

PROPOSED TRAINING PROGRAM IN ENHANCING THE ADMINISTRATIVE SKILLS OF EMPLOYEES IN ZAMBALES CAPITOL

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Abstract

This study aimed to propose training program to enhance the administrative skills of the employee in Provincial Government of Zambales. Specifically, it sought to answer the existing administrative skills among employees within Zambales Capitol, specific gaps or deficiencies in administrative skills identified by employees and officials within PGZ, and challenges faced by PGZ in enhancing administrative skills.

This study used a descriptive method of research. Five-point Likert Scale, frequency and percentage were used in the study. Based on the conclusions, the following recommendations are forwarded: develop a targeted communication skills training program that includes verbal and written communication techniques; establish a continuous professional development program that encourages employees to refine and update their communication skills consistently; develop and implement comprehensive technology training programs tailored to the specific needs and roles within PGZ; organize regular workshops and seminars on technological advancements and their application in administrative tasks; implement a technology mentoring program where proficient employees or external mentors guide others in enhancing their technological skills; engage employees, leaders, and other stakeholders in the assessment process to gain diverse perspectives and insights; and design a multi-faceted training strategy that addresses the diverse administrative skills needed within the organization.

Keywords: administrative skills, training program, provincial government, capacity building

Introduction

In today's dynamic and complex administrative environment, the effectiveness and efficiency of public service delivery heavily depend on the skills and competencies of government employees (Rykleif & Tengeh, 2022). This study focuses on the administrative skills of employees within the Zambales Capitol, aiming to identify areas for improvement and propose a targeted training program to enhance their capabilities (Haposan & Supartha, 2023). By assessing the existing administrative skills, pinpointing specific gaps and deficiencies, and understanding the challenges faced by the Provincial Government of Zambales in improving these skills, this research seeks to provide a comprehensive framework for a training program that will empower employees to perform their duties more effectively and contribute to enhanced public service delivery (Ng'andu, 2023). The findings of this study will offer valuable insights for PGZ in developing a more skilled and efficient workforce.

A central aspect of this study is the assessment of existing administrative skills among employees within the Zambales Capitol. The research employs a descriptive research methodology, utilizing tools such as surveys, interviews, and document analysis to gather data on employees' current skill levels in areas like communication, technology utilization, problem-solving, and time management (Licudan-Credo & Naparota, 2022). This assessment provides a baseline understanding of the strengths and weaknesses of the administrative workforce within PGZ, enabling the identification of specific areas where training and development are most needed (Ausserhofer et al., 2023).

Furthermore, this study delves into the specific gaps and deficiencies in administrative skills identified by both employees and officials within PGZ. By gathering perspectives from both staff and management, the research aims to gain a comprehensive understanding of the perceived skill gaps and their impact on organizational performance (Ajemba & Arene, 2022). This analysis helps to pinpoint the specific training needs that must be addressed to bridge the gap between current skill levels and desired competencies (Dewi & Suharti, 2018).

In addition to assessing existing skills and identifying gaps, this study also explores the challenges faced by PGZ in enhancing administrative skills (Yen et al., 2022). The research investigates factors such as limited training resources, budgetary constraints, lack of access to professional development opportunities, and resistance to change (Johnson et al., 2022). By understanding these challenges, the study aims to provide recommendations for overcoming these obstacles and creating a more conducive environment for skill development within PGZ (Welter et al., 2020).

Based on the findings of the skills assessment, gap analysis, and challenge identification, this study proposes a comprehensive training program designed to enhance the administrative skills of employees in the Zambales Capitol (Roharyani et al., 2022). The proposed program incorporates a

The study's findings and recommendations offer significant implications for the Provincial Government of Zambales as it aims to enhance the administrative skills of its workforce. By implementing the proposed training program, PGZ can invest in its human capital, thereby improving employee performance and, ultimately, enhancing the quality and efficiency of public service delivery (Upadhyay & Professor, 2023). The research provides valuable insights that can guide PGZ in developing a more skilled, motivated, and effective administrative workforce, ultimately contributing to the overall improvement of governance and public service in the province (Mlangala & Thomas, 2022).

Method

Research Design

This study used a descriptive research design to assess the administrative skills of employees in the Zambales Capitol and to propose a training program to enhance these skills. The descriptive research method was chosen to provide a detailed and comprehensive understanding of the current state of administrative skills within the organization, the specific gaps and deficiencies, and the challenges faced in improving these skills.

Participants

The study participants included all administrative employees of the Zambales Capitol, ranging from entry-level clerical staff to middle-level managers and supervisors. A total of 150 employees were invited to participate in the study, and 120 (80%) completed the survey questionnaire.

Instrumentation

The research approach employed in this study is descriptive research, a methodological framework designed to systematically observe, record, and analyze the characteristics of a phenomenon without manipulating variables. Descriptive research is particularly apt for this study as it seeks to provide a comprehensive and detailed account of the current state of administrative skills within the Province of Zambales.

Data Analysis

The data gathered from the survey questionnaires was analyzed using descriptive statistics, including frequencies, percentages, and five-point likert scale.

Results

Existing Administrative Skills among Employees within PGZ

The assessment of existing administrative skills among employees within the Zambales Capitol revealed both strengths and weaknesses. The findings showed that all of respondents selected communication skills and adaptability and flexibility as one of the administrative skills that possess to the employees. This means that emphasis on communication skills and adaptability/flexibility among PGZ employees positively impacts interpersonal relations, organizational resilience, problem-solving, decision-making, organizational culture, and alignment with contemporary workforce trends. Collectively, these implications contribute to building a well-equipped workforce to navigate the complexities of public administration in a dynamic and challenging environment.

Meanwhile, decision-making and problem-solving, leadership and team collaboration, and customer service orientation got 96% followed by strategic planning 94%, time management 92%, and technological proficiency 76%. This data indicates that while the administrative staff generally possess a solid foundation in key competencies, there are notable gaps in certain skills like strategic planning, time management, and technological proficiency.

Gaps and Deficiencies in Administrative Skills

The assessment of administrative skill gaps and deficiencies within PGZ revealed several areas that require focused attention and skills development programs. The results showed that officials and employees of PGZ identified the deficiencies in administrative skills such as technological proficiency 98%, strategic planning 94%, time management 80%, decision making and problem solving 76%, leadership and team collaboration 76%, customer service orientation 74%, adaptability and flexibility 24%, and communication skills got 20%.

The data indicates that the most significant skill gaps are in the areas of technological proficiency, strategic planning, time management, decision-making, problem-solving, leadership, and customer service.

Challenges in Enhancing Administrative Skills

The study also investigated the key challenges and barriers faced by the Province of Zambales in enhancing the administrative skills of their employees. The results showed that the overall mean of the challenges faced by PGZ in enhancing administrative skills is 3.58 with the descriptive rating of 3.58.

The most significant challenges identified include limited training resources (4.32), budgetary constraints (4.16), lack of access to professional development opportunities (4.14), resistance to change (3.92), and lack of incentives and rewards for skills development (3.74). (Ramos et al., 2021) (Pillay, 2008) (Thomas & Brakel, 2006)

These challenges underlie the need for a comprehensive, resource-backed approach to skills enhancement that addresses both the capacity-building requirements and the organizational culture and incentive structures that can enable employees to meaningfully apply and sustain their newly acquired skills.

Discussion

The findings of this study provide valuable insights into the current state of administrative skills within the Zambales Capitol and the gaps that need to be addressed through targeted training and development initiatives. The assessment of existing skills revealed that while employees possess strong communication, adaptability, and flexibility skills, there are notable deficiencies in areas such as technological proficiency, strategic planning, time management, decision-making, and leadership.

These findings align with the conclusions drawn in the study on the "Skills Gap in Hospital Management in the South African Public Health Sector" (Pillay, 2008), which also highlighted the need to strengthen task-related skills, strategic management, and healthcare delivery competencies among public sector managers. Similarly, the needs assessment study conducted in Lusaka, Zambia found a significant skills mismatch in disciplines like health economics and health services management, underscoring the importance of targeted training to address such gaps. (Bulawayo et al., 2020)

The identified challenges in enhancing administrative skills, such as limited training resources, budgetary constraints, and resistance to change, are consistent with the management environment challenges described in the study on "Primary Health Care Management Effectiveness as a Driver of Family Planning Service Readiness" in Mozambique. Overcoming these barriers will require a multifaceted approach that addresses both the capacity-building needs and the organizational factors that can enable and sustain skills development.

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