

# Human Resource Training Program of a City Government in CALABARZON

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**Abstract** - *Training can be considered as a proactive approach from an organization to promote learning and personality development. Training programs help a public servant improve their knowledge and develop new skills, which can enhance capability, capacity, productivity and performance. This study aimed to assess the training program of a Local Government.*

*The study used the descriptive method research to assess the training Program of City Government. A total number of employees, 323 (%) employees of City Government were the respondents of the study. This was computed using G\* Power Series. Majority of the respondents were females, 41-50 years old, married, working at City Mayor's Office, for 16-20 years and were regular employees. The respondents generally agree on the training program of City Government of Batangas. There was a significant difference in the responses of employees in training programs and the department they were working at. The propose plan of action strategies was prepared to enhance the training program of City Government of Batangas. The prepared recommendation may be considered for implementation.*

**Keywords:** *Training program, City Government, Employees*

## INTRODUCTION

Training can be considered as a proactive approach from an organization to promote learning and personality development. Training programs help a public servant to improve their knowledge and develop new skills which can enhance capability, capacity, productivity and performance.

It is a big challenge for the government to deliver a high-end satisfactory service to the public. Specifically, the local government of Batangas is continually improving its workforce so that they can enhance and develop public services to be more competitive. In today's challenging world, one of the concerns of the government is the development and retention of a competent and efficient workforce in the public service. Developing an integrated training and continuous improvement program is a necessity in the learning and development of a public servant.

The local government of Batangas, in coordination with the human resource management department established a strategic and dynamic training program for the employees of the city government. Some training programs are being offered and catered by the agency for the learning and development for its workforce. There are programs focusing on customer service skills, accountability, service ethics and value generation. To bridge

performance gap, trainings are designed to identify learning and develop needs of its workforce. Agency prioritizes the learning and development needs based on its relevance and direct impact on the service quality levels. The agency designed these training programs to identify ways for the development of each individual employee to promote a competent workforce. The agency itself is aiming to have a competent and efficient workforce so that they can respond to the challenges in delivering a better quality public service. The study aims to know if the institutional performance, learning and environment needs are aligned to the organization's mission, vision, and goals. This will also evaluate if the current training program set by the local government of Batangas meets the expectations. This will assess the value of the trainings conducted to every employee and its impact to the organization. The said study will also determine the effectiveness of the program to the learner, workplace and the organization as a whole.

## OBJECTIVES OF THE STUDY

This study aimed to assess the training program of the Local Government. Specifically, it sought to determine the profile of respondents in terms of gender, civil status, department, position and years in

service; to assess training of employees in terms of productivity, efficiency and effectiveness, and motivation at work; to determine the significant difference on responses of the employees in training program with their profile variables; to propose plan of action to enhance the human resource training program of City Government.

## **METHODS**

### **Research design**

The study used the descriptive method research to assess the Training Program of City Government. A descriptive method research involves the description, recording, analysis and interpretation of the present nature, composition or processes of phenomena, which focuses on prevailing conditions, or how a person, group or thing behaves or functions in the present. It often involves some type of comparison or contrast. In other words, descriptive research maybe defined as a purposive process of gathering, analyzing, classifying and tabulating data about prevailing conditions, practices, beliefs, processes, trends and cause effect relationships and then making adequate and accurate interpretation about such data with or without the aid of statistical methods [1].

### **Participants of the Study**

To obtain the information needed, out of total number of employee, 323 (%) employees of a City Government were the respondents of the study. This was computed using G\* Power Series.

### **Instrument**

An adapted questionnaire from the study of Aidah Nassazi entitled Effects of training on Employee performance was used in the study. Evidence from Uganda was utilized by the researchers in gathering data, it was modified by adding several items to determine the demographic profile of the respondents. The questionnaire is divided into three parts. Part I includes the profile of the respondents. Part II comprises the measurements of productivity, effectiveness, efficiency, and motivation at work of training programs of City Government of Batangas.

### **Procedure**

The researchers submitted first a letter of approval and permission in conducting the survey to employees of a City Government. Upon the approval, the questionnaires were distributed to the chosen respondents based on the determined sample size.

After data gathering the researchers organized and tabulated the data for further analysis and interpretation.

### **Data Analysis**

After the collection of the questionnaires, the responses were tallied, tabulated and analyzed. After the responses to survey questions have been recorded, different statistical treatments were used. No incomplete surveys were found from the retrieved questionnaire which allows the researcher to use them for analysis using PASW 18.

## **RESULTS AND DISCUSSIONS**

The information in Table 1 indicated that most employees of the city government are 41-50 years old, which corresponds to 34.37 percent of the population while the least age range is 20 years old and below which is 2.17 percent. This reflects that most of the employees of the government were in the late adulthood stage and have probably working there for a long time. This may contribute to the commitment they have towards their employer.

According to Neil Ducoff [2], the reasons why employee last longer in the workforce is because they want to stay part of something special, they work for purpose and with meaning, they feel that their personal contribution makes difference and they are more eager inherent growth and shared learning experiences, the employees are more engaged in an ongoing career development challenge, they are more committed as they invest all their beliefs on their work and the company and lastly, their exerted will be fairly compensated.

In terms of gender, most of the respondents were female which corresponds to 65.33 percent. This may suggest that female employees are more into office work than males. Also, according to the article in Financial Times that females excel the most in nurturing competencies such as developing others and building relationships, and the exhibit integrity in the workforce and was able to contain a consistent self-development [3].

In terms of civil status, most of the respondents are married which corresponds to 68.42 percent. This may suggest that most married employees consider having a stable job, which is in government sector because there is a very little chance that a government employee may lose his/her job. Since most of the married employees are in the middle and late adulthood stage, they may have two or more

dependents. The given scale was used to interpret the result of the data gathered: 3.50 – 4.00 = Strongly Agree; 2.50 – 3.49 = Agree; 1.50 – 2.49 = Disagree; 1.00 – 1.49 = Strongly Disagree

**Table 1. Percentage Distribution of the Respondents' Profile**

Profile Variables	Frequency	%
<b>Age</b>		
20 years old and below	7	2.17
21 - 30 years old	47	14.55
31 - 40 years old	77	23.84
41 - 50 years old	111	34.37
51 years old and above	81	25.08
<b>Gender</b>		
Male	112	34.67
Female	211	65.33
<b>Civil Status</b>		
Single	66	20.43
Married	221	68.42
Widowed	33	10.22
Others	3	0.93
<b>Department</b>		
Accounting Office	11	3.41
City Assessor's Office	14	4.33
City Budget Office	5	1.55
City Engineer's Office	32	9.91
General Services	44	13.62
Civil Registrar's Office	7	2.17
City Health Office	35	10.84
City Market Office	21	6.50
City Legal Office	3	0.93
City Prosecutor's Office	1	0.31
City Mayor's Office	58	17.96
City Planning and Development Office	8	2.48
OCVAS	15	4.64
Sangguniang Panlungsod	21	6.50
City Treasurer's Office	16	4.95
Colegio ng Lungsod ng Batangas	12	3.72
City Environment & Natural Resources	7	2.17
City Social Welfare's Office	13	4.02
<b>Years in Service</b>		
below 1 year	14	4.33
1 - 5 years	67	20.74
6 - 10 years	64	19.81
11 - 15 years	54	16.72
16 - 20 years	67	20.74
21 years and above	57	17.65
<b>Employment Category</b>		
Regular	289	89.47
Probationary	10	3.10
Contractual	24	7.43

Employees who are working for 1 to 5 years and 16-20 years responded more than the others. Watson [4] stated that presently, keeping the job for as long as they wish is the most desire of every employee. In this view, job security is a big factor and key element which influence an employee's decision whether to join an organization or not. They need to feel that they will not lose the job anytime because of different reasons, including financial reasons before they get the job

Among all departments, City Mayor's Office got the highest number of respondents which corresponds to 17.96 percent or 58 employees. This may suggest that the office has more duties and need more manpower to provide services to the people of the city. Weigelt [5] stated that every department is serving to achieve a common goal and looking beyond a single department plays a role in achieving an organizations' success.

Most of the respondents were regular employees, which corresponds to 89.47 percent. According to Society for Human Resource Management [6], it is an intent to clarify the classification of an employee to know and understand the employment status and benefits eligibility.

**Table 2. Effects of Training Program of City Government of Batangas in terms of Productivity**

Indicators	WM	VI	Rank
1. I was able to do my job in a better way	3.49	Agree	1
2. I exceed the expected output	3.33	Agree	5
3. Training reinvigorated my old skills	3.35	Agree	4
4. My belief in the usefulness of training has been reinforced by this training program.	3.36	Agree	3
5. I was able to contribute more in my organization's productivity	3.37	Agree	2
<b>Composite Mean</b>	<b>3.38</b>	<b>Agree</b>	

Table 2 shows training program in terms of productivity. It can be gleaned from the table that the respondents agreed on the above mentioned indicators with a composite mean of 3.38. This may suggest that the employees became more productive in different ways after the training

"I was able to do my job in a better way" ranked first with a weighted mean score of 3.49. This may

suggest training have improved employees skills and knowledge resulted in a better job performance. Their traditional weak practice has been replaced by modern and efficient work practices. This shows that training can improve employees on how to do their work better. The more they are knowledge-equipped, the more they are developed, the higher and better their productivity will be.

According to Champathes [7], he stated that better trained employees can get a better job satisfaction by increasing productivity and profitability. Lastly, an organization that considers knowledge as a source of gaining competitive edge over competitors should build up training systems that ensure constant and improved productivity. [8]

“I exceeded the expected output” ranked last with a weighted mean score of 3.33. This may suggest that the training program helped them to be more productive than before because of the full command of the competencies and skills they have learned. Because of a fast moving and growing economy, there are a lot of work to be done, government offices requires more skilled and productive employees to fulfill their work.

Edmunds [9], to exceed the expected output, an employee should put an extra hours in completing a task successfully before the given deadline, must know how to volunteer in doing tasks that are out of your specialty and lastly is, an employee must be able to expand their knowledge even on the outside of their field.

Table 3 shows effectiveness and efficiency of the training programs of the local government unit. The table shows that the respondents agreed on the above mentioned indicators with a composite mean of 3.40.

“I was able to improve the way I do my current job” ranked first with a weighted mean score of 3.46. “My performance has become above average” ranked last with a weighted mean of 3.34. This may suggest that employees can be more effective and efficient if trained with the proper program that is suitable for their needs. This can also enhance other aspects of their lives like the development of other skills. The verbal interpretation suggests that there is still a need to enhance the training programs delivered to the employees. If employees feel that the training programs are effective and efficient, they will realize they need it and participate more. They may also feel that the administration is investing in their learning and therefore would be more satisfied with their jobs.

**Table 3. Effects of Training Program of City Government of Batangas in terms of Effectiveness and Efficiency**

Indicators	WM	VI	Rank
1. I was able to improve the way I do my current job.	3.46	Agree	1
2. The knowledge/skills and information gathered during this training will help me play a bigger role than my current job.	3.40	Agree	3
3. I can make innovations at my work place using the information learned in this training.	3.37	Agree	4
4. I was able to finish my works successfully at the given time/deadline.	3.42	Agree	2
5. My performance has become above average.	3.34	Agree	5
<b>Composite Mean</b>	<b>3.40</b>	<b>Agree</b>	

Researches work on productivity of worker highlighted the fact that employees who are satisfied with their job will have higher job performance, and thus supreme job retention, than those who are not happy with their jobs [10]. Through training the employees are developed and enable them to implement the job related work efficiently, and achieve firm’s objectives in a competitive manner.

Meanwhile, respondents believed that their performance has become above average (3.34). This may suggest that some employees were not able to perform higher than the given average of performance. Oscar [11] noted that employee performance was affected by some factors that demotivate the employee in performing well like low salary and wages, work relationships are tight and are not open, job stress, inadequate opportunities and lack of appreciation.

Table 4 shows training program in terms of motivation at work. The table shows that respondents agreed on the above mentioned indicators with a composite mean of 3.35. This may suggest that the training that they have undergone became the source of their motivation causing them to be skilled employees that have a greater capacity to be empowered and perform with excellence, which builds their sense of ownership, confidence and employee motivation. Respondents believed that the training boosts their confidence level (3.30). This may suggest that the because of the new learning they have absorbed, the

employees became more confident in their work and in facing the challenges in the organization.

**Table 4. Training Program of City Government in Terms of Motivation at Work**

Indicators	WM	VI	Rank
1. Training boost my confidence level	3.39	Agree	1
2. I felt training programs help in bridging the gap between supervisor and subordinate.	3.31	Agree	5
3. Training contributes to a large extend in improving the confidence and commitment of an employee.	3.37	Agree	2
4. I believe that real rewards for working are good pay and working conditions.	3.35	Agree	4
5. Going as far as I can, using my skills and capabilities, and exploring new ideas are what really drive me.	3.36	Agree	3
<b>Composite Mean</b>	<b>3.35</b>	<b>Agree</b>	

Elnaga and Imra [12] noted that in order to prepare their workers do their job, organizations needs to provide effective training as to optimize the skills and potentials of the employee. Hence, it will make an employee became more motivated and committed in doing their job for the reason that they are confident in executing their skills towards achieving a task.

They felt training programs help in bridging the gap between supervisor and subordinate (3.31). Mercer [13] noted in the Global Talent Trends Study that bridging the gap between supervisor and subordinate needs a substantial change in the HR, this includes improved operational capabilities, enhanced tools and managerial capabilities in compelling career proposition [14].

**Table 5. Difference of Responses of the employees in training programs when Grouped to According to Productivity**

Profile Variables	Effectiveness and Efficiency		
	F value	p value	Interpretation
Age	0.43	0.79	Not Significant
Gender	0.36	0.55	Not Significant
Civil Status	0.99	0.40	Not Significant
Department	4.12	0.00	Significant
Years in Service	0.35	0.88	Not Significant
Employment Category	0.61	0.54	Not Significant

Legend: Significant at p-value < 0.05

As seen from the result on table 5, there is a significant difference observed on productivity when grouped according to department. This may suggest that the effects of training program in terms of productivity are different from department group. Amongst the functions of human resource management, one of the crucial functions is creating a learning environment though proper training and development programs. In one department, it is a struggle to create a diverse workforce but when there is, employees are more developed and more satisfied with their jobs. Whenever satisfaction is met, the productivity of a department increases the profitability of the whole organization.

**Table 6. Difference of Responses of the employees in training programs when Grouped to According to Effectiveness and Efficiency**

Profile Variables	Effectiveness and Efficiency		
	F value	p value	Interpretation
Age	0.99	0.41	Not Significant
Gender	0.00	0.97	Not Significant
Civil Status	1.74	0.16	Not Significant
Department	4.61	0.00	Significant
Years in Service	0.94	0.46	Not Significant
Employment Category	0.25	0.78	Not Significant

Legend: Significant at p-value < 0.05

The table 6 shows the effects of training program in terms of effectiveness and efficiency when grouped according to department. Departments are grouped and arranged according to their function. If it is properly allocated, the specific job will be performed. And as to training, it enables the employee to complete a task with greater efficiency and it enhances one's ability toward the effectiveness of the learning gained from the facts and insights during the training program[15]-[18].

**Table 7. Difference of Responses of the employees in training programs when Grouped to According to Motivation at work**

Profile Variables	Motivation at work		
	F value	p value	Interpretation
Age	0.95	0.43	Not Significant
Gender	0.00	0.96	Not Significant
Civil Status	0.11	0.95	Not Significant
Department	4.77	0.00	Significant
Years in Service	0.70	0.62	Not Significant
Employment Category	1.17	0.31	Not Significant

Legend: Significant at p-value < 0.05

The result shows there is a significant difference in the motivation at work according to the groups per department. Recognizing the role of training practices the employers are enabled to create a better working environment that improves the motivation level as well as the performance of the workforce. The reason for the difference according to grouping per department could be because of the difference in budget and allocation provided per department. The higher the budget of the department, there is a tendency to have higher ability of the administration to motivate their employees. The quality of the training is improved because the materials could be of higher quality and the amount of snacks and food could also be higher compared to when there is limited budget.

### CONCLUSIONS AND RECOMMENDATIONS

Base from the findings of the study, it was concluded that majority of the respondents were females, 41-50 years old, married, working at City Mayor's Office, for 16-20 years and were regular employees. Also, the respondents generally agree on the training program of City Government of Batangas. There was a significant difference in the responses of employees in training programs and the department they were working at. The propose plan of action was prepared to enhance the training program of City Government of Batangas.

It is recommended that City Government of Batangas may ensure that the working conditions in the organization should be improved so that they become conducive to the transfer of learning. City Government of Batangas may conduct appropriate training needs assessment to ensure that training content for employees would result in efficient improvement of all the employees. City Government of Batangas may provide sufficient resources for training so as to improve the training programmes provided. Individual may be more proactive and seek to be more creative and innovative to contribute their quota through their profession and skills. Future researchers may consult similar studies using other variables.

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**Table 8. Proposed Plan of Action to enhance the Training program of City Government of Batangas**

<b>KEY RESULT AREA</b>	<b>STRATEGIES</b>	<b>RESPONSIBLE PERSON</b>
1. Effective training program/tools	<ul style="list-style-type: none"> <li>• The strategic value of the training resources must be in lined with the discretionary usage of all the effective training program/tools.</li> </ul>	<ul style="list-style-type: none"> <li>• Human Resources Department.</li> <li>• Facilitators</li> </ul>
2. Training materials and assistance	<ul style="list-style-type: none"> <li>• Making sure that the training materials can be easily comprehended.</li> <li>• Providing a roll out of the final version of the training programs and spreading throughout the entire organization.</li> </ul>	<ul style="list-style-type: none"> <li>• Human Resource Department</li> <li>• Facilitators</li> </ul>
3. Training motivation	<ul style="list-style-type: none"> <li>• Continuation of providing training program with the essence of building self-efficacy will lead to the program's success.</li> </ul>	<ul style="list-style-type: none"> <li>• Human Resource Department</li> <li>• Employees</li> </ul>