

Employees' Satisfaction on Training & Development of Atlantic, Gulf, & Pacific Company of Manila, Inc.

ZALDY S. QUIZON, MBA

zquizon@yahoo.com

AG&P Company of Manila Foundation, Inc.

Master in Business Administration, Graduate School, Lyceum of the Philippines University, Batangas City
PHILIPPINES

***Abstract** –The need for quality human resources in AG&P is greatly felt. This is because of several factors directly and indirectly affecting the organization. The study aimed to describe the demographic profile of AG&P employees in terms of age, gender, educational attainment, employee type, and length of service in AG&P; to determine the level of employee's satisfaction on Training & Development of AG&P with regard to the following: Its Nature and Essential, Training Program and Trainer, and Training Facility and Evaluation. It also aimed to establish relationship between the respondents' profile and the level of employees' satisfaction. The study made use of the descriptive correlation research as it best describes the level of employees' satisfaction on training and development of Atlantic, Gulf, & Pacific Company of Manila, Inc.*

Based on the result, it was concluded that most of the employees who underwent Training and Development at AG&P were young, female, college graduate or college level, rank & file, and have one to five years service in the AG&P. Also, the level of employees' satisfaction on AG&P Training Development in terms of Program and Trainer was less than the level of employees' satisfaction with regard to Nature and Essential but greater than to level of employees' satisfaction regarding to Facility and Evaluation. Therefore, Training and Development Nature and Essential obtained the highest level satisfaction of employees while Training and Development Facility and Evaluation has the lowest level of employees' satisfaction. Furthermore, the higher the educational attainment the more AG&P employees want to obtain training.

Keywords: Satisfaction, Training, Career Development, Human Resource, AG&P

I. INTRODUCTION

Training and Development is important instrument that greatly contributes to the employee's career development. Furthermore, it gives assurance of a continued professional delivery of service and consequently enhancing organizational productivity. AG&P desires to move with ideas and trends wherein it needs to develop human resources to contribute more towards the attainment of its objectives and goals. What is truly essential at this point is to equip its workforce with knowledge and skills necessary to carry out their key responsibilities. At present, the need for quality human resources in AG&P is greatly felt. This is because of several factors directly and indirectly affecting the organization.

Atlantic, Gulf, & Pacific Company of Manila, Inc. has a long history of solid performance and well-founded work ethics. As a dynamic leader in the steel fabrication and construction industry, AG&P continues to mature through the decades. Today, AG&P is a modern and high-tech player with expertise in

civil/structural, architectural, mechanical/piping, electrical, instrumentation and related works. AG&P also maintains a quality management system that is certified with the ISO 9001:2008 standards. Its safety record is one of the best in the steel fabrication business.

Its corporate strategy is to operate beyond borders and time zones. It thrives on forming long-time partnership with businesses in the Philippines, Korea, Italy, France, Germany, the U.K. and U.S. AG&P has over 100 years to its name and a keen eye on the future. Having the utmost desire to give value to its most important resource, "people", AG&P Training and Development was formed in order to provide effective training programs. The department is responsible in tendering necessary trainings in order to enhance employees' skills so as to increase productivity which is of great significance in every industry.

Upon analyzing job profiles of staff and managerial employees, the department, spearheaded by the Training and Development Manager, ascertains

employees' needs and gives recommendations of appropriate training programs. The Training Manager is also responsible for strategic advancement and organization of new training and development programs in order to uphold the company's plans and to bridge competency gaps.

AG&P Training and Development enhances its own training resources, both for internal and external, that may be deemed appropriate for the company wide staff development. These resources consist of trainers and training materials. As training programs evolve in the global development landscape, AG&P assures that its Training Department implements upgrading of its programs, processes, and procedures being conducted to maintain the accuracy of the company's training database.

Companies are experiencing great change due to new technologies, rapid development of knowledge, globalization of business, and development of e-commerce. Also, companies have to take steps to attract, retain, and motivate their work forces. Living in an area of breath-taking change and in a global market place which put enormous competitive pressure on economic institutions. training and development plays a key role in helping companies meet these various challenges. To do so, companies need to train employees to elevate and utilize their talents and make them more effective to their respective work. Training is not a luxury; it is a necessity if companies are to participate in the global and electronic marketplaces by offering high-quality products and services. Training prepares employees to use new technologies high-quality products and services. Training prepares employees to use new technologies, function in new work system such as virtual teams, and communicate and cooperate with peers or customers who may be from different cultural backgrounds.

It is in this context that the researcher intended to work on this special topic. As a Human Resource Trainer, this study is necessary in order to know the level of satisfaction of its employees that leads to measure training and development plans and executions. The result will help the company to enhance training and development in optimizing the utilization of human resource, in providing an opportunity and broad structure for the development of human resources' technical and behavioral skills, in increasing the job knowledge and skills of employees at each level, and in expanding the horizons of human intellect and an overall personality of the employees. The perception of the employees will help the company to improve in providing necessary and appropriate training for its

employees in order to achieve company goals and priorities.

II. OBJECTIVES OF THE STUDY

This research aims to determine the level of employee's satisfaction on how the Training and Development. Specifically, the study aims to answer the following objectives: First, to describe the demographic profile of AG&P employees in terms of age, gender, educational attainment, employee type, and length of service in AG&P; to determine the level of employee's satisfaction on Training & Development of AG&P with regard to the following: Its Nature and Essential, Training Program and Trainer, and Training Facility and Evaluation. Furthermore, the research intends to identify the most important training for employees over the next two years. Also, it aims to establish relationship between the respondents' profile and the level of employees' satisfaction.

Ho : There is no significant relationship between the respondents' profile and the level of employees' satisfaction.

III. REVIEW OF LITERATURE

Training and Development is one of the most important functions of Human Resource Management. Training and Development means to develop the abilities of an individual employee and organization as a whole hence, it consists of individual or employee and overall growth of the employee as when employees of the organization would develop the organization, organization would be more flourished and the employee performance would increase (Elena, 2000). Therefore, there is a direct relationship between Training and Development and Employee Performance. As when employees would be more developed, they would be more satisfied with the job, more committed with the job and the performance would be increased. When employee performance would increase, this will lead to the organization effectiveness (Champathes, 2006).

Pont (2001) related that training is about developing people as individuals and helping them to become more competent in their lives and their jobs. The learning process is at the case of trainers and the ways of and opportunities for learning are numerous and varied. Satisfaction with training and development is a major factor in decisions regarding people's careers (Violino, 2001). A study of nurses in the United Kingdom found that dissatisfaction with promotion and training opportunities has a stronger impact on job satisfaction

about workload or pay (Shields & Ward, 2001). Employee is a valuable resource of the organization. The success or failure of the organization depends on employee performance. Therefore, organizations are investing huge amount of money on employee development (Elena, 2000).

According to Cherrington (2002), the successful training and development program would create more favorable employee attitudes; loyalty and help employees in their personal development and job involvement. Training helps employee to improve their skills, knowledge and behaviour which is parallel to norms and values of the company. Moreover, Zhang (2003) stressed on the importance of training and development for continued updating and improvement, identifying one source of human motivation at work as intrinsic motivation and involvement; growing; learning and developing one's self.

According to Sobrepena (2006), in any organization, private or public, the most important resource is its people. Even in the sophisticated work environment, it is the minds, hands and hearts of people that makes things run. Snape et al. (2003) indicated that training and development was recognized as an essential tool of Human Resource Management. It has well-designed and widely shared policy to encourage and motivate employees' job involvement, facilitates the updating of skills, leads to an increased sense of belonging, well-being and benefit, increases commitment towards the 744 organization and strengthens the organization's competitiveness (Acton and Golden, 2002).

Gupta (2007) stressed that training consumes both an organization's time and money, therefore it is important to determine how well it was conducted. Evaluation reports establish whether the organization has derived more-or-less the same value from the amount of money and time invested in the program. Weis (2000) in his study, no strategy can be implemented if the organization is not constant by training and developing its people to do the development of skills and the transfer of knowledge that enables someone to perform the current someone to tomorrow's job anticipated standards. People tend to benefit most from practice that occurs over several sessions, rather than one long practice session. (Gerhart et al, 2007).

According to Gerhart et al (2007) stated that with training so essential in modern organizations, it is important to provide training that is effective. An effective training program actually teaches what it is designed to teach, and it teaches skills and behaviors

that will help the organization achieve its goals. The goal of training is for employees to master the knowledge, skill and behaviors emphasized in training programs and to apply them to their day-to-day activities (Noe, 2008).

Blanchard and Thacker (2007) mentioned that the trainer can properly determine how well the trainees are progressing and thus make the appropriate adjustments. It is probably for those trainers that objectives do the most good, keeping the trainer on the right track. In addition, trainers must ensure that trainees are aware on the objectives of the training program in order to evaluate themselves where they are and where they are going.

Cruz et al (2000) mentioned that the facilities must be arranged and managed well so that it becomes attracted and easy for trainees to work in and achieve progress. Furthermore, successful teaching and learning will largely depend on how well-disciplined the class.

Gerhart et al (2007) stated that the stage to prepare for evaluating a training program is when the program is being developed while Cruz et al (2000) stated that the responsibility of the trainer does not end with evaluating the results of his teaching and reporting the progress of the trainees. He should extend his effort continuously in monitoring trainee's progress and also if the trainee is applying the lesson he has learned from training to his present work.

The people factor must be given serious attention in the organization, and the human resources adequately trained to unleash their creative potentials for the dual benefits of the organization and themselves. In fact, planned training and development help to change the behavior of employees by giving them additional specific knowledge, skills or attitudes they need to perform and face the challenges of their job (Thinkbig, 2009).

IV. METHOD

Research Design

The study made use of the descriptive correlation research as it best describes the level of employees' satisfaction on training and development of Atlantic, Gulf, and Pacific Company of Manila, Inc.

Participants

The respondents were 100 AG&P employees which is the 10 percent of the total population who underwent already training by AG&P Training and Development for the survey. According to Best and Kahn (2006), 10 percent of the total population is acceptable size as

respondents to survey. 15 AG&P employees answered the survey for pilot testing to check the reliability of the questionnaire. They were selected through utilizing convenience sampling.

Instrument

The primary data were obtained through a survey. The researcher used self-made questionnaire based on the gathered related literature. The questionnaire was properly studied, discussed and approved by the adviser and one of the officers in AG&P Training and Development Department. The questionnaire underwent pilot testing to check its reliability to the present undertakings. Results of the reliability tests shown that the obtained Cronbach alpha value is 0.985 which indicates excellent internal consistency. It was also found that all questions have high value of reliability of 0.984 to 0.985, which was supported by the obtained corrected-item total correlation of greater than 0.300 indicating that there is a high positive correlation between the items.

The questionnaire consisted of three parts. The first part solicits information on the demographic profile of the respondents' age, gender, highest education attainment, employment type, and length of service. The second part tries to know the level of satisfaction of AG&P employees on Training and Development in terms of the Training and Development Nature and Essential, Training Program and Trainer, and Training Facility and Evaluation. The last part asks the respondent to indicate the most important training areas for the growth and development of AG&P employees.

Procedure

In conducting the study, the AG&P management, adviser, statistician and employees of AG&P were chosen to validate the instrument. The request letter to conduct the survey was approved by the AG&P VP for Finance and Administration. The questionnaires were personally handed to the respondents and retrieval of instruments immediately followed.

Data Analysis

The gathered data were tallied, encoded and interpreted using descriptive statistics such as frequency distribution, ranking, weighted mean and eta. The mentioned statistical tools were used according to the objectives of the study. The obtained data were also supported using SPSS version 18 to further analyze the results.

Frequency Distribution was used to analyze and interpret the respondents' profile variable. Descriptive

statistics, composite mean, and standard deviation were used in order to measure and rank the level of employees' satisfaction on AG&P Training and Development in terms of Nature and Essential, Program and Trainer, and Facility and Evaluation. Eta was utilized to determine the degree of association of the demographic profile of the respondents and their level of satisfaction on AG&P Training and Development in terms of Nature and Essential, Program and Trainer, and Facility and Evaluation.

V. RESULTS AND DISCUSSION

Table 1 presents the demographic profile of the AG&P employees who were already trained by AG&P Training and Development in terms of age, gender, highest education attainment, employment type, and length of service.

Table 1. Percentage Distribution of the Respondents Demographic Profile (N = 100)

Demographic Profile	f	%
Age		
18 – 30 years old	60	60.00
31 – 40 years old	26	26.00
41 – 50 years old	7	7.00
51 years old and above	7	7.00
Gender		
Male	48	48.00
Female	52	52.00
Highest Education Attainment		
High School or Vocational Graduate	4	4.00
College Graduate or College Level	94	94.00
Master Degree	2	2.00
Doctorate Degree	-	-
Employment Type		
Skilled Worker	5	5.00
Foreman	-	-
Rank & file	81	81.00
Supervisor	14	14.00
Length of Service		
Below 1 year	26	26.00
1 – 5 years	49	49.00
6 – 10 years	15	15.00
11 – 15 years	2	2.00
16 years and above	8	8.00

In terms of age, 60 percent of the respondents belong 18 – 30 years old, 26 percent in 31- 40 years old, 7 percent in 41 – 50 years old, and 7 percent in 51 – above year old.

The result tells that more than half of the respondents are the youngest of AG&P employees. In terms of gender, 48 percent of the respondents were male and 52 percent were female. There is almost equal distribution in terms of gender. In terms of highest educational attainment, 4 percent of the respondents belong to high school or vocational graduate, 94 percent are college graduate or college level, and 2 percent have master degree. There was a high percentage of respondents in terms of highest education attainment scored in college graduate or college level. In terms of employment type, 5 percent were skilled workers, 81

percent were rank and file, and 14 percent were supervisor. Most of the respondents were rank and file of AG&P. Last, in terms of length of service, 26 percent of the respondents were below 1 year in service, 49 percent were in 1 – 5 years in service, 15 percent were in 6 – 10 years in service, 2 percent were in 11 – 15 years in service, and 8 percent were in 16 years above in service.

Table 2 presents the evaluation of the respondents in terms of level of satisfaction on training and development of AG&P with regard to nature and essential of training and development.

Table 2. Level of Satisfaction on Training and Development of AG&P With Regard to Nature and Essential of Training and Development

Training and Development ...	WM	VI	Rank
1. Has an adequate importance in the company.	3.13	Satisfied	1
2. Creates more favorable employee attitude.	2.94	Satisfied	3.5
3. Has the plan for employees to improve their performance and develop the potential to handle future challenges.	2.97	Satisfied	2
4. Has a well-designed and widely shared training policy.	2.84	Satisfied	6
5. Conducts training needs analysis prior developing a training program.	2.79	Satisfied	7
6. Encourages and motivates employees to engage in learning.	2.91	Satisfied	5
7. Selects participants for training fairly and properly.	2.65	Satisfied	10
8. Carries out training program on a continuous basis.	2.77	Satisfied	8
9. Provides an excellent opportunity to learn comprehensively about the company goals and priorities.	2.94	Satisfied	3.5
10. Has adequate allocated funds in its implementation.	2.70	Satisfied	9
Composite Mean	3.13	Satisfied	

Legend: 3.50 – 4.00 – Highly Satisfied; 2.50 – 3.49 – Satisfied; 1.50 – 2.49 – Less Satisfied; 1.00 – 1.49 – Not Satisfied

The study showed that training and development has an adequate importance in the company and has the plan for the employees to improve their performance and develop the potential to handle future challenges were considered satisfied with mean of 3.13 and 2.97 respectively and topped on the rank. Moreover, training and development creates more favourable employee attitude and provides an excellent opportunity to learn comprehensively about the company goals and priorities both shared the rank 3.5 with mean of 2.94. The least items that were interpreted satisfied includes training and development has adequate allocated funds in its implementation and training and development selects participants for training fairly and properly which ranked 9 and 10 and have the mean of 2.70 and 2.65.

Training is necessary to AG&P as part of growth and development. Management is very supportive in each training programs. On the other hand, management

is also concern with the training expenses. To what extend should a company invest for training in order to meet the expectations in its employees. Furthermore, in selection of participants, all were given a chance to be recommended but only few were selected to participate the training. One of the criteria in selecting participants for training is work performance and the potential of the employees to be more efficient to company.

According to Elena (2000), employee development activities are very important for the employees which training needs enough investment, as the activities are performed; it indicates the organization cares about their employees and wants them to develop. Gupta (2007) considered fair and proper selection of participants for training as one of the characteristics of an ideal training and development. The composite mean of the table is 3.13 with satisfied verbal interpretation.

Table 3. Level of Satisfaction on Training and Development of AG&P With Regard to Training Program and Trainer

The Training Program / The Trainers ...	WM	VI	Rank
1. Is related and needed to present work.	3.03	Satisfied	2
2. Is of sufficient duration.	2.78	Satisfied	8
3. Provides technical knowledge, skills, norms and values needed on work.	2.98	Satisfied	4
4. Is well planned.	2.64	Satisfied	10
5. Provides hands-on practice to fully understand the lesson.	2.88	Satisfied	5
6. Are equipped with the required competency.	2.75	Satisfied	9
7. Establish good interpersonal relationship.	3.05	Satisfied	1
8. Have sense of humor that leads to encouragement of participants to acquire learning.	2.99	Satisfied	3
9. Provide feedback to elevate learning.	2.87	Satisfied	7
10. Discuss the expectations and objectives of the training program.	2.90	Satisfied	5
Composite Mean	2.89	Satisfied	

Legend: 3.50 – 4.00 – Highly Satisfied; 2.50 – 3.49 – Satisfied; 1.50 – 2.49 – Less Satisfied; 1.00 – 1.49 – Not Satisfied

Table 3 presents the evaluation of the respondents in terms of level of satisfaction on training and development of AG&P with regard to program and trainer of training and development. AG&P employees gave high level of satisfaction with regard to trainers establish good interpersonal relationship and the programs conducted by AG&P were related and needed to present work of employees. The two items ranked first and second with mean of 3.05 and 3.03. On the other hand, AG&P should improve the level of employee satisfaction in terms of training program is

well planned and trainers are equipped with the required competency.

Some of the trainers are the employees of AG&P who have the skills and the knowledge on the subject matter but lack on art of teaching. Not all good skilled workers are good trainers.

Table 4 presents the evaluation of the respondents in terms of level of satisfaction on training and development of AG&P with regard to facility and evaluation of training and development.

Table 4. Level of Satisfaction on Training and Development of AG&P With Regard to Training Facility and Evaluation

Training Facility and Evaluation	WM	VI	Rank
1. Training facilities are conducive for learning.	2.82	Satisfied	6
2. Training has complete materials and sets of equipment needed for learning.	2.70	Satisfied	8
3. Training facilities are exposed in a work environment where learned skills can be applied.	2.87	Satisfied	3
4. Training facilities are well managed for safety matters.	2.98	Satisfied	1
5. Training staff conducts training evaluation.	2.76	Satisfied	7
6. Training staff administers tests at the end of program to measure acquired learning of participants.	2.95	Satisfied	2
7. Employees returning from training are given adequate time to reflect and plan improvements in the company.	2.68	Satisfied	9
8. Training staff conducts follow-up to participants if they are practicing the acquired learning.	2.85	Satisfied	4.5
9. Training staff monitors the participants' progress after the training.	2.60	Satisfied	10
10. Training evaluation has a systematic approach.	2.85	Satisfied	4.5
Composite Mean	2.81	Satisfied	

Legend: 3.50 – 4.00 – Highly Satisfied; 2.50 – 3.49 – Satisfied; 1.50 – 2.49 – Less Satisfied; 1.00 – 1.49 – Not Satisfied

AG&P employees were satisfied to training and development with regard to training facilities are well managed for safety matters and training staff administers tests at the end of program to measure acquired learning of participants. On the contrary, AG&P must exert effort to elevate employees satisfaction in terms of training staff monitors the participants' progress after the training and employees returning from training are given adequate time to reflect and plan improvements in the company.

Most of the employees of AG&P are project based. If there is a project, then they have the work. Employees are just come and go that's why it is difficult for training and development to monitor the progress of each employee consistently. Cruz et al (2000) stated that the responsibility of the trainer does not end with evaluating the results of his teaching and reporting the progress of the trainees. He should extend his effort continuously in monitoring trainee's progress and also if the trainee is applying the lesson he has learned from the training to his present work. The composite mean of the table is 2.81.

Table 5 gives an idea about the most important training for employees over the next two years.

Table 5. Most Important Training for Employees Over the Next Two Years

Training	Mean Rank	Over-all Rank
a. Communication Skills Training	2.00	4.5
b. Leadership Training	1.71	11
c. Behavioral Training	1.75	10
d. Team Building Training	1.91	7
e. Computer Software Training	1.82	8
f. Technical and Professional Training	2.54	1
g. Negotiation Skills Training	2.00	4.5
h. Time Management Training	2.00	4.5
i. Foreign Language Training	2.00	4.5
j. Presentation Skills Training	1.53	12
Supervisory Training	1.80	9
Management Training	2.24	2

Technical and Professional Training ranked as rank 1 with mean of 2.54 followed by Management Training.

Technical and Professional training relates to the skills set an individual has when working in a company to complete a various tasks and activities.

This is one of the major priorities of companies particularly those companies involved with construction and engineering services like AG&P. Employees who undergo technical training and has the sense of professionalism, whether before or during a job, are typically more valuable to their company than employees who do not.

The knowledge and skills they have will often lead to more innovation in the company and more opportunities for completing tasks or activities more efficiently. Also, in a big company like AG&P, a management skill is very vital in order to manage and run the business properly and efficiently. Helping the managers grow and become the best that they can be will in turn help your company become the best that it can be. One obvious benefit that helps to highlight the importance of management training is the increase in skills that leaders will develop. By training the management team, one will provide them with a broad base of leadership knowledge, skills, and techniques. Since new trends are developing regularly, the employee will be able to ensure that the management team is on the cutting edge of business advances. And these skills and techniques will be passed down to their team members, trickling through the business and increasing the efficiency of every department while providing problem solving techniques to head off trouble before it begins.

Communication Skills, Negotiation Skills, Time Management and Foreign Language Training shared in the same rank which is 4.5. Team building ranked 7 followed by Computer Software then Supervisory Training. And last but not the least; rank 11 with mean of 1.71 and 12 with mean of 1.53, are Behavioral and Leadership Training.

The table suggests what training should be prioritized based on the level of importance on employees over the next two years. It will help the company to decide on what programs should be included in their training plan based on the employees and company's priorities over the next two years.

Based on the table 6, the computed eta values indicate very low correlation. However, the resulted p-value of educational attainment when correlated to nature and essential of training and development shows significant relationship since the obtained value is less than 0.05 level of significance.

Table 6. Relationship Between the Demographic Profile of the Respondents and the Level of Satisfaction on Training and Development of AG&P

Demographic Profile	Nature and Essential of Training and Development				Training Program and Trainer				Training Facility and Evaluation			
	Eta-value	p-value	D	I	Eta-value	p-value	D	I	Eta-value	p-value	D	I
Age	0.215	0.205	FR	NS	0.199	0.271	FR	NS	0.185	0.337	FR	NS
Gender	0.021	0.839	FR	NS	0.032	0.750	FR	NS	0.012	0.908	FR	NS
Highest Educational Attainment	0.266	*0.028	R	S	0.128	0.465	FR	NS	0.070	0.791	FR	NS
Employment Type	0.181	0.197	FR	NS	0.171	0.239	FR	NS	0.117	0.514	FR	NS
Length of Service	0.155	0.675	FR	NS	0.166	0.610	FR	NS	0.208	0.374	FR	NS

Legend: Significant at p-value < 0.05; R – Rejected; FR – Fail to Reject; S – Significant; NS – Not Significant

Thus the hypothesis of no significant relationship between the respondents' profile and the level of employees' satisfaction in terms of nature and essential of training and development is rejected. This means that the mentioned training is affected by their educational attainment. The higher the educational attainment, the more employees want to obtain training.

VI. CONCLUSION AND RECOMMENDATION

Most of the employees who underwent Training and Development at AG&P were young, female, college graduate or college level, rank & file, and have one to five years service in the AG&P. The level of employees' satisfaction on AG&P Training Development in terms of Program and Trainer was less than the level of employees' satisfaction with regard to Nature and Essential but greater than to level of employees' satisfaction regarding to Facility and Evaluation. Therefore, Training and Development Nature and Essential has the highest level satisfaction of employees while Training and Development Facility and Evaluation has the lowest level of employees' satisfaction. The higher the educational attainment the more AG&P employees want to obtain training.

As the responses showed positive level of employees' satisfaction with regard to AG&P Training and Development Nature and Essential, management may continue to sustain its support for the growth and development of employees. AG&P may exert more effort on improving training facility and on developing training evaluation. A training needs analysis in each category may also be developed. The company may revisit the policy, procedures and implementation of training evaluation and formulate efficient and effective training evaluation. Future research using other variables may be conducted.

REFERENCES

- Appraisal as Employee Motivation Mechanism (n.d). naukrihub.com, Date Retrieved: August 1, 2012 from <http://appraisals.naukrihub.com/appraisal-as-motivating-mechanism.html>
- A Teacher's Sense of Humor (n.d). brainconnection.positscience.com, Date Retrieved: August 1, 2012 from <http://brainconnection.positscience.com/content/11>
- Blanchard, N. & Thacker, J. (2007). Effective Training Systems, Strategies, and Practices, New Jersey: Pearson Prentice Hall
- Blum, R. & Kaplan, J. (2000). Network professionals' job satisfaction. Lucent Technologies, Network Care.
- Continuous training is vital for job satisfaction (2001). Irish Jobs Column. Retrieved September 26, 2003, from www.irishjobs.ie/adive/xerox.html
- DeCenzo and Robbins (2005). Fundamentals of Human Resource Management, Philippines: John Wiley & Sons, Inc.
- Developing Interpersonal Skills in Teachers (n.d). wrytesstuff.com, Retrieved August 1, 2012 from <http://gurinder.wrytestuff.com/swa10270.html>
- Drucker, P. (2001). The essential Drucker, Oxford, UK: Butterworth-Heinemann Effective Training Requires Effective Trainer (n.d). zingtrain.com, Date Retrieved: August 1, 2012 url: <http://www.zingtrain.com/articles/effective-training-requires-effective-trainers/>
- Isaguirre, S. (2003). Management, Man of Age Mange's Men, Quezon City: New Associated Press
- Melymuka, K. (2000). It's the opportunities, stupid. Computerworld.
- Noe, R. (2008). Employee Training and Development, Philippines: McGraw-Hill

- Noe, R. et. al. (2008). Human Resource Management, Philippines: McGraw-Hill
- Scheler, R. et. al. (2001). Trends and Emerging Issues in Human Resource Management: Global and Trans Cultural Perspective- Introduction, International Journal of Manpower
- Shields, M. & Ward, M. (2001). Improving nurse retention in the national health service in England: The impact of job satisfaction on intentions to quit. Journal of Health Economics
- Snape, E. et. al. (2003) Managing Human Resources for TQM: Possibilities and Pitfalls, Employee Relations
- Sobrepena, A. (n.d.). A Vision Towards on Improved Recruitment and Selection System in Government, Career Executive Journal. Vol. 3, 15
- The Importance of Giving Feedback (n.d.). cdl.t.nis.edu.sg Retrieved on August 1, 2012 from <http://www.cdtl.nis.edu.sg/ideas/iot407.html>
- The Relationship Between Satisfaction with Workplace Training and Overall Job Satisfaction (n.d.). numerons.in Retrieved on October 22, 2012 from <http://www.numerons.in/files/documents/Workplace-Training-and-Job-Satisfaction.pdf>.
- The Seven Principles of Effective Training (n.d.). visualworkplace.com, Retrieved August 1, 2012 from http://www.visualworkplace.com/site/1207visu/5-Guide-Sample_Content.pdf
- Top 6 Keys to Being a Successful Teacher (n.d.). educators.about.com, Retrieved August 1, 2012 from <http://712educators.about.com/od/teachingstrategies/tp/sixkeys.html>
- Valera, A. (n.d.). Personnel Management Reform: The Strategy of Professionalization, Career Executive Journal, Vol. 3, 10.
- Weis ,A. (2000). The Keys to Making Strategy Work, World Executive's Digest
- Wright, P. et. al. (1994) Human Resources as a Source of Sustained Competitive Advantage: A Resource-based Perspective