

Employability and Professional Profiles of Public Administration Graduates from Pangasinan State University-Lingayen Campus, 2008–2024

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Abstract – *This study examines the employability, first job attainment, and career profiles of graduates between 2008 and 2024, from a population of 1,048 with a sample of 290 respondents. Using descriptive statistics, the research profiles graduates by demographics, educational attainment, eligibility status, present employment, income levels, and alignment with public administration. Findings indicate that the majority of respondents are female, between 26 to 35 years old, hold bachelor's degrees, and lack formal civil service eligibility. Most are employed, particularly in the private sector, often in rank-and-file roles, earn modest incomes, and find their first job within three months of graduation. The study recommends strengthening eligibility preparation, encouraging graduate education, and improving alignment of programs with public administration and local employment needs.*

Keyword – *Employability, professional profile*

INTRODUCTION

Graduate tracer studies have become vital for higher education institutions seeking to understand how academic training translates into real-world employment outcomes. Institutions use tracer studies to evaluate curriculum relevance, the employability of alumni, and the effectiveness of student support services (Adona et al., 2021). In the Philippine context, large scale tracer surveys such as the 4th Philippine Graduate Tracer Study affirm that many graduates face job–education mismatch and varied time lags before starting their first job (Tutor, Orbeta & Miraflor, 2019).

The present study focuses on graduates of the Bachelor of Public Administration from 2008 to 2024 at a specific institution, exploring not only when they find employment but also the nature of their jobs, income levels, and their relation to public administration.

Key issues addressed include (1) the demographic and academic profiles of graduates; (2) their current employment status and income; (3) how quickly they secured first jobs; (4) their civil service

or professional eligibility; and (5) the degree to which their careers align with public administration. The results are expected to provide actionable insights for curriculum design, institutional policy, and alumni support services.

METHODOLOGY

This research adopted a descriptive-quantitative design. The population consisted of graduates from the years 2008 through 2024, totaling 1,048 individuals. A stratified sampling method was used to ensure proportional representation from each batch, yielding a sample of 290 respondents. Data were collected through a structured survey questionnaire covering: demographic profile (age, sex, and civil status), highest educational attainment, civil service or professional eligibility status, current employment (type, status, rank, and place), gross monthly income, first job experience (time elapsed, sector), and whether the job is related to public administration.

Data analysis was performed using descriptive statistical techniques frequency counts, percentages, and ranking. The study did not undertake inferential statistical testing; instead, it focused on mapping patterns and distributions across the variables.

RESULTS AND DISCUSSION

Table 1. Frequency and percentage distribution of respondent as to sex

	Frequency	Percentage
Male	71	24.48
Female	219	75.52

The data reveals that 75.52% of the respondents are female, while only 24.48% are male. This reflects a significant gender imbalance in favor of women among graduates. This trend is consistent with national patterns: the Commission on Higher Education (CHED) publishes disaggregated higher education statistics that show female students constitute a majority in many programs (Commission on Higher Education, n.d.). Moreover, global labour studies indicate that women tend to outnumber men in educational attainment in many countries, particularly in tertiary and postgraduate programs (International Labour Organization, 2025). Such dominance in the female demographic may be attributed to evolving social norms, expanded educational access for women, and policies promoting gender parity in education.

Table 2. Frequency and percentage distribution of respondent as to age

Age	Frequency	Percentage	Description
22 – 25	78	26.90	early graduates / fresh entrant to workforce
26 – 30	91	31.38	young professionals/ early career stage
31 – 35	91	31.38	mid-career professionals/ career shifters or advanced roles
36 – 40	30	10.34	mature professionals/ career shifters or advanced roles

The age distribution is concentrated in the 26–30 and 31–35 age brackets, each representing 31.38% of the sample, suggesting that the majority of respondents are in their early to mid-career stages. A smaller group (26.90%) are in the 22–25 range (typically recent graduates), while 10.34% are 36–40 years old. These findings mirror labor force dynamics where the 25–34 age group is often the most active in

formal employment, as reported in ILO country analyses (International Labour Organization, 2021; International Labour Organization, 2025).

Table 3. Frequency and percentage distribution of respondent as to civil status

	Frequency	Percentage
Single	194	66.90
Cohabiting	5	1.72
Married	90	31.03
Separated	1	0.35

Among the respondents, 66.90% are single, 31.03% are married, with only small percentages cohabiting (1.72%) or separated (0.35%). This aligns with demographic trends indicating that younger professionals increasingly delay marriage in favor of career development (Philippine Statistics Authority, 2021). Additionally, national surveys note that a substantial portion of individuals under 35 remain unmarried, reflecting similar social changes (Philippine Statistics Authority, 2021).

Table 4. Frequency and rank of respondent as to eligibility

	Frequency	Rank
None	220	1
Career Civil Service Sub - Professional	16	3
Career Civil Service Professional	30	2
Applied for PD 907	10	4
Special Eligibility (BHW Eligibility, BNS Eligibility, SK Eligibility)	4	6
PRC, NAPOLCOM, etc.	26	3

A large portion of graduates (75.86%) report not holding any professional eligibility (e.g., civil service eligibility or licensure), while only 10.34% are Career Service Professional eligible. The low rate of formal eligibility may limit access to public sector roles that require specific certifications or examinations. The Civil Service Commission (2021) emphasizes that professional eligibility enhances employability in government service. Also, tracer studies of Philippine universities often highlight gaps between academic qualification and licensing or certification attainment among graduates.

Table 5. Frequency and percentage distribution of respondent as to highest educational attainment

	Frequency	Percentage
Bachelor's Degree	269	92.76
Master's Degree	18	6.21

Doctorate/ PhD.	3	1.03
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The majority (92.76%) of respondents hold a bachelor's degree, whereas 6.21% have a master's degree, and only 1.03% earned a doctorate. This suggests that pursuing graduate studies immediately after undergraduate programs is relatively uncommon, possibly due to financial constraints or the immediate need to enter the labor market. UNESCO's Global Education Monitoring reports that while postgraduate education is growing in Southeast Asia, barriers such as funding and accessibility continue to limit participation (UNESCO, 2022). In the Philippine context, CHED's enrollment reports indicate a much larger base of undergraduate students compared to postgraduate cohorts (Commission on Higher Education, n.d.).

Table 6. Professional Award Received

	Frequency	Rank
Employee Level Award	32	1
Local or Regional Recognition	5	2
National Award	2	3
International Award	1	4

Only 11.03% of respondents have received employee-level awards, with even fewer receiving regional, national, or international recognition. This likely reflects the early stage of most respondents' careers, as formal recognitions often accrue over longer periods of work. Talent management research indicates that awards and recognition are more likely to occur after extended tenure or significant accomplishments (McKinsey & Company, 2021). Local human resource management literature also suggests that organizations reserve higher-level awards for more experienced staff.

Table 7. Frequency and percentage distribution of respondent as to type of employment

	Frequency	Percentage
Unemployed	27	9.32
Government	81	27.93
Private Sector	152	52.41
Non-Government Organization	9	3.10
Self-Employed	21	7.24

A majority (52.41%) of respondents are employed in the private sector, while 27.93% are in government, 7.24% are self-employed, and 9.32% are unemployed. This pattern aligns with national labor

dynamics: DOLE reports that a large share of Filipino employment is in the private sector (Department of Labor and Employment, 2020). Also, Philippine labor force surveys consistently highlight the private sector as the primary employer for new graduates.

Table 8. Frequency and percentage distribution of respondent as to employment status

	F	Percentage
Permanent	162	61.60
Temporary	11	4.18
Contractual	35	13.31
Casual	5	1.90
Contract of Service or Job Order	42	15.97
Part-time	8	3.04

Among employed respondents, 61.60% hold permanent positions; 15.97% are on job order or contract of service; and 13.31% are under contractual arrangements. This reflects a labor market trend in which flexible, non-permanent employment is increasingly common. The Asian Development Bank (2020) and local labor analyses both document the proliferation of contractual and temporary work arrangements in the Philippines.

Table 9. Frequency and percentage distribution of respondent as to employment rank

	Frequency	Percentage
Executive Level	5	1.90
Senior Management	3	1.14
Middle Management	12	4.56
Supervisory or Junior Management	41	15.60
Rank and File	181	68.82
Business Owner	21	7.98

Rank and file employees comprise 68.82% of respondents, with only a small fraction in middle or senior management roles. This distribution is typical among early-career professionals and aligns with ILO career progression models, which indicate that new entrants often remain in non-managerial positions for several years (International Labour Organization, 2020). Organizational behavior studies also support that managerial roles typically require longer experience and proven performance.

Table 10. Place of Work

	Frequency	Percentage
Pangasinan	154	58.56
Philippines (other regions)	85	32.32

Overseas	24	9.12
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A majority (58.56%) of respondents work in Pangasinan, 32.32% in other Philippine regions, and only 9.12% overseas. This suggests a strong tendency toward local employment, possibly influenced by family ties, relocation costs, and regional job availability. National development plans and NEDA reports promote decentralization and local employment opportunities to disincentives outmigration (National Economic and Development Authority, 2021). Philippine labor surveys likewise show that many graduates prefer or remain in their home provinces rather than seeking overseas careers.

Table 11. Frequency and percentage distribution of respondent as to gross monthly income

	Frequency	Percentage
Less than Php 12,030	54	20.53
Php 12,030 to Php 24,060	117	44.49
Php 24,061 to Php 48,120	67	25.48
Php 48,121 to Php 84,210	20	7.60
Php 82,211 to Php 144,360	4	1.52
Php 144,361 to Php 240,600	1	0.38

Most respondents (44.49%) earn between ₱12,030 and ₱24,060 monthly; 20.53% earn below ₱12,030; while a small group earn above ₱48,121. These figures suggest that most graduates fall into the lower-middle income bracket typical of early-career professionals. The Philippine Statistics Authority's wage distribution data show that entry-level earners frequently occupy these lower ranges (Philippine Statistics Authority, 2022). Income and labor reports further confirm that many young workers' wages cluster in lower income bands.

Table 12. Relationship to Public Administration

	Frequency	Percentage
Yes	121	46.01
No	142	53.99

Only 46.01% of graduates work in fields related to public administration, indicating that more than half took positions outside their academic specialization. This mismatch may reflect labor market realities, oversupply in the public administration field, or graduates' preference for more accessible or higher-paying roles. CHED tracer studies frequently report such gaps between degree specialization and actual employment, especially in public administration programs (Commission on

Higher Education, 2021). Broader employability literature also underscores that graduates often take jobs outside their field of study depending on market demand.

Table 13. Months after graduation before obtaining first job

	Frequency	Percentage
Less than 3 months	172	59.31
4 to 6 months	62	21.38
7 to 12 months	30	10.34
More than 1 year	26	8.97

Most graduates (59.31%) obtained employment within three months post-graduation, while 21.38% did so within 4–6 months. This suggests relatively good absorption into the labor market. The World Bank (2020) notes that many Philippine graduates find employment within six months after completing their studies. National employment surveys also typically show that unemployment durations cluster in the initial months following graduation.

Table 14. Frequency and percentage distribution of respondent as to type of employment

	Frequency	Percentage
Government	83	28.62
Private Sector	187	64.48
Non-Government Organization	9	3.10
Self-Employed	11	3.80

Table 15. Relationship to Public Administration

	Frequency	Percentage
Yes	117	40.34
No	173	59.66

In their first jobs, 64.48% of respondents were in the private sector, while 28.62% were in government roles. This further underscores the dominance of private sector employment for new graduates and is consistent with DOLE reports on employment absorption (Department of Labor and Employment, 2020). University tracer studies also tend to show that private firms absorb the majority of fresh graduates.

CONCLUSION AND RECOMMENDATION

The tracer study of graduates from 2008 to 2024 highlights strong overall employability, with



most respondents securing permanent positions relatively quickly, primarily within the private sector and in rank-and-file roles. However, several challenges persist. Many graduates lack civil service eligibility, few pursue graduate education or progress to higher management positions, and a significant number begin their careers outside the public sector. The alignment between their academic training in public administration and actual employment is only moderately evident.

In light of these findings, the institution is encouraged to implement strategic measures that will enhance graduate outcomes. These include developing structured programs to help graduates obtain civil service or other relevant professional eligibility; offering incentives and support for those seeking graduate education to boost career advancement; and conducting regular curriculum reviews to ensure relevance to the labor market, particularly in strengthening communication, critical thinking, and technical competencies. Additionally, enhancing career services and industry partnerships can help reduce the time to first employment, while targeted support such as scholarships, financial aid, or job placement programs can assist graduates in lower income brackets and improve long-term income prospects. These initiatives are essential for closing existing gaps and ensuring that graduates are well-prepared for a range of career opportunities in both public and private sectors.

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