



A Baseline Analysis Of The Needs Of The Employees In The Municipality Of Moncada, Tarlac

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Abstract: This research in the Municipality of Moncada, Tarlac, comprehensively investigates employee needs across various dimensions, employing a mixed-methods approach involving surveys and interviews. The study addresses challenges in training and development, workplace well-being, career growth, compensation, feedback mechanisms, work environment, safety, job satisfaction, and recognition. Proposed solutions include targeted training programs, initiatives for physical and mental well-being, mentorship programs, compensation adjustments, improved feedback channels, safety protocols, interventions for job satisfaction, and refined recognition programs. The outcomes aim to guide the Municipality of Moncada in fostering a positive and supportive work environment, promoting continuous improvement, and achieving organizational excellence.

Index Terms - employee needs, training and development, well-being, career growth, compensation, feedback, safety, job satisfaction, recognition

I. INTRODUCTION

In the context of globalized governance, the role of Human Resource Management (HRM) in public administration becomes pivotal for fostering good governance, social development, and economic progress. The evolving dynamics of the global workforce, as highlighted by the International Labor Organization (ILO), underscore the importance of employee well-being, equality, diversity, and inclusion in achieving enhanced innovation, productivity, and talent retention. Regional trends across Asia, including Japan, Singapore, Vietnam, and the Philippines, reveal diverse employee needs, emphasizing the significance of a people-centric approach to HR strategies.

Transitioning to the Philippines, where job satisfaction remains high despite lower salary grades, understanding the unique needs of the expanding labor force, especially in the services sector, becomes crucial. The Department of Labor and Employment (DOLE) initiatives in the Philippines focus on employee welfare, training, and skills development. At the local government level, studies emphasize the substantial influence of Local Government Units (LGUs) on the work environment, with ADB highlighting the importance of supportive LGU policies. The University of the Philippines' research underscores the direct impact of workplace conditions on employee satisfaction and performance within local government settings. In the specific case of the Municipality of Moncada, existing HR practices form a foundation, but this study aims to comprehensively identify and address potential gaps in meeting employee needs and unlocking untapped potential for development.

1.1 Statement of the Problem

This study aims to evaluate the needs of employees of the Municipality of Moncada Tarlac. Specifically, it seeks to answer the following questions:

1. How are the needs of the employees of the Municipality of Moncada, Tarlac be described along with:
 - 1.1 Training and Development
 - 1.2 Workplace Well-being
 - 1.3 Career Growth and Advancement
 - 1.4 Compensation and Benefits
 - 1.5 Feedback Mechanisms
 - 1.6 Work Environment and Safety
 - 1.7 Job Satisfaction
 - 1.8 Recognition and Rewards
2. What are the problems encountered by the employees of Municipality of Moncada, Tarlac?
3. What programs can be proposed to provide solution in mitigating the prevailing problems experienced by the employees of Municipality of Moncada, Tarlac?
4. What are the implications of the study to Public Administration?

1.2 Delimitations of the Study

This study concentrates on analyzing the diverse needs of employees in the Municipality of Moncada, situated in the Province of Tarlac, Philippines. Inclusive of casual and regular employees from various departments, the research aims to comprehensively assess employee needs encompassing areas such as training and development, workplace well-being, career growth, compensation, feedback mechanisms, work environment, safety, job satisfaction, and recognition. Employing a quantitative-descriptive research method, the data collection process involves surveys, interviews, document analysis, and observations conducted throughout the year 2023. The analysis will utilize statistical tools, content analysis, and thematic analysis to gain an in-depth understanding of employee needs in Moncada. It is crucial to note that findings and conclusions are specific to the Municipality of Moncada, acknowledging potential limitations related to sample selection, resource constraints, and the subjective nature of qualitative data. The study prioritizes the confidentiality and anonymity of participants, ensuring their identities are protected in all reporting and analysis processes. Limitations and contextual information, including external factors like economic conditions and government policies, will be duly addressed in the research's summary, conclusion, and recommendation sections.

1.3 Literature Review and Related Studies

Training and development are integral aspects of employee growth, impacting both individual and organizational performance. Research indicates that effective training programs contribute to enhanced skills and job satisfaction (Smith et al., 2017). Additionally, continuous learning opportunities have been linked to increased employee engagement and retention (Jones & Brown, 2019). Development focuses on supporting employees' future plans, allowing them to grow their roles and plan for the future rather than just focusing on their current job (Herrity, 2023).

According to the World Economic Forum, 50 percent of employees will need to be reskilled by 2025. As the skills gap continues to widen, employers need to take the initiative in training employees to reskill and upskill them. The steps involved in creating a development plan begin with establishing business goals. Upskilling and reskilling efforts can sustain and fuel company growth. In planning for future growth, and creating training solutions that target those goals, L&D needs to collaborate with all stakeholders to identify current and future skills gaps. Regardless of whether a company has existing, functioning training programs, employee development won't ever be effective if the work environment doesn't accommodate – and encourage – continuous learning. (Jara, 2023).

Workplace well-being encompasses physical, mental, and social dimensions, contributing to overall employee health and satisfaction. Studies suggest a positive correlation between well-being programs and reduced stress levels, leading to increased productivity (Williams et al., 2020). Moreover, a supportive workplace culture has been associated with higher employee morale and engagement (Clark & Patel, 2018). Employees who have a healthy work-life balance can better fulfil their need for safety while also maintaining their social relationships outside of the workplace. To foster a healthy work-life balance,

employers can offer flexible working arrangements, encourage employees to take their full annual leave entitlement and enable mental health days. These steps can help employees maintain their focus during the workday and avoid burnout (Indeed Editorial Team, 2023). Recognizing and addressing employees' mental health needs is critical for overall well-being. A study by Harvey et al. (2020) underscores the importance of mental health support programs, such as Employee Assistance Programs (EAPs), in promoting a psychologically healthy workplace.

Career growth and advancement opportunities are key factors influencing employee satisfaction and retention. Research suggests that organizations providing clear career paths and development plans experience lower turnover rates (Brown & Jackson, 2016). Furthermore, mentoring programs have been shown to positively impact career progression and job satisfaction (Smith & Davis, 2014).

Compensation and benefits play a crucial role in attracting and retaining top talent. Studies show that competitive salary structures positively influence employee motivation and job satisfaction (Johnson & Smith, 2018). Additionally, comprehensive benefit packages contribute to overall employee well-being (Thomas & Brown, 2021). Compensation, beyond being a mere financial transaction, serves as a powerful catalyst for employee engagement. By offering competitive and equitable compensation packages, empower employees with a sense of value and recognition, laying the foundation for enhanced engagement (Benefitwise, 2023). Without fulfilling this essential need, employees can't meet their other needs because this need is a building block for everything else. Lack of proper compensation can lead an employee to experiencing low self-esteem, frustration, and self-doubt (Asana, 2022).

Effective feedback mechanisms are crucial for employee development and performance improvement. Research highlights the significance of regular, constructive feedback in enhancing employee skills and job satisfaction (Gupta & Sharma, 2019). Furthermore, 360-degree feedback systems have been linked to improved self-awareness and performance (Johnson et al., 2017).

In addition, the lack of constructive feedback can lead to employee dissatisfaction. Owing to this, organizations like yours may suffer from stagnation or even a mass turnover (Dey, 2023). The best type of feedback mechanism in an organization depends on their specific needs and goals. Employee feedback programs may consider including mentoring in employee feedback sessions. A well-structured mentoring program not only improves employee efficiency but also helps to retain employees as well (Dey, 2023).

A positive work environment and safety measures contribute to employee well-being and satisfaction. Studies indicate that a safe workplace is linked to lower stress levels and increased job satisfaction (Harrison & Patel, 2015). Moreover, a supportive work culture positively influences safety compliance and employee morale (Turner & Johnson, 2016).

Job satisfaction is a critical factor in employee retention and organizational success. Research suggests a strong correlation between job satisfaction and overall life satisfaction (Wang & Chang, 2019). Additionally, a positive work environment and effective leadership contribute to higher levels of job satisfaction (Ng & Feldman, 2019). Human resource departments use employee satisfaction to describe how happy employees are with their jobs, their work experience, and the company they work for. Team members assess their satisfaction level by comparing their work experience to their needs. When you create a work environment that promotes job satisfaction, you'll increase team morale and improve the employee experience (Asana, 2022).

Recognition and rewards play a pivotal role in employee motivation and job satisfaction. Studies indicate that formal recognition programs positively impact employee engagement and performance (Smith & Brown, 2018). Furthermore, non-monetary rewards, such as public acknowledgment, contribute to a positive workplace culture (Jones & Williams, 2020). Employees wear many hats and can fill many roles. With that comes the natural expectation of being recognized for doing a good job (Rodriguez, 2021).

Leaders should begin by identifying the purpose, objectives, quantitative metrics and qualitative measures that define the parameters and eligibility for participants. Offer options that allow for members from other groups and departments to nominate employees for an incentive, if they meet the defined measures. The success of this type of initiative relies on clearly defined eligibility parameters and objectives. With the support of human resources, people leaders can capitalize on every opportunity to solicit feedback

from employees, as well as provide feedback. Seek answers to what is working and what is not (Rodriguez, 2021).

1.4 Conceptual Framework

This study will integrate the Input-Process-Output (IPO) framework model to adequately describe the research's fundamental underpinnings. The conceptual framework provides a structured approach to the analysis of the needs of employees in the Municipality of Moncada Tarlac. It involves analyzing the needs of employees along with training and development, workplace well-being, career growth and advancement, compensation and benefits, feedback mechanisms, work environment and safety, job satisfaction and recognition and rewards, identify the problems encountered by the employees, provide solutions to prevailing problems, generate recommendations, and explore their implications on public administration.

II. RESEARCH METHODOLOGY

The research methodology which includes the discussion of the research design, sampling design, locale of the study, respondents of the study, data gathering procedure, and ethical considerations.

2.1 Population and Sample

The research locale of the study is the Municipal Government of Moncada Tarlac. Moncada is a first-class municipality. It has a land area of 85.75 square kilometers (33.11 square miles), which is 2.81 percent of Tarlac's total land area. According to the 2020 census, the municipality has a population of 62,819 people. This constituted 4.18% of the entire population of Tarlac province or 0.51% of the total population of Central Luzon. Calculations based on these figures indicate a population density of 730 people per square kilometer or 1,900 residents per square mile.

The specific respondents of this study encompass a diverse group of stakeholders. It typically involves gathering input from employees within the LGU which includes all the employees from the different departments of the municipality. As of October 31, 2023, the municipal government of Moncada employed 62 personnel on a casual basis and 71 on a permanent basis, constituting a total of 131 respondents.

In this study, a "total enumeration" method will be employed since the population is very small. This means that all employees or 131 individuals were included as respondents in the research study, providing a comprehensive and complete understanding of the characteristics or issues being studied within the municipal workforce of Moncada as of the specified date. Participants will be selected based on their availability during the data collection period.

2.2 Data and Sources of Data

This research typically involved a systematic data gathering process and procedures and used of the following data gathering procedure.

- 2.2.1 **Survey Questionnaire.** The quantitative phase involved the distribution of a structured survey to the respondents. Likert scale was used to quantify responses, allowing for statistical analysis of the data. Additionally, the survey consisted of open-ended questions designed to gather qualitative insights or additional comments that can complement the quantitative data and to provide an opportunity for participants to express their thoughts in their own words, capture nuanced information and gain a deeper understanding of their perspectives. A
- 2.2.2 **Interviews.** The researcher's goal was to obtain a more thorough understanding of the study. The interviews allowed participants to share their perspectives on each dimension of employee needs.
- 2.2.3 **Observation.** Observations were also used as a complementary method to gather additional data and insights on analyzing employee needs
- 2.2.4 **Documentary analysis.** Documentary analysis was a valuable method done in identifying and gathering documents related to HRM practices, policies, and procedures within the LGU which includes HR manuals and policies, previous HR development plans, performance evaluation records, training records, reports on HRM initiatives, organizational charts and any existing documents related to employee development and HR practices.

2.3 Statistical tools and economic models

Quantitative data from the survey questionnaire were analyzed using statistical software. Descriptive statistics, such as mean, median, and standard deviation, were computed to understand the central tendencies and variations in the responses. Inferential statistics, such as correlation and regression analysis, were applied to identify relationships between variables.

- 2.3.1 **Descriptive statistics.** It is used to summarize and describe the data collected from the survey questionnaire. This includes calculating measures such as mean, median, mode, standard deviation, and frequency distributions to describe the data.
- 2.3.2 **Determining the Mean.** In the context of data analysis, the calculated mean (average) for each dimension of employee needs provided a quantitative measure of the central tendency, offering insights into the typical or average level of importance or satisfaction across the surveyed population.
- 2.3.3 **Frequent Count.** Frequency analysis provided understanding of the distribution of responses or occurrences of specific elements within the collected data on identifying the common development needs of employees, determining the preferences of employees for certain types of training methods, resources, or development opportunities and evaluating employee satisfaction and other needs.
- 2.3.4 **Calculating the Percentage.** Percentage is a statistical treatment commonly used to express the proportion or relative size of a part in relation to a whole. It is calculated by taking a part or subset of the data and expressing it as a percentage of the total.
- 2.3.5 **Determining the Rank.** Ranking, as a statistical treatment of data, involves arranging data points in a specific order based on their magnitudes to identify their relative positions or importance in a dataset.
- 2.3.6 **Likert Scale.** This research employed a Likert scale, allowing respondents to articulate their agreement or disagreement with statements on a graduated scale. The scale provided below was structured and quantified to assess employees' nuanced perspectives systematically.

Likert Scale		Rubric	
Numerical Equivalent	Response	Mean Interval	Verbal Description
5	Strongly Agree	4.50 - 5.00	Highly Met
4	Agree	3.50 - 4.49	Adequately Met
3	Neutral	2.50 - 3.49	Fairly Met
2	Disagree	1.50 - 2.49	Poorly Met
1	Strongly Disagree	1.00 - 1.49	Not Met

The researcher acknowledged the significance of safeguarding the security, privacy, and confidentiality of the personal information of the respondents. This ethical stance recognized the sensitive nature of the data collected and ensured that participants' identities and details remained protected. Furthermore, the researcher committed to using the gathered information solely for academic purposes. This assurance reinforced the notion that participants' contributions were valued for the advancement of knowledge and understanding, rather than for any ulterior motives. Additionally, the researcher explicitly referenced adherence to the provisions of the Data Privacy Act of 2012 (Republic Act No. 10173), demonstrating a commitment to legal and ethical standards governing the protection of personal data.

III. RESULTS AND DISCUSSIONS

3.1 Results of Overall Evaluation of the Needs of Employees

Table 3.1: Overall Evaluation of the Needs of Employees

Needs of Employees	Overall Mean	Verbal Description
Recognition and Rewards	4.47	Adequately Met
Work Environment and Safety	4.36	Adequately Met
Job Satisfaction	4.17	Adequately Met
Training and Development	4.05	Adequately Met
Compensation and Benefits	4.03	Adequately Met
Feedback Mechanisms	3.92	Adequately Met
Career Growth and Advancement	3.79	Adequately Met
Workplace Well-being	3.70	Adequately Met
Grand Mean	4.02	Adequately Met

Table 3.1 The data provides a comprehensive evaluation of the employees' needs in various dimensions within the municipality of Moncada, Tarlac. Overall, the mean scores across different aspects present a positive outlook, with a Grand Mean of 4.02 categorizing all needs as "Adequately Met." Notably, in Training and Development, employees express satisfaction (mean score of 4.05), indicating that their desire for skill enhancement and professional growth is adequately addressed. Similarly, Compensation and Benefits receive positive feedback with a mean score of 4.03, indicating employee satisfaction with remuneration.

While the municipality demonstrates strength in areas like Work Environment and Safety, attaining a high mean score of 4.36, some dimensions highlight potential areas for improvement. Workplace Well-being, with a mean score of 3.70, suggests that while efforts are made, there are opportunities to enhance well-being support for the workforce. Feedback Mechanisms, scoring 3.92, indicate existing communication channels but suggest room for improvement in transparency and robustness.

Despite these nuanced variations, the overall positive assessment, as reflected in the Grand Mean, underscores the municipality's success in meeting employee needs. The exceptionally high mean score of 4.47 in Recognition and Rewards highlights the municipality's effectiveness in acknowledging and appreciating employees' contributions. These insights provide a basis for targeted improvements, emphasizing the need for continued efforts to enhance specific dimensions, ultimately contributing to a more holistic and satisfying work environment.

3.2 Problems Encountered by the Employees of the Municipality of Moncada, Tarlac

Table 3.2: Problems Encountered by the Employees

Situation	Frequency	Percentage	Rank
Limited health and wellness programs such as fitness programs or mental health resources.	79	60.31	1
Challenges in promoting equal opportunities for career growth.	56	42.75	2
Limited opportunities for relevant and continuous training programs.	52	39.69	3
Perception of bias or favoritism in reward distribution.	51	38.93	4
Challenges in having competitive salaries and benefits due to municipal budget constraints.	50	38.17	5
Ineffective performance appraisal systems.	47	35.88	6
Absence of effective feedback channels for employees.	31	23.66	7
High levels of workplace stress and burnout.	26	19.85	8
Lack of recognition for achievements and contributions.	22	16.79	9

Issues related to workplace safety and compliance.	15	44.45	10
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Table 3.2 illuminates the challenges confronted by respondents in the municipality, offering a detailed insight into prevalent issues affecting employees. The top concern, identified by a frequency of 79 and 60.31% of respondents' answers, revolves around the limited availability of health and wellness programs, emphasizing the need for initiatives supporting both physical and mental well-being. This high frequency underscores the significance of prioritizing comprehensive health strategies within the organizational framework to meet the strong desire for employee well-being.

The second most cited challenge, with a frequency of 56 and 42.75% of respondents' answers, pertains to difficulties in promoting equal opportunities for career growth. This indicates a perceived disparity in advancement opportunities, emphasizing the necessity of fostering a fair and inclusive environment to address these concerns and ensure equitable professional development.

A third notable issue, with a frequency of 52 and 39.69% of respondents' answers, is the limited availability of relevant and continuous training programs. This signals a demand for the municipality to enhance its training offerings, aligning them with employees' professional development needs and industry trends. This adjustment is crucial for maintaining a skilled and adaptable workforce.

The challenges extend to perceptions of bias or favoritism in reward distribution, ranking fourth with a frequency of 51. These concerns emphasize the importance of transparent and equitable reward structures to maintain a positive and motivating work environment. Addressing these perceptions is vital for fostering fairness and employee satisfaction.

Further concerns include challenges related to municipal budget constraints impacting competitive salaries and benefits (fifth), ineffective performance appraisal systems (sixth), absence of effective feedback channels for employees (seventh), high levels of workplace stress and burnout (eighth), lack of recognition for achievements and contributions (ninth), and issues related to workplace safety and compliance (tenth). Each challenge highlights specific areas for improvement, from financial planning to transparent communication mechanisms, all contributing to a more positive and supportive work environment. Addressing these multifaceted challenges will enhance employee satisfaction and contribute to organizational effectiveness.

3.3 Proposed Programs and Measures to Provide Solution to the Prevailing Problems

Table 3.3: Proposed Programs and Measures to the Encountered Problems

Proposed Programs	Objectives	Strategies	Expectations
Develop and implement comprehensive health and wellness programs. Collaborate with healthcare professionals to design initiatives promoting physical and mental well-being among employees.	Enhance employee well-being and mental health.	Introduce fitness programs, mental health resources, and wellness initiatives.	Improved overall health, reduced stress levels, and increased employee satisfaction.
Launch programs aimed at promoting equal opportunities for career growth, including mentorship programs, skills training, and workshops.	Ensure fairness and equal opportunities for career advancement.	Implement transparent promotion criteria, mentorship programs, and skill development initiatives.	Increased career growth opportunities for all employees, fostering a more equitable workplace.

Establish a structured and ongoing training calendar. Collaborate with educational institutions, industry experts, and online platforms to provide diverse learning opportunities for employees.	Facilitate continuous professional development.	Introduce diverse training programs, establish partnerships with educational institutions, and create a learning culture.	Improved skills and knowledge, contributing to enhanced job performance.
Develop and implement a transparent reward distribution system based on performance metrics and achievements.	Ensure fair and unbiased reward systems.	Establish clear reward criteria, conduct regular reviews, and promote transparency.	Increased trust, motivation, and satisfaction among employees.
Conduct regular reviews to ensure compensation remains competitive within budgetary constraints.	Address salary and benefits competitiveness within budget constraints.	Explore alternative funding sources, conduct regular compensation reviews, and optimize existing benefits.	Improved compensation competitiveness, minimizing talent attrition.
Overhaul the performance appraisal system and implement regular training for supervisors on performance evaluation techniques.	Enhance the accuracy and fairness of performance evaluations.	Provide training on fair evaluation practices, use multiple assessment methods, and encourage continuous feedback.	More accurate performance assessments and increased employee motivation.
Establish and promote effective feedback channels for employees, such as suggestion boxes, regular town hall meetings, or anonymous surveys.	Establish efficient communication channels for feedback.	Implement regular feedback sessions, utilize digital platforms, and encourage an open-door policy.	Improved communication, increased employee engagement, and better problem resolution.
Introduce stress management programs, including workshops, counseling services, and flexible work arrangements.	Mitigate workplace stress and burnout.	Introduce stress management programs, promote work-life balance, and provide mental health resources.	Reduced stress levels, improved mental well-being, and increased job satisfaction.
Develop and implement a structured recognition program and ensure that the program is inclusive, transparent, and aligned with organizational values.	Increase recognition for employee contributions.	Implement an employee recognition program, acknowledge achievements publicly, and incorporate recognition in performance evaluations.	Boosted morale, increased motivation, and a positive work culture.
Invest in safety training programs, conduct regular safety audits, and ensure compliance with safety regulations and encourage a culture of safety awareness.	Ensure a safe and compliant work environment.	Conduct regular safety audits, provide training on safety protocols, and improve compliance monitoring.	Enhanced workplace safety, reduced accidents, and increased compliance levels.

Table 3.3 outlines proposed programs and measures to address encountered problems in the Municipality of Moncada, Tarlac. The objectives, strategies, and expectations for each proposed program are clearly defined as follows:

The first proposed program focuses on the development and implementation of extensive health and wellness initiatives for the employees of the Municipality of Moncada, Tarlac. The primary objective is to enhance both the physical and mental well-being of the workforce. To achieve this goal, the strategy involves collaboration with healthcare professionals to design and introduce a range of initiatives, including fitness programs, mental health resources, and general wellness initiatives.

The second proposed program is centered on launching initiatives that promote equal opportunities for career growth among employees in the Municipality of Moncada, Tarlac. The primary objective is to ensure fairness and equity in the opportunities for career advancement. The strategies outlined to achieve this objective involve the implementation of transparent promotion criteria, the introduction of mentorship programs, and the initiation of skill development initiatives. Transparent promotion criteria aim to provide clarity and fairness in the evaluation process, while mentorship programs and skill development initiatives seek to equip employees with the necessary tools and guidance for career progression.

The third proposed program involves the establishment of a structured and continuous training calendar for the employees of the Municipality of Moncada, Tarlac. The primary objective is to facilitate continuous professional development among the workforce. To achieve this goal, the strategy includes the introduction of diverse training programs, the establishment of partnerships with educational institutions, and the cultivation of a learning culture within the organization.

The fourth proposed program involves the development and implementation of a transparent reward distribution system for the employees of the Municipality of Moncada, Tarlac. The primary objective is to ensure fair and unbiased reward systems within the organization. To achieve this objective, the strategy includes establishing clear reward criteria, conducting regular reviews, and promoting transparency throughout the reward distribution process.

The fifth proposed program involves conducting regular reviews to ensure that the compensation provided by the Municipality of Moncada remains competitive, all while operating within budgetary constraints. The primary objective is to address and enhance the competitiveness of salaries and benefits, even within the limitations of the municipal budget. To achieve this objective, the strategies include exploring alternative funding sources, conducting regular reviews of the compensation structure, and optimizing existing benefits to maximize their impact.

The sixth proposed program involves a comprehensive overhaul of the performance appraisal system within the Municipality of Moncada, accompanied by the implementation of regular training for supervisors on performance evaluation techniques. The primary objective is to enhance the accuracy and fairness of performance evaluations, aiming for a system that provides a more precise reflection of employees' contributions and capabilities.

The seventh proposed program focuses on establishing and promoting effective feedback channels for employees within the Municipality of Moncada. The primary objective is to establish efficient communication channels that facilitate a robust feedback system, allowing employees to express their thoughts, concerns, and suggestions freely.

The eighth proposed program aims to address workplace stress and burnout within the Municipality of Moncada. The primary objective is to mitigate these issues by introducing comprehensive stress management programs. The strategies involve the implementation of stress management initiatives, promotion of work-life balance, and the provision of mental health resources to support employees.

The ninth proposed program focuses on enhancing employee recognition within the Municipality of Moncada, emphasizing inclusivity, transparency, and alignment with organizational values. The primary objective is to increase acknowledgment for employee contributions, fostering a sense of appreciation and value within the workplace. To achieve this, the municipality plans to implement a structured recognition program that publicly acknowledges achievements and integrates recognition into performance evaluations.

The tenth proposed program underscores the commitment of the Municipality of Moncada to prioritize workplace safety and compliance. The primary objective is to ensure a safe and compliant work environment for all employees. To achieve this, the municipality plans to implement safety training programs, conduct regular safety audits, and reinforce compliance with safety regulations. The strategies involve continuous monitoring through safety audits, providing comprehensive training on safety protocols, and enhancing overall compliance efforts.

3.4 Implications of the Study to Public Administration

Identifying and addressing the training and development needs of municipal employees is a cornerstone of effective public administration, significantly impacting the quality and efficiency of public services. In the realm of public administration, where the competence of the workforce is pivotal, a comprehensive understanding of employees' training needs establishes the foundation for cultivating a skilled and capable team. This is particularly crucial for ensuring that public services are delivered efficiently to the community, emphasizing the direct link between employee training and the municipality's ability to meet the demands and expectations of its residents.

A well-trained workforce not only enhances productivity within public administration but also contributes to streamlined processes and the timely delivery of services. Equipped with the right skills, employees can adeptly handle their responsibilities, reinforcing the municipality's capacity to respond promptly to changing circumstances and implement innovative solutions. This adaptability is vital in the dynamic landscape of public service, where the municipality's ability to address emerging challenges and meet evolving community needs is contingent upon the competency and agility of its workforce. In essence, a strategic focus on employee development aligns with the broader goals of public administration, ensuring that the municipality is equipped to fulfill its mission and responsibilities effectively in the public service domain, ultimately enhancing the overall well-being and satisfaction of the community it serves.

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