition system	sd	XW	VI
Attrition by attainment of maximum tenure in position	0.18	2.82	P
Attrition by relief	0.17	2.66	p
Attrition by demotion in position	0.09	2.68	P
Attrition by non-promotion	0.08	3.02	P
Attrition by other means:	0.08	2.78	P
Inefficiency based on poor performance during the last two (2) successive rating periods.	0.30	2.65	P
Inefficiency based on poor performance for three (3) cumulative annual ratings.	0.22	2.74	P
Physical and/or mental incapacity to perform police functions and duties.	0.01	2.88	P
Failure to pass the required entrance examination twice and/or finish the required career courses except for justifiable reasons.	0.38	2.72	P
Refusal to take a periodic PNP Physical Fitness Test without justifiable reason.	0.47	2.75	P
Failure to take PNP Physical Fitness Test for four (4) consecutive periodic test due to health reason	0.47	2.82	P
Failure to pass PNP Physical Fitness Test for two (2) consecutive periodic test or four (4) cumulative periodic test	0.22	2.83	P
Non-compliance with the minimum qualification standards for the permanency of original appointment	0.46	2.85	P

Legend: 3.50-4.00 - Highly Perceived (HP); 2.50-3.49 - Perceived (P); 1.50-2.49 - Least Perceived (LP); 1.0-1.49 - Not Perceived (NP)

The respondents perceive that attrition is manifested through *attainment of maximum tenure in position* (2.82; Perceived), *relief* from service (2.66; Perceived), *demotion in position* (2.68; Perceived). The item *attrition by non-promotion* garnered the highest weighted mean of 3.02 (Perceived). The respondents also perceive that attrition is carried out because of other reasons like *inefficiency based on poor performance during the last two (2) successive rating periods* (2.65; Perceived), *inefficiency based on poor performance for three (3) cumulative annual ratings* (2.74; Perceived), *physical and/ or mental incapacity to perform police functions and duties* (2.88; Perceived), *failure to pass the required entrance examination twice and/or finish the required career courses except for justifiable reasons* (2.72; Perceived), *refusal to take a periodic PNP Physical Fitness Test without justifiable reason (2.75;*

Perceived), *failure to take PNP Physical Fitness Test for four (4) consecutive periodic test due to health reason* (2.82; Perceived), *failure to pass PNP Physical Fitness Test for two (2) consecutive periodic test or four (4) cumulative periodic test* (2.83; Perceived), and *non-compliance with the minimum qualification standards for the permanency of original appointment* (2.85; Perceived).

Table 3
Problems encountered in the implementation of the attrition system

Problems encountered in the implementation of attrition system	sd	XW	VI
Attrition by attainment of maximum tenure in position	0.34	2.83	S
Political behavior and organizational Politics	0.32	2.79	S
The perception that seniority prevail over merit	0.37	2.87	S
Attrition by relief	0.38	2.80	S
Lack of Managerial System or complementary HRM system	0.27	2.71	S
Personnel with criminal nor administrative cases	0.49	2.90	S
Attrition by demotion in position	0.18	2.89	S
Graft and corrupt practices of some PNP personnel	0.26	3.11	S
Favouritism in the selection of Table of Organization position	0.26	2.79	S
Discrimination in terms of commissionship in officer corps	0.08	2.77	S
Attrition by non-promotion	0.16	2.78	S
Slow and bureaucratic recruitment process	0.24	2.82	S
Failure to satisfy the minimum qualification standards	0.23	2.76	S
Failure to comply with other requirements for promotion to the next higher rank	0.10	2.74	S
Favoritism in the selection of Table of Organization position for promotion	0.27	2.79	S
Attrition by other means	0.12	2.74	S
Inconsistent Rules and Regulation	0.13	2.78	S
Excessive Rules and Regulations	0.23	2.67	S
Presence of Unnecessary Rules and Regulation	0.13	2.73	S
Inefficiency based on poor performance	0.22	2.75	S
Physical and mental incapacity	0.20	2.77	S
Personnel is incapable of performing police functions and duties	0.10	2.73	S

Legend: 3.50-4.00 - Very Serious (VS); 2.50-3.49 - Serious (S); 1.50-2.49 - Less Serious (LS); 1.0-1.49 - Not Serious (NS)

The respondents consider the following as serious problems encountered in the implementation of attrition system: *political behavior and organizational politics* (2.79; Serious), *the perception that seniority prevail over merit* (2.87; Serious), *lack of Managerial System or complementary HRM system* (2.71; Serious), *personnel with criminal nor administrative cases* (2.90; Serious), *graft and corrupt practices of some PNP personnel* (3.11; Serious), *favouritism in the selection of Table of Organization position* (2.79; Serious), *discrimination in terms of commissionship in officer corps* (2.77; Serious), *slow and bureaucratic recruitment process* (2.82; Serious (S)), *failure to satisfy the minimum qualification standards* (2.76; Serious), *failure to comply with other requirements for promotion to the next higher rank* (2.74; Serious), *favoritism in the selection of Table of*

Organization position for promotion (2.79; Serious), *inconsistent rules and regulations* (2.78; Serious), *excessive rules and regulations* (2.67; Serious), *presence of unnecessary rules and regulations* (2.73; Serious), *inefficiency based on poor performance* (2.75; Serious), *physical and mental incapacity* (2.77; Serious), and *personnel are incapable of performing police functions and duties* (2.73 Serious).

Table 4

Proposed recommendations

Proposed recommendations	sd	XW	VI
Establish a rational, fair and transparent placement board.	0.25	3.63	HR
Establish promotional system using merits and fitness as the primary consideration	0.45	3.55	HR
Ensure equal access and opportunity for professional growth	0.41	3.64	HR
Career advancement for all eligible officers regardless of the source of commission	0.38	3.64	HR
Disciplinary Authority shall act immediately without delay to any protest, complain or grievance arising from the implementation of the Circular	0.37	3.63	HR

Legend: 3.50-4.00 - Highly Recommended (HR); 2.50-3.49 - Recommended (R); 1.50-2.49 - Less Recommended (LR); 1.0-1.49 - Not Recommended (NR)

Overall, the respondents highly recommend the following: PNP Maritime Group may *establish a rational, fair and transparent placement board* (3.63; Highly Recommended), *establish promotional system using merits and fitness as the primary consideration* (3.55; Highly Recommended), *ensure equal access and opportunity for professional growth* (3.64; Highly Recommended) and *career advancement for all eligible officers regardless of the source of commission (*3.64; Highly Recommended). It is imperative that *disciplinary Authority shall act immediately without delay to any protest, complain or grievance arising from the implementation of the Circular* (3.63; Highly Recommended).

Table 5

Test of significant difference on the responses

F	F crit	P-value	Decision
1.707405	3.09887	0.187221	Accept H_{01} Reject H_{a1}

H_{01} There is no significant difference among the perceptions of the respondents from PCO, PNCO and NUP on the Attrition System under R.A. 8551.

There is no significant difference (P_{value} 0.187221>α) among the perceptions of the respondents from PCO, PNCO and NUP on the Attrition System under R.A. 8551 because the *P*-value is greater than the alpha (α=*0.05)* or level of significance. In terms of variance, the *F-computed* (*F*=1.707405) is lower than the *F-critical* (F_{crit}=3.09887) which further confirms

that there is no significant difference among perceptions of the respondents from PCO, PNCO and NUP on the Attrition System under R.A. 8551. The null hypothesis is accepted and the alternative hypothesis is rejected.

Table 6
Test of significant difference on the problems encountered

F	F crit	P-value	Decision
1.905555	3.09887	0.154759	Accept H_{02} Reject H_{a2}

H_{02} There is no significant difference among the problems encountered in the implementation of R.A. 8551 as perceived by the respondents from PCO, PNCO and NUP.

There is no significant difference ($P_{value} = 0.154759 > \alpha$) among the problems encountered in the implementation of R.A. 8551 as perceived by the respondents from PCO, PNCO and NUP since the P-value is greater than the alpha ($\alpha=0.05$) or level of significance. Furthermore, in terms of variance, the F-computed (F=1.905555) is lower than the F-critical ($F_{crit}=3.09887$) which further confirms that there is no significant difference among the problems encountered in the implementation of R.A. 8551 as perceived by the respondents. Thus, the null hypothesis is accepted and the alternative hypothesis is rejected.

Table 7

Test of significant difference on the recommendations

F	F crit	P-value	Decision
4.8502	3.100069	0.010042	Reject H_{03} Accept H_{a3}

H_{03} There is no significant difference among the recommendations of the respondents from PCO, PNCO and NUP.

There is a significant difference ($0.010042 < \alpha$) among the recommendations of the respondents from PCO, PNCO and NUP on how to improve the current attrition system because the P-value is much lower than the alpha ($\alpha=0.05$) or level of significance. In terms of variance, the *F-computed* (*F*=4.8502) is greater than the *F-critical* ($F_{crit}=3.100069$) which further indicates that there is a significant difference among the recommendations of the respondents from PCO, PNCO and NUP. Thus, the null hypothesis is rejected and the alternative hypothesis is accepted.

Table 8
Test of Relationship between the Perceptions of the Respondents and the Problems Encountered

Regression Statistics	
Multiple R	0.401293
R Square (Coefficient of determination)	0.161036
Adjusted R Square	0.151714
Standard Error	0.463616
Coefficients	1.713653
Standard Error	0.262118
t Stat	6.537717
P-value	7.36E-05/ 0.00

H_{04}There is no relationship between the perceptions of the respondents on R.A. 8551 and the problems encountered in the implementation of attrition system.

There is a relationship (7.36E-05<α) between the problems encountered in the implementation of attrition system and the perceptions of the respondents on the said system because the p-value is lower than the alpha ($\alpha=0.05$) or level of significance. This regression analysis result signifies that the problems encountered in the implementation of attrition system have affected or influenced how the respondents perceive the said system regardless of their gender, age, rank/ position and designation within the PNP Maritime Group.

With regard to the testing of the strength of the relationship between problems encountered and perception, the coefficient of determination (R-square= 0.161036) reveals that 16.10% of the changes in perception of the respondents can be explained by problems encountered in the implementation of the system, consequently, the Null hypothesis is rejected and the alternative hypothesis is accepted. The adjusted coefficient of determination (adjusted R square) has a value of 0.151714, indicating that 15.17% of the observed variance on the respondents' perception can be attributed to the problems encountered, with the other 84.83% possibly caused by other factors.

In the PNP Maritime Group, the relationship between the problems encountered in implementation of attrition system and personnel perceptions on the system is very strong. The coefficient of determination values (R-square) and adjusted coefficient of determination values (Adjusted R-square) indicate the problems encountered strongly affect the perceptions of the respondents.

Table 9

Analysis of Variance for the perception of the respondents and the problems encountered

Source of Variation	SS	MS	F	F crit
Regression	3.713115	3.713115		
Residual	19.34455	0.214939	17.27516	7.36E-05/ 0.00
Total	23.05767			

In terms of variation in regression, t*he F-computed* (17.27516) is much higher than the value of *F-critical* (7.36E-05) which indicates that there is a significant difference between the values of perception and problems encountered.

Table 10
Test of Relationship between the Perceptions of the Respondents and the Proposed Recommendations

Regression Statistics	
Multiple R	0.326012
R Square (Coefficient of determination)	0.106284
Adjusted R Square	0.096354
Standard Error	0.550921
t Stat	3.271566
P-value	0.001517

H_{05} There is no relationship between the perceptions of the respondents on R.A. 8551 and their proposed recommendations.

Since the p-value is much lower than the alpha ($\alpha=0.05$) or level of significance, there is a relationship ($0.001517<\alpha$) between the perceptions of the respondents and their recommendations. Regression statistics for hypothesis 5 convey that the perceptions of the respondents have somehow shaped/influenced their recommendations. In a nutshell, how the respondents perceive the said system regardless of their gender, age, rank/ position and designation within the PNP Maritime Group have affected their recommendations.

In the context of the testing of the strength of the relationship between perceptions and recommendations, the coefficient of determination (R-square= 0.106284) reveals that 10.63% of the changes in recommendations by the respondents can be explained by perceptions in the implementation of the system. Accordingly, the Null hypothesis is rejected and the alternative hypothesis is accepted. The adjusted coefficient of determination (adjusted R square) has a value of 0.096354, indicating that 9.64% of the observed variance on the respondents'

recommendations can be attributed to their perceptions, with the other 90.36% possibly caused by other factors.

Regression statistics for hypothesis 5 depicts that the relationship between the perceptions on the implementation of attrition system and personnel recommendations to further improve the system is very strong. The coefficient of determination values (R-square) and adjusted coefficient of determination values (Adjusted R-square) indicate the perceptions strongly affect the recommendations respondents.

Table 11
Analysis of Variance of the perception of the respondents and the recommendations

Source of Variation	SS	MS	F	F crit
Regression	3.248551	3.248551	10.70314	0.001517
Residual	27.31623	0.303514		
Total	30.56478			

In terms of variation in regression, t*he F-computed* (10.70314) is much higher than the value of *F-critical* (0.001517) which indicates that there is a significant difference between the values of perception and recommendations.

Table 12
Relationships among the Perceptions of the Respondents, Encountered Problems and The Recommendations

Regression Statistics	
Multiple R	0.175566
R Square (Coefficient of determination)	0.030823
Adjusted R Square	0.020055
t Stat	1.691841
P-value	2.29E-11/ 0.00

H_{06} There are no relationships among the perceptions of the respondents, encountered problems in the implementation of attrition system and their recommendations.

Simultaneous regression analysis was used to examine the joint effects of perceptions and problems on the recommendations of the respondents. This established whether or not the recommendations given are based on valid factors like perception of the system and perceived problems in its implementations. The data on perceptions, problems encountered and recommendations consolidated then subjected to simultaneous regression analyses. This was

done to establish whether or not a relationship is existing between and among the main variables in the study: perceptions, problems and recommendations.

Since the p-value is much lower than the alpha ($\alpha=0.05$) or level of significance, there is a relationship ($2.29\text{E-}11<\alpha$) among the perceptions of the respondents, problems encountered in the implementation of attrition system and their recommendations. Regression statistics for hypothesis 6 indicate that the perceptions of the respondents and problems encountered in the implementation of attrition system have shaped their recommendations: In straightforward terms, how the respondents perceive the said system regardless of their gender, age, rank/ position and designation within the PNP Maritime Group and problems encountered in the implementation of attrition system have affected their recommendations.

In the perspective of the testing of the strength of the relationship between perceptions and, the coefficient of determination (R-square= 0.030823) reveals that 3.08% of the changes in recommendations by the respondents can be explained by perceptions and problems in the implementation of the system. Hence, the Null hypothesis is rejected and the alternative hypothesis is accepted. The adjusted coefficient of determination (adjusted R square) has a value of 0.020055, indicating that 9.64% of the observed variance on the respondents' recommendations can be attributed to their perceptions and problems encountered in the implementation of attrition system, with the other 97.99% possibly caused by other factors.

Regression statistics for hypothesis 6 implies that the relationship between the perceptions on the implementation of attrition system, problems encountered, and personnel recommendations to further improve the system is very strong. The coefficient of determination values (R-square) and adjusted coefficient of determination values (Adjusted R-square) indicate the perceptions and problems strongly affect the recommendations respondents.

Table 13
Analysis of Variance between the perception of the respondents and the recommendations

Source of Variation	SS	MS	F	F crit
Regression	0.942108	0.942108	2.862325	0.094136
Residual	29.62267	0.329141		
Total	30.56478			

In terms of variation in regression, t*he F-computed* (2.862325) is much higher than the value of *F-critical* (0.094136) which indicates that there is a significant difference between the

values of perception, recommendations. It should be noted that the ANOVA for the sample mean is different from the ANOVA of regression values.

5. Conclusion

The respondents perceived that attrition is manifested through attainment of maximum tenure in position, relief from service, demotion in position. Moreover, attrition was carried out because of other reasons like inefficiency, physical and/ or mental incapacity to perform police functions and duties, failure to pass the required entrance examination, twice and/or finish the required career courses, refusal to take a periodic PNP Physical Fitness Test, failure to pass PNP Physical Fitness Test, and non-compliance with the minimum qualification standards for the permanency of original appointment. The employees considered the following as serious problems encountered in the implementation of attrition system: political behavior and organizational politics, the perception that seniority prevail over merit, lack of managerial system or complementary HRM system, personnel with criminal or administrative cases, graft and corrupt practices of some PNP personnel, favoritism, discrimination in terms of commissionship in officer corps, slow and bureaucratic recruitment process, failure to satisfy the minimum qualification standards, failure to comply with other requirements for promotion to the next higher rank. Overall, the respondents highly recommended that the PNP Maritime Group establish a rational, fair and transparent placement board, establish promotional system using merits and fitness as the primary consideration ensure equal access and opportunity for professional growth and career advancement for all eligible officers regardless of the source of commission. It is imperative that disciplinary authority act immediately without delay to any protest, complain or grievance arising from the implementation of the circular.

Effective implementation of a policy also requires the implementation of a concrete information and communication management system. For an attrition system to be effective, it is imperative that information about it should be properly disseminated at all levels of the PNP Maritime Group. Moreover, it is imperative that feedback about the current attrition system be collected, processed, and analyzed before creating another policy related to the current system. It is suggested that communication mechanisms like seminars, focus group

discussions and conferences pertaining to PNP Maritime Group Attrition System be formulated.

Further research may expand the participants to include higher posts in order to scale the perception and problems encountered during the implementation of the system. Given that this study only focused on the "internal stakeholders" or people who are part of the PNP Maritime Group, it is suggested that a study on the perspectives of the "external stakeholders" or private citizens be solicited on the perception of the police force in general.

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