

The training and development programs on supply and property management in the City Government of Tabaco

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ABSTRACT

This study explored the training and development programs on supply and property management in the City Government of Tabaco for fiscal year 2025 to 2026. Specifically, it answered the following sub-problems: 1) What are the trainings and development programs on supply and property management availed by employees of the City Government of Tabaco along onsite and offsite?; 2) What is the level of effectiveness of the programs along personnel development and work environment?; 3) What are the challenges that affect the training and development of employees in supply and property management?; and 4) What capacity development agenda may be proposed to address the challenges? It used the quantitative research design and followed the descriptive-survey method. The study employed the descriptive-survey method of research. A questionnaire was utilized to gather the needed data. The respondents were the regular employees of the City Government of Tabaco. A total of two hundred fifty (250) regular employees responded to the research tool distributed in twenty-two (22) offices of the city. The researcher successfully obtained 100 % retrieval rate. The statistical measures used were frequency counts, percentage, weighted mean and ranking. The findings of the study revealed that among the eight (8) training and development programs, on the onsite and offsite categories, Seminar Workshop on Supply and Property Management obtained the highest number of frequencies. The item, Assessment of Internal Audit in Public Sector revived the lowest number of responses in the onsite category while it was Tools and Techniques for Internal Auditing with the lowest number of frequencies in offsite category. The level of effectiveness of the programs on supply and property management along personnel development has an average weighted mean of 4.37 and along work environment with 4.33. These ratings have an adjectival description of very high. The challenge considered top along personnel development is lack of fund for training of the local government unit while along work environment is insufficient funding and resources. A capacity development agenda was crafted to address the identified challenges.

Keywords: Training and development programs, supply and property management, work environment, personnel development.

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INTRODUCTION

Government institutions at all levels, along with private organizations worldwide, continue to prioritize the improvement of asset management systems while simultaneously providing employees with opportunities for learning and development to effectively address the challenges associated with supply and property administration. Effective resource management equips both government and private organizations with the necessary information to support informed decision making on a daily basis. In the Philippine context, the legal foundation governing procurement of supplies and properties is Republic Act No. 12009, also known as the New Government Procurement Act. This law outlines the policies, rules, and regulations that guide procurement activities in accordance with state principles. It further mandates the Government Procurement Policy Board to ensure the professionalization of procurement practitioners. Central to this mandate is the requirement to enhance the competencies of personnel involved in supply and property management through structured training and development programs. Such initiatives enable employees to perform their duties efficiently and effectively while also fostering career growth and deeper understanding of their responsibilities as public servants. Through continuous capacity building, procurement practitioners are better equipped to uphold the principles of transparency, integrity, and accountability in public service.

Within the City Government of Tabaco, employees assigned to the supply and property management unit under the General Services Office play a critical role in the administration of resources. Given that resources are procured, distributed, and utilized on a daily basis, the efficiency and effectiveness of service delivery largely depend on how well these employees execute their responsibilities. While formal educational preparation provides a foundational level of competence, it is not sufficient to guarantee high performance. Instead, performance is significantly influenced by factors such as mentoring, continuous learning, and professional development opportunities acquired through experience. Recognizing this, it becomes essential for local government officials to prioritize training and development initiatives as integral components of employee performance enhancement and evaluation. The development of employees' knowledge, skills, and competencies ultimately contributes to the organization's ability to maintain operational effectiveness and sustain a competitive advantage in public service delivery.

This study is anchored on the Property and Supply Management System and Personal Development Theory, particularly as discussed by K. Opstoel et al. The Property and Supply Management System is grounded in state auditing principles which emphasize that all government resources must be managed, utilized, and safeguarded in accordance with existing laws, rules, and regulations. This framework highlights the importance of preventing loss or wastage resulting from illegal or improper disposition, with the overarching goal of achieving economy, efficiency, and effectiveness in government operations. Economy is realized when activities are conducted at the least possible cost, efficiency when processes are executed correctly, and effectiveness when the appropriate actions are undertaken to meet organizational objectives. Complementing this perspective, the Personal Development Theory posits that learning is a continuous process characterized by behavioral responses to environmental stimuli. According to Opstoel et al. (2019), behavior is shaped by deeply ingrained habits that influence the learning process, and an individual's relationship with others can significantly affect performance. Changes in behavior can have far reaching effects across an individual's overall system, thereby reinforcing the importance of targeted developmental interventions. In this regard, approaches such as cognitive behavioral treatment have been shown to enhance skills and support improved performance outcomes, further underscoring the role of training and development in organizational effectiveness.

Statement of the problem

The objectives of the study are:

1. Identify the training and development programs on supply and property management availed by employees of the City Government of Tabaco along onsite and offsite;
2. Determine the level of effectiveness of the training and development programs along personnel development and work environment;
3. Ascertain the challenges that affect the training and development of employees on supply and property management; and
4. Propose capacity development agenda to address the challenges that affect the training and development of employees on supply and property management.

METHODOLOGY

Research design

The quantitative research design was followed in this study. Specifically, it used the descriptive-survey method.

Respondents of the study

The respondents were the two hundred fifty (250) regular employees of the City Government of Tabaco.

Research instrument

The main instrument of this thesis is a questionnaire. It is contained three (3) parts. The first part identified the training and development programs attended by the respondents on supply and property management. There were identified onsite and offsite training and development programs that the respondents will choose from. Multiple responses were allowed.

Part Two of the questionnaire explored that level of effectiveness of the training and development programs along personnel development and work environment. The researcher provided five (5) indicators in each of the two (2) areas of concern. The areas are personnel development and work environment. A five-point Likert scale guided the respondents in their responses.

The last part covered the challenges met by the respondents on training and development. The respondents were asked to select from the five (5) challenges indicated in each area. Multiple responses were allowed.

Data gathering procedure

The researcher furnished the Local Chief Executive with a letter requesting for approval to conduct the study and administration of the research tool to the regular employees of the City Government of Tabaco. She personally administered the questionnaire to the target respondents. She explained the objectives of the study to the respondents and assured them that assured that results will be used for educational research only. They were informed that the researcher will retrieve the questionnaire once they completed to fill in their responses. The researcher obtained 100 % retrieval rate. The collected data was entered in a master tally sheet,

subjected the data to statistical treatment and results were tabulated. Analysis and interpretation of the data was done by the researcher.

Statistical treatment of the data

The researcher used descriptive statistics in the quantification of the gathered data. To identify the leadership style of the office heads, frequency counts and percentage were used. Furthermore, she used frequency count and weighted mean to determine the level of practice of the leadership style. F-test was employed to determine the significant difference on the level of practice between the regular and job-order employees along the areas of concern. Frequency counts and ranking were utilized to identify the challenges met.

RESULTS AND DISCUSSION

The results and discussion presented in this section are grounded on data collected from 250 employees of the City Government of Tabaco who participated in this descriptive study through a structured questionnaire designed to assess the training and development programs on supply and property management. The respondents were selected to represent personnel involved in supply and property functions, and the data were analyzed using frequency counts, percentages, and average weighted means to describe patterns and levels of effectiveness. The findings are interpreted directly in relation to the objectives of the study, specifically focusing on the types of training programs availed, their level of effectiveness across personnel development and work environment domains, the challenges encountered, and the development of a capacity building agenda. The discussion integrates both descriptive results and analytical insights to provide a comprehensive understanding of how training and development initiatives influence employee performance and organizational outcomes.

The analysis of the training and development programs availed by employees reveals that eight programs were identified and categorized into onsite and offsite modalities. Among onsite programs, Seminar Workshop on Supply and Property Management recorded the highest participation with a frequency of 91 or 36.40 %, indicating a strong emphasis on core competency development directly related to employees' functions. This was followed by Training Workshop on Oral Communication and Technical Writing Skill with 80 responses, highlighting the importance of communication proficiency in administrative roles. Government Procurement Reform Act RA 9184 and its Revised IRR and Updates as well as Republic Act 12009 of 2025 obtained a frequency of 65 or 26 %, suggesting moderate engagement in policy-oriented training. Public Records Management recorded 55 responses or 22.00 %, while Personnel Development Symposium had 49 or 19.60 %. Training Course on the Internal Control System for Property and Supply Management Appraisal and Disposal registered 48 or 19.20 %, followed by Tools and Techniques for Internal Auditing with 43 or 17.20 %. The least availed onsite program was An Assessment of Internal Auditing in Public Sector with a frequency of 34 or 13.60 %. These patterns suggest that employees prioritize trainings that are directly aligned with their operational responsibilities, while more specialized auditing topics receive comparatively less attention.

A similar trend is observed in offsite training participation, where Seminar Workshop on Supply and Property Management again emerged as the most attended with a frequency of 96 or 38.40 %. Government Procurement Reform Act RA 9184 and its Revised IRR and Updates as well as Republic Act 12009 of 2025 followed with 80 or 32 %, reinforcing the importance of regulatory compliance in procurement practices. Training Workshop on Oral Communication and Technical Writing Skill had 62 or 24.80 %, while both Training Course on the Internal Control System for Property and Supply Management Appraisal and Disposal

and Personnel Development Symposium recorded equal frequencies of 51 or 20.40 %. Public Records Management had 49 or 19.60 %, and An Assessment of Internal Auditing in Public Sector had 40 or 16.00 %. The least participated offsite program was Tools and Techniques for Internal Auditing with 31 or 12.40 %. The consistency between onsite and offsite participation patterns indicates that employees consistently favor trainings that are immediately applicable to their roles, which aligns with existing literature emphasizing the relevance of job related training in enhancing employee engagement and performance.

The level of effectiveness of the training and development programs was examined across two domains, namely personnel development and work environment, using average weighted mean scores. In terms of personnel development, the indicator builds confidence obtained the highest average weighted mean of 4.57, followed by expands social connections with 4.51 and increases mental and emotional intelligences with 4.44. Other indicators with very high ratings include fosters mindset to embrace challenges with 4.43, develops sense of worth and purpose with 4.40, understands one's weaknesses and strengths with 4.38, recognizes work life balance with 4.36, and manages time better with 4.32. The indicators strengthen interpersonal as well as intrapersonal relationships and follows healthy lifestyle obtained average weighted means of 4.17 and 4.12 respectively, both described as high. The overall average weighted mean for personnel development is 4.37, interpreted as very high. These findings indicate that training programs significantly contribute to enhancing individual competencies, self-awareness, and psychological readiness, which are essential components of effective performance. This supports theoretical perspectives on personal development that emphasize continuous learning and behavioral adaptation as key drivers of professional growth.

In the domain of work environment, seven out of ten indicators were rated very high, with becomes more efficient and effective in a specific area of work obtaining the highest average weighted mean of 4.52. This was closely followed by appreciates the value of teamwork with 4.51 and enhances the competencies on work related tasks with 4.50. Other indicators rated very high include recognizes multi-tasking to achieve with 4.47, improves motivation and job satisfaction with 4.42, increases creativity and innovation in the office with 4.39, and facilitates transfer of knowledge to coworkers with 4.36. The remaining indicators, namely cultivates a deep seated drive for excellence in the workplace with 4.14, supports collegial achievement of the organizational goals and objectives with 4.02, and applies theoretical content learned to actual practice in the workplace with 3.96, were described as high. The overall average weighted mean for work environment is 4.33, interpreted as very high. These results demonstrate that training programs not only enhance individual capabilities but also positively influence organizational dynamics, including teamwork, innovation, and knowledge sharing. Such outcomes are consistent with organizational development theories that link employee training with improved workplace performance and institutional effectiveness.

Despite the high level of effectiveness, several challenges were identified that affect the implementation of training and development programs. In terms of personnel development, limited LGU fund for training emerged as the most significant challenge with a frequency of 155 and ranked first, indicating that financial constraints are a major barrier to program accessibility. This was followed by conflicting schedule of trainings and development programs with other equally important responsibilities with 136 and ranked second, suggesting that workload management issues hinder participation. Fear of additional work assignments recorded a frequency of 83 and ranked third, reflecting employee perceptions that training may lead to increased responsibilities. Weak appreciation of the importance of training programs had a frequency of 70 and ranked fourth, while unsupportive office heads and organization on

development training had the lowest frequency of 32 and ranked fifth. These findings highlight both structural and attitudinal barriers that limit the full utilization of training opportunities.

Similarly, challenges related to the work environment further underscore systemic constraints. Insufficient funding and resources obtained the highest frequency of 128 and ranked first, reinforcing the earlier finding that financial limitations are a persistent issue. The absence of monitoring mechanism in the application of the knowledge learned during the training had a frequency of 102 and ranked second, indicating a gap between training and actual practice. Favoritism in the selection of participants to the training recorded a frequency of 94 and ranked third, pointing to issues of equity and fairness. Comfort with traditional and usual ways of doing things had a frequency of 72 and ranked fourth, suggesting resistance to change among employees. Professional jealousy had the lowest frequency of 61 and ranked fifth. These challenges reflect both organizational and cultural factors that may hinder the effectiveness and sustainability of training initiatives, consistent with literature that identifies resource constraints, organizational culture, and leadership support as critical determinants of training success.

In response to these identified challenges, a capacity development agenda was formulated to address gaps in both personnel development and work environment. The proposed plan is designed to bridge skill deficiencies, enhance career competencies, and improve overall performance through structured and needs based training programs. By aligning training initiatives with identified challenges and organizational goals, the capacity development agenda provides a strategic framework for strengthening the effectiveness of supply and property management practices within the City Government of Tabaco.

Overall, the findings of the study demonstrate that while training and development programs on supply and property management are widely availed and highly effective, their impact is moderated by financial, organizational, and behavioral challenges. The results directly address the objectives of the study by identifying the extent of program participation, evaluating their effectiveness, and uncovering the barriers that affect their implementation. These findings contribute to the existing body of knowledge by providing empirical evidence on the role of training in enhancing both individual and organizational performance within a local government context. Furthermore, the study underscores the importance of strategic investment in capacity development and institutional support to maximize the benefits of training programs, thereby setting the stage for the formulation of actionable recommendations and future research directions in the succeeding section of the manuscript.

CONCLUSION

The findings of this study provide a comprehensive understanding of the training and development programs on supply and property management in the City Government of Tabaco and their implications for personnel performance and organizational effectiveness. The results demonstrate that both onsite and offsite training initiatives are actively availed by employees, with the Seminar Workshop on Supply and Property Management emerging as the most frequently attended program. In contrast, An Assessment of Internal Auditing in Public Sector and Tools and Techniques for Internal Auditing were identified as the least attended programs. This pattern suggests that employees tend to prioritize training activities that are directly aligned with their immediate functional responsibilities, particularly those that enhance their competence in managing supply and property processes. These findings affirm that supply and property management remains a critical component in local government operations, as it directly influences the efficient utilization of resources and the quality of public service delivery.

Moreover, the study establishes that the level of effectiveness of the training and development programs on supply and property management is very high across both personnel development and work environment domains. The programs significantly contribute to enhancing employees' confidence, competencies, and overall work performance, while also fostering teamwork, motivation, and organizational productivity. These outcomes indicate that the training initiatives are not only relevant but also impactful in strengthening both individual capabilities and institutional performance. The consistently high ratings further imply that the existing training mechanisms are well designed and aligned with the developmental needs of employees, thereby reinforcing the importance of sustained investment in capacity building within the local government context.

Despite these positive outcomes, the study also reveals that significant challenges hinder the optimal implementation of training and development programs. Financial constraints emerged as the most pressing concern, with lack of LGU fund for training identified as the primary challenge in personnel development, while insufficient funding and resources ranked highest in the work environment domain. These findings underscore the critical role of adequate financial support in ensuring the accessibility, quality, and continuity of training programs. The presence of such constraints indicates that even highly effective programs may be limited in their reach and long term sustainability if resource allocation issues are not addressed. Consequently, these challenges highlight the need for strategic planning and policy level interventions to strengthen institutional support for employee development initiatives.

In response to these identified issues, the capacity development agenda formulated in this study serves as a strategic framework designed to address existing gaps in training implementation. The proposed agenda aims to enhance employee competencies, improve performance outcomes, and ensure that training programs are responsive to both individual and organizational needs. By aligning training initiatives with identified challenges and operational priorities, the capacity development agenda provides a practical and systematic approach to improving the overall effectiveness of supply and property management within the City Government of Tabaco. This underscores the importance of integrating structured development plans into broader organizational strategies to achieve sustainable improvements in public service delivery.

Building on these conclusions, it is recommended that opportunities for participation in training and development programs be made more accessible to all employees through effective dissemination of information using bulletin boards, LED screens, official websites, and direct communication across offices. Sustaining the very high level of effectiveness observed in this study requires continuous innovation in program design as well as systematic monitoring of how acquired knowledge and skills are applied in the workplace. Furthermore, the challenges identified should be formally discussed within management committee meetings to facilitate informed decision making and resource allocation. It is also recommended that the capacity development agenda developed in this study be formally presented to the City Government of Tabaco for possible integration into the Comprehensive Development Plan of the city, thereby institutionalizing support for training initiatives.

Overall, the study highlights the vital role of training and development programs in enhancing both personnel capabilities and organizational performance in supply and property management. The findings provide empirical evidence that supports the continued prioritization of employee development as a key strategy for improving governance and service delivery. By addressing the identified challenges and implementing the recommended strategies, the City Government of Tabaco can further strengthen its capacity to manage resources effectively and uphold the principles of efficiency, accountability, and excellence in public administration.

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