

Workplace Environment and Training and Development Program as Determinants of Employee Productivity Among Tourism Gateway Workers in General Santos City

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ABSTRACT

In the world of business today, where everything is based on competition and high performance from employees, the comfort and wellness of employees at work have a significant impact on commitment and performance. This study examined the correlation between the workplace environment and training and development on workers' productivity. The level of the workplace environment was measured using four dimensions: Physical Atmosphere, Psychological factors, Organizational Culture, and Leadership Style. The extent of training and development was measured using three indicators, namely: Skills and Training, Leadership Development, and Career Development. While the level of Worker's Productivity was measured by Quality of Work, Quantity of Work, and Timeliness of Work.

The study involved 80 respondents working at the General Santos City Airport and the Port of General Santos City. Quantitative research design, particularly descriptive and correlational, was used in the study. Leadership style was found to be the highest-rated indicator of the workplace environment ($M=4.07$), suggesting that supervisors and managers are viewed positively for how they plan, communicate, support, and consider the needs of their team members. Skills training received the highest mean score in training and development ($M=4.07$), demonstrating the necessity of skills for employability and improved productivity in service-based industries. Timeliness of Work was the highest-rated indicator under Employee's Productivity ($M=4.15$), indicating that employees are effective in managing their time, meeting deadlines, and starting tasks on their own. A strong correlation was observed between Workplace Environment and Employee's Productivity ($R = 0.6256$, $p = 0.0000$), providing sufficient evidence to reject the null hypothesis. This suggests that if the work environment is better, employee productivity usually follows to a certain degree, and more productive employees, by nature, are better at their jobs.

Keywords: Workplace Environment, Training and Development, Employee Productivity

INTRODUCTION

Workplace environment is now regarded as an important factor in appraising the productivity of workforce (Hamed et al. (2023). Additionally, Adero and Odiyo, (2020) stated that no modern organization can work optimally unless every employee is committed to the goals of the company which can only be ensured if the workplace conditions are better arranged with training and development programs corresponding their needs. Improved performance and increased productivity are all centered in a healthier workplace environment. Companies with a poor environment, busy workplaces and unsatisfied employees are found to have lower productivity (Laseinde, et al., 2020). The tourism industry in General Santos City is one of the faster growing sectors which provides job employment opportunities and generates revenue helping the economic growth of the city. Being regarded as a service-oriented industry, where profit mainly comes from the services provided to tourists, it is important to look after what could influence the productivity of the employees working under this sector. Hence, this study will explore two independent variables namely: Workplace environment and Training and Development Program. The goal of this study is to determine how these two independent variables influence worker's productivity in General Santos City Airport and Port of General Santos City. Furthermore, this research

holds a social value by helping tourism institutions create a workplace environment and identify training and development programs that will promote employee's wellbeing and service quality. Overall, this will promote tourism experience that will provide benefit for all stakeholders involve including employees and the community through employment opportunities and indirect benefits from tourist spending.

Research Objectives

This study aimed to determine workplace environment and training and development program as determinants of employee productivity among tourism gateway workers in General Santos City particularly the Port of General Santos City and General Santos City International Airport.

Specifically, this aimed to achieve the following objectives.

1. Determine the demographic profile of the respondents in terms of age, sex, marital status, educational attainment, tenure in service, employment status, and position/designation
2. Determine the perceived level of the workplace environment among tourism gateway workers in General Santos City, specifically concerning Physical atmosphere; Psychological factors; Organizational culture; and Leadership style.
3. Determine the extent of the effectiveness of Training and Development program in terms of Skills Training, Leadership Development, And Career Development.
4. Determine the level of tourism gateway Employee's Productivity in General Santos City in terms of Quality of work, Quantity of Work; and Timeliness of work.
5. Determine the relationship between workplace environment and employees' productivity in the tourism sector of General Santos City.
6. Determine the relationship between the Training and Development and Employee Productivity in the tourism sector of General Santos City.

The following null hypothesis will be tested using .05 level of significance

H₀₁. There is no significant relationship between workplace environment and employees' productivity in the tourism sector of General Santos City.

H₀₂. There is no significant relationship between Training and Development and Employee Productivity in the tourism sector of General Santos City.

Conceptual Framework of the Study

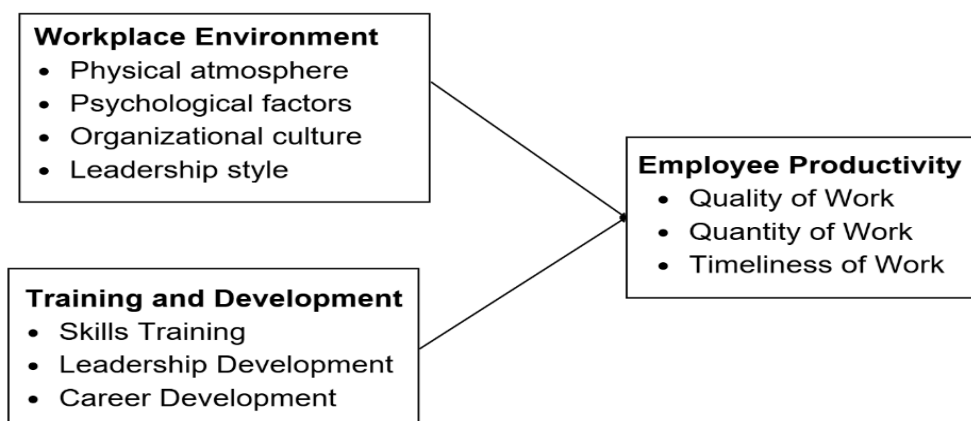


Figure 1. The Conceptual Framework of the Study

Figure 1 shows the conceptual framework of the study which shows the direction this study took. This study analyzed the relationship between Workplace Environment and Employee Productivity. Similarly, another significant focus of this study is understanding the relationship between Training and Development and Employee Productivity. The result is important to determine which factors will contribute to better performance

in the workplace. This is especially important for tourism gateway institutions that serves as the first touchpoint of arriving tourists in General Santos City.

REVIEW OF RELATED LITERATURE

Workplace Environment

The environment in which people work matters (Hamed et al., 2023), as a healthy culture leads to a more productive workforce (Soelton, 2023). Not just in terms of employees' productivity, but a physical workplace also contributes to employees' happiness and well-being (Roskams and Haynes 2021). This was supported by Manalo and Apat (2021), who noted that a conducive working environment leads to better output and organizational success.

A physical environment also includes an ergonomic workplace, which influences employees' productivity (Hamed et al., 2023), health and safety (Adiga, 2023), comfort (Borsos et al., 2021), concentration, and job satisfaction (Gumasing et al., 2023). On the contrary, a poorly designed workspace hampers work performance and reduces employee morale, thereby affecting the overall productivity of the organization (Koirala & Nepal, 2022). This is consistent with Gogo's (2026) findings, which revealed a moderate correlation between adequate physical workspace and employee productivity. Moreover, a well-designed workspace not only enhances employee productivity but also increases job satisfaction and reduces absenteeism.

Another element that impacts a work quality is a noisy environment. In the study by Yudi et al. (2021), noise levels above 80 dB are found to increase fatigue and tiredness, which negatively impact overall employee performance. Similarly, excessive noise distracts concentration and also increases stress levels, potentially leading to poor performance (Makhbul et al., 2022). However, according to Asselineau et al. (2024), people cannot achieve good performance in a silent environment because, at some level, sound can provide a healthy background and assist employees in accomplishing their work.

Another dimension of a conducive work environment is the psychological factors employees perceive. A positive working relationship driven by mutual respect among colleagues, effective communication, and collaboration between superiors and subordinates creates a productive work culture, which also leads to job satisfaction (Andarsari & Setiadi (2023); Arbyan & Riyanto, 2023). Devates et al. (2024) highlighted that autonomy and social support boost performance. The dynamic relationship between colleagues and supportive leadership significantly correlates with work productivity, helping reduce anxiety and improve employees' problem-solving capacity (Roellyanti, 2024).

One of the key intangible resources influencing an organization's performance is organizational culture, which motivates employees to work and engage in knowledge acquisition, experience, and decision-making (Alshammari, 2020). According to Pandey (2023) culture is the set of implicit rules and norms that employees learn over time. Organizational culture includes standards and norms that suggest how staff ought to behave in any given organization. To improve efficiency and accomplish objectives, businesses must have a firm grasp on the connection between company culture and employee output (Woo & Kang, 2021). In a multicultural organization with diversified workforce, fostering a positive organizational culture by providing equal opportunities for all is important for improving performance and attaining competitive edge (Karjalainen, 2020).

Leadership style is the way a leader leads. According to Ho et al. (2023), leadership style is as a set of attitudes, behaviors, beliefs, and values. Idowu (2020) stated that leadership style is the way in which the functions of leadership are carried out and the way that a manager chooses to behave toward employees. Especially, tourism managers may need to combine leadership styles and skills in planning in organizing activities towards better tourism industry. Tourism leaders need to have reliable, effective, more flexible, innovative and strategic planning to make tourism industry on top of the business (Kulinich et al., 2026). As emphasized by Gichuki et al. (2024), transformational leadership is what the industry needs to reinforce leadership ability and planning skills. Lancefield and Rangen (2021) stated that leading transformational change involves helping the organization transcend its current positioning, performance and capabilities. This requires visionary thinking and ability to tackle complex problems. The recent study of Qalati et al. (2022) showed that transformational

leadership and good strategic planning skills has a significant influence on both improving the individual performance of employees and growing organizational performances of businesses. The correlation between leadership and organizational performance is becoming more apparent, as leaders have a significant impact on the performance of the organization through various means (Horga, 2021).

Training and Development

Tourism and hospitality industry is a service-oriented sector that provides a memorable experience for tourists. In order to satisfy this need, employees are expected to exhibit not just technical skills but also intra and interpersonal skills. Hence, tourism and hospitality organizations are expected to offer trainings to their employees to provide excellent service quality (Poláková et al., 2023). Research on workplace learning suggests that most of the learning in organizations is informal, i.e., it does not take place within formally organized courses but occurs rather unconsciously at work (Kleefstra et al., 2020). No matter how good the organization's goals and plans, it will be irrelevant if human resource element is neglected. Therefore, the success of a company does not only depend on the company's but also on human resources who works for the company (Hasibuan, 2022). Training should therefore be viewed as a crucial part of the entire quality management process (Troje & Andersson, 2021).

Skills training is designed to provide employees with the targeted training they need to gain the knowledge and abilities necessary to fulfill the specific requirements of their job positions (Blanchard & Thacker, 2023). Nicoleta (2023) stated that skills training is an essential part of any successful business. By providing employees with the knowledge and skills they need to perform their jobs effectively, companies can increase productivity, improve employee satisfaction, and eventually achieve greater success. Leadership training is another important need for an organization to develop leadership skills of employees. This is part of succession planning where employees are being prepared to take on leadership responsibilities and partake in leadership processes (Day et al. 2021). Leaders obtain their abilities via training and development. As stated by Kishore and Fonceca (2023), training is an effective way to deal with changes brought on by technical progress, market rivalry, and organizational reform.

Employee Productivity

Tourism industry deals with diverse tourist every day. Hence, employee productivity is crucial for this industry to satisfy tourist and encourage revisit and intention to recommend. This is especially important for tourism gateway workers who deals with arriving tourist as their efficiency shapes first impression and may affect their overall experience of tourist (Zahro & Irawanto, 2023).

Understanding the demographic composition of the workforce is important to determine strategies that must be planned out and implemented to improve productivity. This includes identifying specific training and development programs tailored to the specific needs of different demographic cohorts. For instance, study of Muniz et al. (2023) shows that the tourism industry is dominated by young employees who are in their early age of career exploration. Similarly, De Jesus et al. (2023) indicates that younger individuals who are enthusiastic about professional and career advancement, which calls for training and development programs to develop specialized skills to sustain workforce productivity. Adu et al. (2024) also emphasized the need for providing flexible work arrangements that will cater to the need of both married and unmarried employees. While educational diversity in the workplace can be addressed with human resource intervention that will maximize the individual capacity employees to strengthen skills and adaptability (Al, 2021; Yusuf et al., 2021).

The diversity in work experience comprising of newly hired and tenured employees can also be leveraged from the operational expertise of tenured employees and innovative ideas from newly hired in the organization (Astari & Pagalung, 2023). Meanwhile, understanding workforce diversity especially different workforce functions helps in understanding how they contributes to overall performance.

Job security in the workplace helps in facilitating consistent implementation of initiatives (Amor, 2025). Employee turnover does not only affect efficiency but will also require the organization to conduct another training to inform newly hired on the processes and systems within the organization. As highlighted by Go

(2025), satisfaction and engagement among employees is driven by job security provided by institutions. This idea gives employees something to look forwards which motivates them to be more productive at work. This is in support with the study conducted by Gagliardi et al. (2023), which shows that employee retention and tenure helps in generating greater productivity and organizational commitment.

A positive and supportive workplace environment which is evident by having reasonable workload and good working conditions helps create a productivity of employees (Soyangco et al., 2024). Moreover, training and development programs helps in providing employees with relevant skills and knowledge to perform their job efficiently especially when dealing with different needs of diverse tourists (Hau et al., 2024; Saba et al., (2023). Overall, this workplace environment together with training and development as two determinants that influences workforce diversity.

THEORETICAL FRAMEWORK

This study is grounded on Ecological Systems and Social Exchange theories (Becker, 1998). The Ecological Systems Theory, often known as the person-in-environment theory, elucidates how a person's social, physical, and natural wellness are positively correlated with the environment in which they live (Barnett and Gareis, 2006). It proposes that life and work are closely related because each has an impact on the other in terms of time, procedures, context, and characteristics.

Urie Bronfenbrenner's ecological theory, developed between the 1970s and early 21st century, focuses on individual-context relatedness and the contexts of human development. The theory views a child's development within the system of relationships that form their environment, defining complex layers that each effect development. These layers include the microsystem, mesosystem, exosystem, macrosystem, and chronosystem. The microsystem is the layer closest to the individual, encompassing direct interactions with family, school, and neighborhood. The mesosystem connects these microsystem structures, such as the relationship between a child's teacher and parents. The exosystem defines the larger social system that indirectly impacts the individual's development through its interaction with microsystem structures, like parental workplace schedules. The macrosystem, the outermost layer, consists of cultural values, customs, and laws, which have a cascading influence on all other layers. Finally, the chronosystem encompasses the dimension of time as it relates to an individual's environments, including both external events and internal physiological changes. This theoretical lens allows the study to examine how the work environment and wider systems affect both employee well-being and, in turn, productivity.

METHODOLOGY

This study used a quantitative research design, particularly a descriptive and correlational research design. Descriptive research helps identify trends in the demographic profile of respondents, the level of workplace environment, the extent of the training and development program, and employee productivity. While a correlational research design helps in understanding the correlation between the workplace environment and employee productivity, and between the training and development program and employee productivity. Quantitative descriptive-correlational research design combines descriptive and correlational research approaches to investigate relationships between variables. This type of research design aims to describe the characteristics of a population or phenomenon and examine the associations between variables without implying causality (Cao et al., 2024).

The respondents of the study were regular frontline employees from key tourism gateways in General Santos City. Specifically, this included 80 employees from the Philippine Ports Authority (Makar Port) and 70 employees from the General Santos City International Airport, totaling 150 participants.

Table 1 Distribution of Respondents in the GSC International Airport

Position/Designation	Total number of respondents
Customer Service Representative	3
Ticketing Agents	2

Flight Dispatchers	3
Administrative Assistants	50
Accounting Clerks	5
Operations Coordinators	5
Data Entry Operators	10
Sales Representatives	2
Total	80

Table 2 Distribution of Respondents in the Port of General Santos

Position/Designation	Total number of respondents
Office of the Port Manager	13
Administrative Division	10
Engineering Division	10
Finance Division	14
Port Services Division	13
Port Police Division	10
Total	70

These frontline employees were chosen because they represent the primary point of contact for clients and customers, offering direct insights into the operational aspects of their respective organizations. The exclusion of casual and job order employees ensured that the study focused on stable workforce members with consistent organizational engagement. To ensure accurate and experienced perspectives, all respondents were required to have been employed for at least 6 months and to voluntarily provide informed consent to participate in the study. On the other hand, employees who have recently changed positions or have not yet settled into their new roles were excluded, as their recent transitions may affect their perspectives on the workplace environment. Moreover, temporary or contractual employees were not eligible for inclusion due to potentially different work experiences from permanent staff. Individuals undergoing performance evaluations or facing disciplinary actions were also excluded to maintain a focus on employee experiences that reflect general productivity rather than those potentially skewed by performance issues.

Ethical Consideration

Prior to the conduct of the study the researcher first secured ethical approval from Institutional Ethics Review Committee (IERC). The process ensures human rights are protected before, during, and after the data gathering. The process includes submitting the manuscript, informed consent, and research instrument that will be used during the conduct of survey. After the submission, the researcher was assigned with Study Protocol Code: 2025-233-SR and was later issued Certificate of Exemption with an Approval no.: 217-2025-MSUGSC-IERC. All throughout the conduct, the researcher followed ethical considerations in order to protect the human rights of the respondents. An orientation was conducted before the start of survey where informed consent was provided and signed by the respondents. The informed consent contains the information about the right of the respondents for voluntary participation without harassment or coercion, that their information will be kept confidential, and their right to withdraw anytime during the survey. All of the processes ensure the protection of welfare and well-being of the respondents.

Results Demographic Profile of the Respondents

Table 3 Age Profile of the Respondents

Age	Frequency	Percentage (%)
50 & above	16	13.11
45-49	18	14.75

40-44	11	9.02
35-39	20	16.39
30-34	19	15.57
25-29	27	22.13
20-24	11	9.02
TOTAL	122	100.00

Table 3 presents the age distribution of the respondents illustrating a very diverse workforce in General Santos City as tourism sector especially Port of General Santos City and at General Santos City International Airport. Respondents who fall between 25–29 age group is the largest, comprising 22.13% of the sample respectively. This indicates that for tourism, a large part of the workforce is made up of persons in entry-level positions. This is followed by respondents within the age range of 35–39 (16.39%) and 30–34 (15.57%), suggesting that a substantial portion of the workforce is in their prime working years—characterized by high energy, adaptability, and a strong drive for productivity and career advancement.

In addition, the data indicate an under representation of older workers with 16 respondents aged 50 and above (13.11%) and 18 respondents for respondents from 45–49 years old (14.75%). This indicates that the industry is dominated by young workforce and supported by seasoned professionals playing advising roles to bring experience and a sense of continuity to the organization.

This trend aligns with the study of Muniz et al. (2023), where results revealed that tourism industry is dominated by younger employees. This demographic distribution indicates a training and development programs tailored to different age groups with different level of work and learning experiences and career perspective. Younger employees are enthusiastic for professional development and career advancement which needs organizational support to develop skills needed to foster sustained productivity (De Jesus et al., 2023).

Overall, the age distribution of employees in tourism gateway institutions in General Santos City shows that the workforce is made of diverse employees with young adults who may benefit from the of experienced and older employees. Providing age-responsive training and career development programs is also important to sustain productivity and organizational growth.

Table 4 Sex Profile of the Respondents

Sex	Frequency	Percentage (%)
Male	63	51.64
Female	59	48.36
TOTAL	122	100.00

Table 4 shows the sex profile of the respondents. Out of the 122 total respondents, 63 (51.64%) are male, while 59 (48.36%) are female. This distribution indicates a relatively balanced gender representation in the tourism workforce at the Port of General Santos City and General Santos City International Airport. The minimal gap between male and female respondents suggests that the sector promotes inclusivity and equal employment opportunities for both sexes. This contradicts the study conducted by Jesus et al. (2023) and Rosete (2025) in other hospitality industries where the workforce is dominated by female respondents. While the small gap between the number of female and male employees indicates that the industry implements gender diversity practices which is consistent with the findings of Poquiz et al. (2023) where everyone is given equal access to employment, training and development, as well as promotion opportunities.

Table 5 Marital Status of the Respondents

Marital Status	Frequency	Percentage (%)
Single	65	53.28
Married	57	46.72

Widowed	0	0
Separated	0	0
TOTAL	122	100.00

Table 5 shows the marital status of the respondents. Out of 122 participants, 65 individuals or 53.28% are single, while 57 respondents, accounting for 46.72%, are married. Notably, no respondent was widowed or separated.

The majority of unmarried workers indicate that a sizeable percentage of the work force in General Santos City tourism sector (the port and airport) have less family obligations, thus they are likely to enjoy greater flexibility in terms of working hours and mobility. That can be beneficial for roles in the tourism industry, which often require irregular schedules, extended shifts, and high energy levels. On the contrary, the presence of a considerable number of married employees (46.72%) indicates that the sector also attracts individuals with established family lives. This diversity in marital demographic distribution shows that the industry accommodates individuals with varying personal commitments, reflecting the integration of employee's work-life balance in the organizational practice.

As mentioned by Adu et al. (2024), understanding the marital distribution of the workforce is crucial for redesigning human resource strategies tailored to fit the need of employees with familial and no familial obligations such as flexible work arrangements. This will not just help in improving workforce productivity but also in sustaining the overall organizational growth.

Table 6 Educational Attainment of the Respondents

Educational Attainment	Frequency	Percentage (%)
Doctoral degree	2	1.64
Master's Degree	9	7.38
Bachelor's degree	76	62.30
College level	13	10.66
High School Graduate	22	18.03
High School level	0	0.00
Others	0	0.00
TOTAL	122	100.00

The result on educational attainment shows that the workforce is dominated by employees with bachelor's degree with 76 respondents or 62.30%, 22 or 18.03% are high school graduate, 13 or 10.66% reached college level, 9 individuals or 7.38% have acquired master's degree, while there are 2 respondents or 1.64% have doctorate degree.

The result highlights that the industry is composed of employees with strong foundation as represented by majority who are bachelor's degree holder. This helps on easy job onboarding, faster understanding or organizational procedures, and better performance in the workplace as employees already have the basic knowledge and skills needed in the operation. The presence of employees with masters and doctoral degree suggest that some employees have advanced competencies needed to support leadership and administrative functions. While the presence of high school and college undergraduates highlights the need to provide equitable and continuous training and development to all employees to perform efficiently and effectively in the workplace.

This diversity in educational background denotes different level of individual skills and potential comprising the workforce. As emphasized by Yusuf et al. (2021), diverse educational background requires management to design strategies that will maximize the individual potential of employees that will contribute to the overall organizational output. This was supported by Al (2021) who mentioned that tailored approach catering to diverse workforce is essential to foster a highly skills workforce capable of adapting to the evolving demand of the tourism industry.

Overall, the result shows that tourism gateway institutions are composed of employees with varied educational background which highlights the need for providing equal opportunities for continuous and inclusive training programs that enhances competencies and productivity of the workforce.

Table 7 Tenure in Service of the Respondents

Tenure in Service	Frequency	Percentage (%)
25 years and above	6	4.92
20 -24 yrs	7	5.74
15-19 yrs	39	31.97
10-14 yrs	20	16.39
5-9 yrs	23	18.85
1- 5 yrs	24	19.67
less than 1 year	3	2.46
TOTAL	122	100.00

Table 7 details the tenure in service of the respondents. Out of the 122 that responded, 39 or 31.97% had served for 15 to 19 years. This is followed by those who were employed between 1-5 years represented by 24 individuals or 19.67%, 5 to 9 years with 23 respondents or 18.85%. While 20 respondents or 16.39% have been in service for 10-14 years, 7 or 5.74% have been service for 20-24 years, 6 individuals or 4.92% who have been tenured for 25 years and above, while the lowest represented group with 3 respondents of 2.46% are those who have been in service for less than a year.

The result for length of tenure shows that majority of the workforce have been working in tourism gateway institutions for more than a decade. Such a length of term tends to suggest stability and knowledge of how the institution works, interacts with customers, and executes essential processes. The diversity of tenure can be helpful because the experienced workers provide mentorship and guidance, while new employees can bring fresh new ideas. Because of this, training should not only be for new hires. Long tenured employees also need ongoing training so that they can keep up with the current practices in the tourism industry. As mentioned by Astari and Pagalung (2023), the blend of work experience can help to optimize organizational growth by leveraging on institutional expertise of tenured employees while also integrating new and innovative ideas from newly hired to continuously adapt with the dynamic and evolving demand of the industry.

Overall, the length of employment suggests have tourism gateway institutions are composed of old and new employees, where experienced employees help with institutional knowledge and operational sustainability, and new employees bringing innovative ideas in the organizations.

Table 8 Status of Employment of the Respondents

Status of Employment	Frequency	Percentage (%)
Regular	70	57.38
Casual	14	11.48
Probationary	3	2.46
Job Order	35	28.69
TOTAL	122	100.00

Table 8 presents the results for the employment status of the respondents. Out of 122 respondents, 70 (57.38%) were regular employees comprising the majority of respondents where over half indicated they had job security, benefits and opportunities for career development. While a significant proportion of 35 respondents (28.69%) are on job order status, which indicates the contracting or temporary nature of labor in the sector. While 14 (11.48%) were casual employees and 3 (2.46%) were on probationary status.

This demonstrates the stable workforce for tourism gateway institutions in General Santos City as evident by high number of regular employees. This stability helps in promoting efficiency and service delivery. Moreover,

this foundational stability in employment will help in sustaining the impact of conducted trainings which facilitates consistent implementation of the programs (Amor, 2025). In the study conducted by Go (2025), employment status has shown a significant impact on employee satisfaction and engagement. Hence, providing job security provides motivation to employees to be more productive and efficient in their respective tasks.

Table 9 Designation of the Respondents

Status of Employment	Frequency	Percentage (%)
Administrative/Admin Assistant	17	13.93
Nurse	19	15.57
Procurement Officer	3	2.46
HR Officer	35	28.69
Engineer	3	2.46
Port Police	1	0.82
Manager	6	4.92
Computer Operator / Encoder	9	7.38
Accounting	7	5.74
Maintenance / Contractual Service / Clerk / Cashier	22	18.03
TOTAL	122	100.00

The data on the demographic distribution of the respondents regarding their classification as part of the tourism sector workforce at the Port of General Santos City and General Santos City International Airport is shown in Table 9. The data corresponds to various roles, where the human resource (HR) officers make up the highest number in terms of responses with a strength of 35 or 28.69 %. Next group includes those in Maintenance/Contractual Services/Clerk/Cashier roles, totaling 22 individuals or 18.03%. Nurses are represented by 19 respondents or 15.57% of all the respondents. Other notable designations are Administrative Assistants at 13.93% or 17 respondents, Computer Operators/Encoders at 7.38% or 9 respondents, and Accounting Staff at 5.74% or 7 respondents, which points to the administrative and technical support base that plays a critical role in tourism operations. Other smaller but significant representations include Managers (4.92%), Engineers (2.46%), and Procurement Officers (2.46%), who are responsible for overseeing infrastructure, planning, and resources as the sector moves toward more sustainable practices. Although only one respondent identified as Port Police (0.82%), this may suggest limited sampling within this group or that security personnel are categorized under a different classification.

The multifaceted operations of tourism gateway institutions demand for a workforce with different competencies to ensure efficient function across all departments and effective service delivery to tourist. The large number of HR officers highlights their critical role in managing human resources which includes an organized approach in hiring, staffing, training, promoting, and overall personnel development. The presence of maintenance, contractual service, clerical, and cashier personnel implies the importance of their functions as a support system for sustaining everyday operation. Meanwhile, nurses, administrative assistants, accounting staff, computer operators, engineers, procurement officers, managers, and port police contribute to specialized knowledge and skills paramount for maintaining safe and smooth tourism gateway operations. According to Nusraningrum et al. (2024), a diverse workforce is fundamental in understanding how individual functions helps in the overall organizational productivity and performance.

The Level of Workplace Environment

Table 10 The Level of Workplace Environment as Perceived by Tourism Gateway Workers in General Santos City in terms of Physical Atmosphere

Statements	Mean	SD	Description
We have the requisite equipment to perform our duties.	4.15	0.42	High
My workplace provides an undisturbed environment and adequate ventilation without any noise that gives me a lone time to perform my duties.	4.07	0.75	High

The level of cleanliness here is good.	4.19	0.70	High
The layout of the offices and work spaces are good.	4.11	0.73	High
The furniture is suitable and comfortable.	4.06	0.75	High
Overall Mean	4.11	0.51	High

The way respondents perceived their physical environment in the workplace in tourism sector situated at General Santos City are found in Table 10. The general perception towards their physical work environment is reflected in the data, which yielded a mean value of 4.11 (SD = 0.51), indicative of high socio-emotional atmosphere between employees. This implies that elements such as functional equipment, cleanliness and organization of office space, furniture and such are important for employee productivity.

Among the individual indicators, the highest mean score was attributed to the statement concerning the cleanliness of the workplace, which received a rating of 4.19 (SD = 0.70). This implies that cleanliness is a great factor on impressing employees and that also affect one's overall health. On the contrary, the lowest mean rating was given to the item related to furniture suitability and comfort, which scored 4.06 (SD = 0.75). While still considered high, this slightly lower score may suggest room for improvement in the ergonomic quality or physical comfort of workplace furniture.

These findings is consistent with Roskams and Haynes (2021) who emphasized that importance of conducive physical workplace in shaping employee's well-being and happiness. The high rating on physical environment supports Hamed et al. (2023) that the environment where people work matters in improving performance. Hence, a clean and comfortable work environment helps in better employee productivity. Similarly, Adiga (2023), Borsos et al. (2021), and Gumasing et al. (2023) also emphasized how ergonomic workspace influences health, safety, comfort, concentration, and job satisfaction. The high rating on cleanliness, equipment, and office layout demonstrates the ability of tourism gateway institutions to provide a workplace conducive for employees to work efficiently. However, the result regarding noise is inconsistent with Asselineau et al. (2024) who stressed out that some level of noise helps employees in performing better suggesting that complete noise in the workplace is not always ideal.

Overall, the result on physical atmosphere of tourism gateway in General Santos City helps promote employee productivity. However, further improvement in workplace ergonomics is essential to strengthen employee comfort and productivity.

Table 11 The Level of Workplace Environment as Perceived by Tourism Gateway Workers in General Santos City in terms of Psychological Factors

Statements	Mean	SD	Description
I usually know ahead of time how people will respond to a new idea or proposal.	3.93	0.57	High
When problems arise, I immediately address them.	4.10	0.69	High
I am effective with the detailed aspects of my work.	4.07	0.67	High
I am able to sense the emotional undercurrents in my group.	4.02	0.77	High
I use my emotional energy to motivate others.	3.71	0.99	High
Overall Mean	3.97	0.52	High

Table 11 shows the respondents' perceptions of the psychological factors in their workplace environment within the tourism sector in General Santos City. The results show an overall mean of 3.97 (SD = 0.52), which falls under the high descriptive category. This shows that employees on the whole have good psychological climate in workplace which is emotionally aware, responsive to problems and effective in utilizing interpersonal skills - crucial for a healthy productive workforce.

The statement with the highest mean rating was related to problem resolution where it indicated resolving issues immediately when they occur (M = 4.10, SD = 0.69). Companies have to be predisposed to accept fair circumstances that allow cooperation among superiors, subordinates and all those at the same level in hierarchy.

While the least mean rating was associated with using emotional energy to motivate others, where scores had a mean of 3.71 (SD = 0.99). This indicates that even if it is interpreted as high a below-average score suggests variation in the extent to which employees are able to inspire or influence their colleagues, emotionally.

The result implies that employees working in tourism gateway institutions experience positive psychological workplace environment where employees demonstrate pro-active approach in handling workplace concerns which are essential in providing responsive service quality to tourists. However, the low rating on emotional energy suggests a initiate team building programs to strengthen workplace relationship so employees can better provide support to one another.

The high rating received on psychological factors contributes to employee stability and productivity which supports the idea of Naz et al. (2020) that positive psychological work climate helps in reducing employees' turnover rate in the workplace. Additionally, Soelton (2023) emphasized the importance of healthy workplace culture in improving employee productivity.

Table 12 The Level of Workplace Environment as Perceived by Tourism Gateway Workers in General Santos City in terms of Organizational Culture

Statements	Mean	SD	Description
My workplace provides learning and development opportunities that meet my needs.	4.01	0.87	High
In my workplace, learning and development activities are designed to develop a range of skills.	4.00	0.84	High
In my workplace, my co-workers are supportive of learning and development.	4.06	0.71	High
My workplace's rules and policies make it possible for me to take part in learning and development activities.	4.05	0.77	High
In my workplace, I have the opportunity to participate in training.	3.98	0.85	High
Overall Mean	4.02	0.71	High

Table 12 shows the level of organizational culture as perceived by employees in the tourism sector in General Santos City, with a particular focus on aspects related to Organizational Culture. The results reveal an overall mean of 4.02 (SD = 0.71), which is interpreted as high. The highest mean score came from the idea that colleagues genuinely support each other's learning and growth, with a mean of 4.06 (SD = 0.71). This suggests that the workplace culture is generally viewed as supportive of continuous learning, skill enhancement, and professional growth, the key components in sustaining a competent and adaptable workforce in the tourism industry. This lines up with what Pandey (2023) said, that organizational culture is really just about the standards and norms that shape how people are expected to act within a workplace. Culture has an effect on every aspect of an organization, that includes conflict resolution, bargaining, communications, relationship development, presentation delivery, and business priorities.

The lowest average was found in the item on opportunities to participate in training which scored 3.98 (SD = 0.85). While this was still rated high. This number implies that some workers may face limits or inconsistencies with getting into training programs. The higher standard deviation also shows that opportunities might differ across roles or departments. These results indicate that while the organization typically supports professional development there is a need for more equal and steady access to training. Training is one method which businesses can use to meet goals or needs since it boosts employee performance by improving their skills, knowledge and their capabilities (Troje & Andersson, 2021).

Table 13 The Level of Workplace Environment as Perceived by Tourism Gateway Workers in General Santos City in terms of Leadership Style

Statements	Mean	SD	Description
My Supervisor... plans the work well.	4.15	0.73	High

gives clear and precise information to get the work done.	4.13	0.72	High
advises employees to improve performance.	4.28	0.70	High
offers help to solve problems at work.	4.21	0.73	High
takes into account the needs of employees.	4.09	0.75	High
Overall Mean	4.17	0.63	High

Table 13 provides information about employee perceptions of their leader's style of management in their workplace within the tourism industry of General Santos City. Overall, employees were very satisfied with their supervisor's style of management as indicated by a mean of 4.17 (SD = .63). The statement with the highest mean score of 4.28 (SD = .70) pertains to the question of how supervisors' direct employees to improve job performance. Thus, the most prevalent style of supervision is likely developmental and performance based which is a coaching type of leadership style that emphasizes employee development and improvement. In addition to being able to develop future leaders, leaders in the tourism industry also require transformational leadership abilities. The low score of 4.09 (SD = .75) was associated with the item assessing if supervisors consider employee needs. Although this score is also considered to be high, it does suggest that there is some variability in how employee needs are addressed by supervisors. Therefore, addressing this area may contribute to improved morale and engagement among employees who work in service industries such as tourism.

In summary, the results presented support the conclusion that supervisors in general have demonstrated competence and have been perceived by employees as supportive of employee success. This has resulted in increased employee productivity and workplace satisfaction. These results are consistent with those reported by Lancefield and Rangen (2021) who stated that transforming organizations from where they currently exist into what they should become requires helping organizations to move beyond their existing state of performance and capability.

Table 14 Summary of the Level of Workplace Environment as Perceived by Tourism Gateway Workers in General Santos City

Indicators	Mean	SD	Description
Physical Environment	4.11	0.51	High
Psychological Factors	3.97	0.52	High
Organizational Culture	4.02	0.71	High
Leadership Style	4.17	0.63	High
Overall Mean	4.07	0.49	High

The level of workplace environment is divided into four dimensions namely: Physical Environment, Psychological Environment, Organizational Culture, and Leadership Style. The overall mean score of 4.07 (SD = 0.49) reflects a high level of satisfaction across all components, indicating that employees generally perceive their workplace environment to be conducive to productivity, well-being, and professional growth.

Among the four indicators, leadership style received the highest mean rating of 4.17 (SD = 0.63). This suggests that supervisors and managers are viewed positively in terms of how they plan, communicate, support, and consider the needs of their team members. Managers/owners needs to embrace good transformational leadership practices and strategic planning skills to avoid negative outcomes such as lower job employee performance, decrease of quality service and employee turnover. The recent study of Joseph-Armstrong (2023) revealed that transformational leadership and good strategic planning skills has a significant impact on both improving the individual performance of employees and increasing organizational performances of businesses.

On the other hand, the lowest mean was found in the area of psychological factors, with a score of 3.97 (SD = 0.52). While still rated high, this indicates that there may be room for improvement in areas such as emotional support, stress management, and motivational climate.

Effectiveness of the Training and Development Program

Table 15 The Extent to which the Effectiveness of the Training and Development Program in terms of Skills Training

Statements	Mean	SD	Description
The training and development program...			
has motivated me to improve my work skills.	4.11	0.72	Great Extent
has provided me opportunities to accept challenging jobs to develop my skills.	4.10	0.80	Great Extent
has encouraged employees' participation to enhance their soft skills (communication, interpersonal, teamwork, critical thinking, problem-solving, etc.).	4.08	0.78	Great Extent
benefited employees to succeed in learning and development goals.	4.01	0.76	Great Extent
has allowed me to learn new knowledge and skills that are important for my job.	4.08	0.79	Great Extent
Overall Mean	4.07	0.69	Great Extent

The effectiveness of the training and development in terms of skill reported a mean score of 4.07 (SD = 0.69), showing the respondents agree to a large extent regarding the effectiveness of training programs in improving their skills. A mean of 4.11 (SD = 0.72) pertains to the statement that the training and development program motivates the employee to improve the work skills. This emphasizes that training brings knowledge as well positive attitude towards continuous skills development which is critically important in growth industries such as tourism.

Meanwhile, the statement pertaining to the training and development programs providing benefit to succeed in learning and development goals obtained the lowest mean of 4.01 (SD=0.76), described as great extent. While it received the lowest rating, generally employees perceived the value of training and development programs in helping learn and achieve organizational goals.

In summary, the data indicates that skills training programs are generally well-regarded and have a positive impact on employee development and performance. This result is consistent with Armstrong and Taylor (2020), who state that training develops employee capacity, confidence and career development—characteristics which in turn directly affect organizational productivity.

Table 16 Program Enhances Tourism Gateway Employees' Productivity in terms of Leadership Development

Statements	Mean	SD	Description
The program has significantly enhanced my leadership skills, particularly in managing the detailed aspects of my work effectively.	3.93	0.74	Great Extent
I have improved my ability to anticipate how individuals will respond to new ideas or proposals, enhancing my decision-making skills.	3.94	0.73	Great Extent
The training I received has equipped me with the skills to address emerging problems promptly and proactively in my leadership role.	3.83	0.79	Great Extent
Managing people and resources has become one of my core strengths as a result of the training program, allowing me to lead teams more efficiently.	3.92	0.75	Great Extent
The training has instilled in me a greater enthusiasm for responding to people's requests and concerns, which is vital for effective leadership.	3.96	0.73	Great Extent
Overall Mean	3.92	0.66	Great Extent

The following are the perceptions of respondents on how effective training and development programs in order to increase leadership skills among employees of General Santos City tourism gateway institutions from the results presented in table 16. The results indicate a total average of 3.92 (SD = 0.66), meaning that the impact of

these programs on leadership skills is perceived to be significant as shown by representation and individual contributions. This implies that employees perceive leadership-focused training as useful for improving competencies associated with people management, decision-making and responsiveness.

The highest rated item with a of mean 3.96($SD = 0.73$), focused on the training resulting in more commitment to attending to people's requests and needs. While the lowest mean (3.83, $SD = 0.79$) is about being prepared to face new issues in a timely and anticipatory manner. Although still rated highly, this lower score may indicate that leaders require more development in problem solving and crisis management elements. This could be strengthened further with practical simulations or scenario-based learning.

The findings imply that training programs are successful in nurturing leadership potential, particularly in relational and managerial aspects. This has to do with both the individual and the organization itself. A training and development focused organization have a clear roadmap for training their employees to sustain and enhance the productivity of the organization as a whole.

Table 17 The Extent to which the Effectiveness of the Training and Development Program Enhances Tourism Gateway Workers' Productivity in terms of Career Development

Statements	Mean	SD	Description
The training program provides opportunities that would realize my career goal.	3.93	0.75	Great Extent
My career goals coincide with organizational goals and my training opportunities have been determined accordingly.	3.92	0.73	Great Extent
Training is provided as an incentive for increased work performance.	3.88	0.71	Great Extent
Through the training program, the organization has provided ample opportunities for career advancement.	3.94	0.73	Great Extent
The training program allows me to see a path to advance my career in our organization.	4.01	0.71	Great Extent
Overall Mean	3.94	0.63	Great Extent

Table 17 shows the extent to which employees perceive the training and development programs as effective in enhancing career development within the tourism sector in General Santos City. The data indicate an overall mean of 3.94 ($SD = 0.63$), interpreted as a large extent, suggest that the respondents generally agree by saying all these programs positively contribute to their development and career long-term goals.

The statement with the highest mean rating (4.01, $SD = 0.71$) states that the training program allows employees to see a definitive career track at their organization. These indicate that the programs not only provide the staff with relevant skills, but also instill a sense of purpose and upward mobility—both important factors in retaining and motivating employees. As noted by Rahayu et al. (2022) career development needs to be done because a worker expects not just reward but a career progression.

The statement with the lowest rating was related to training being utilized as motivation for better performance (mean=3.88, $SD = 0.71$). This lower score could indicate that employee do not see trainings as a strong reward for a better performance. This suggest a need to review the trainings provided by aligning it to professional growth and work achievement so employees will actively participate and apply the knowledge and skills gained to be more productive.

Overall, the results suggest that training initiatives are successfully supporting career development. Such programs support the organization objectives, empower employees to visualize and strive towards long-term growth, which is essential for a dedicated future ready workforce.

Table 18 Summary of the Extent to which the Effectiveness of the Training and Development Program

Indicators	Mean	SD	Description
Skills Training	4.07	0.69	Great Extent

Leadership Development	3.92	0.66	Great Extent
Career Development	3.94	0.63	Great Extent
Overall Mean	3.97	0.61	Great Extent

Table 18 provides an overview of the effectiveness of training and development programs in tourism gateway institutions in General Santos City. The mean level for overall effectiveness is 3.97 (SD = 0.61), and implies perceived importance of these programs to great extent by the employees. This suggests that training efforts broadly succeed in boosting individual and organizational performance.

Skills Training yielded the highest mean score (4.07, SD = 0.69) among all three indicators as employees feel these programs are particularly effective in developing job-related competencies. This showcases the necessity of skills for employability as well as improved productivity in service-based industries such as tourism. Not only do employees need technical capabilities, but the skills and intelligence to create memorable experiences, requiring intra- and interpersonal skills (Poláková et al., 2023).

It is noticeable that Leadership Development scored the lowest mean with 3.92 (SD = 0.66). This lower score suggests that leadership training may be improved further so employees can prepare themselves for supervisory jobs. According to Armstrong and Taylor (2020), ideally designed training systems are instrumental in developing employee capability, enhancing growth and maintaining organizational effectiveness.

Table 19 The Level of Employee Productivity Among Tourism Gateway Workers in General Santos City in terms of Quality of Work

Statements	Mean	SD	Description
The company provides enough information to discharge my responsibilities	4.02	0.72	High
My company provides resources to facilitate my performance.	4.08	0.73	High
I am given a lot of work empowerment to decide about my own style and pace of work.	4.00	0.73	High
My company offers sufficient opportunities to develop my own abilities	3.96	0.73	High
There is cooperation among all the departments for achieving the goals.	4.05	0.68	High
Overall Mean	4.02	0.62	High

The result on the Level of Employees Productivity in Terms of Quality of Work on the Tourism Sector of General Santos City obtained an overall mean of 4.02 (SD = 0.62), which is categorized as high. It shows that, employees perform their job with quality facilitated with enough information, empowerment, cooperation, and opportunities to develop abilities. The statement with highest mean refers to resources provided by the company that supports employee's performance, M = 4.08 (SD = 0.73). It indicates that the existence of materials, tools and equipment is essential for an employee to produce at optimal levels of output. Robbins and Judge (2019) highlight that an important aspect of performance and productivity is access to essential resources so it can reduce delays, errors, and job dissatisfaction.

The lowest rated item with a mean of 3.96 (SD = 0.73) refers to the statement that company provides sufficient opportunities to develop capabilities. This score still comes through above average, but suggests that employees feel there is a somewhat less focus on developing skills or opportunities for personal development. Which could be the basis in providing developmental programs like workshops, to keep individuals productive and engaged over time.

Overall, a high overall rating indicates a flourishing work environment that fosters quality production by ensuring resource availability, inter-departmental collaboration structures and empowering employees.

Table 20 The Level of Employee Productivity Among Tourism Gateway Workers in General Santos City in terms of Quantity of Work

Statements	Mean	SD	Description
I can handle a high volume of work without sacrificing quality.	4.12	0.62	High
I implement innovative solutions to manage heavy workloads in a short time frame.	4.02	0.70	High
I have successfully resolved intricate problems within specified deadlines.	4.02	0.66	High
I effectively manage a heavy workload with accuracy and attention to detail.	4.08	0.64	High
I have balanced competing priorities and deadlines to ensure that assignments are completed on time.	4.08	0.68	High
Overall Mean	4.06	0.57	High

The level of employee productivity in terms of quantity of work obtained a mean of 4.06 (0.57), described as high. This indicates the tourism gateway workers are capable of maintaining the quality of their work despite deadlines and multiple tasks. The highest rated item refers to the ability to handle volume of work while maintaining quality with a mean of 4.12 (0.62). This means that employees have the capability to perform multiple tasks without comprising work quality. While the lowest rated items refer to implementing innovative solutions to perform heavy workloads in a short time (M=4.02) (SD=0.70) and the ability to resolve problems within the deadline with a mean score of (M=4.02) (SD=0.66). This suggest that employees still need support in terms of creativity and problem-solving ability in managing tasks.

As highlighted by Zahro and Irawanto (2023), employee productivity is crucial in tourism sectors who deals with multiple tourists as workers efficiency in delivering service affects the tourism satisfaction and overall experience. This is especially crucial for tourism gateway institutions who welcomes arriving tourist as quality of service provided in these institutions creates the first impression of how their overall visit would be like. The result is also consistent with Soyangco et al. (2024) who emphasized that a supportive work environment helps in improving work productivity among employees with reasonable workload and working conditions.

Table 21 The Level of Employee Productivity Among Tourism Gateway Workers in General Santos City in terms of Timeliness of Work

Statements	Mean	SD	Description
I was able to plan my work so that I finished it on time	4.11	0.68	High
I managed my time well	4.12	0.68	High
On my own initiative, I started new tasks when my old tasks were completed	4.20	0.68	High
I was able to set priorities	4.15	0.66	High
I worked on keeping my work skills up-to-date	4.18	0.69	High
Overall Mean	4.15	0.60	High

Table 21 shows the level of employees' productivity in terms of timeliness of work in the tourism sector of General Santos City. The overall mean is 4.15 (SD = 0.60), which is interpreted as high, indicating that employees are generally effective in managing their time and completing tasks promptly. The highest mean, at 4.20 (SD = 0.68), is associated with the statement that "on my own initiative, I started new tasks when my old tasks were completed." This suggests that employees demonstrate a proactive attitude and are self-driven, taking initiative without the need for constant supervision. According to Ewim, et al. (2024), by encouraging a culture that emphasizes the importance of meeting deadlines through clear expectations, effective communication, and resource availability, organizations can greatly enhance productivity levels while ensuring employee satisfaction and long-term engagement. The statement "I plan my work so that it is finished on time" obtained the lowest mean among the indicators 4.11 (SD = 0.68)). Though still rated high, this key indicator slightly lags behind others, suggesting that planning works overall but it needs a bit more support to further improve work scheduling.

These findings imply that employees in the tourism sector are not only punctual and organized but are also forward-thinking in managing their responsibilities. Timeliness in work is fundamental to elevating employee productivity and maintaining a motivated workforce (Nuraini, 2023). When employees comply to timelines, it leads to efficient project management and resource allocation, ultimately maximizing productivity and efficiency (Nawawi & Lambali, 2023).

Table 22 Summary of the Level of Employee Productivity Among Tourism Gateway Workers' in General Santos City

Indicators	Mean	SD	Description
Quality of Work	4.02	0.62	High
Quantity of Work	4.06	0.57	High
Timeliness of Work	4.15	0.60	High
Overall Mean	4.08	0.51	High

Table 22 demonstrate a summary of the level of employees' productivity in the tourism sector of General Santos City, it highlights three core indicators: quality of work, quantity of work, and timeliness of work. The results show an overall mean of 4.08 (SD = 0.51), interpreted as high, indicating that employees demonstrate strong productivity across all dimensions.

Among the three indicators, timeliness of work had the highest mean score of 4.15 (SD = 0.60), indicating that employees are effective in managing their time, meeting deadlines, and starting tasks on their own. This goes along with what Varianou et al. (2020) pointed out, that how long people work and how flexible their hours are can have a real effect on how a company performs.

The Quantity of work followed with a mean of 4.06 (SD = 0.57), reflecting the employees' ability to handle large volumes of work without compromising quality. This suggests that workers are not only efficient but also capable of balancing multiple tasks and responsibilities simultaneously.

The Quality of Work scored the lowest mean of 4.02 (SD = 0.62), although still within the "High" interpretation. This indicates that while employees produce high-quality outputs, there may still be opportunities for enhancement through continuous improvement initiatives, skill development, or better resource allocation.

These findings reflect a well-performing workforce in the tourism sector of General Santos City. The high levels across all indicators suggest that the current work environment fosters productivity. Ensuring continued support in areas such as training, time management, and performance feedback will be key to sustaining and improving these outcomes.

Table 23 The Relationship Between Workplace Environment and Employee Productivity Among Tourism Gateway Workers in General Santos City

Variables	Mean	R-value	Degree of Relationship	p-value	Remarks
Workplace Environment	4.07				
Employees' Productivity	4.08	0.6256	Strong Positive	0.0000	Significant

The relationship between workplace environment and employee productivity calculated a Pearson r-value of 0.6256, which indicates a strong positive correlation between the two measures. Moreover, the p-value is 0.0000 which is less than the 0.05 threshold confirms that the relationship between variables is statistically significant. It means that an improved work environment bears a strong link to the output of employees. This evidence supports the Roskams and Haynes (2021) research, which reported that physical workplace directly affects the productivity, happiness, social activities and wellbeing of Employees. So, the environmental conditions of the workplace is a very important component that influence greatly the productivity of employees. Given that the

tourism sector depends on fronting services and operational excellence, ensuring a positive work environment will translating into enhanced service delivery with an increase in stakeholder satisfaction.

Table 24 The Relationship Between Training and Development and Employee Productivity Among Tourism Gateway Workers in General Santos City

Variables	Mean	R-value	Degree of Relationship	p-value	Remarks
Training and Development					
Employees' Productivity	3.97	0.705	Strong Positive	0.0000	Significant

The relationship between Training and Development and Employees Productivity reveals an R-value of 0.705 shows a strong positive relationship between the two variables. This suggests that when training and development programs become more effective, employee productivity also tends to increase. The p-value of 0.0000 is lower than the 0.05 level of significance; hence, the relationship is statistically significant. Therefore, the null hypothesis stating that there is no significant relationship between training and development and employee productivity is rejected.

The result implies that training and development programs play an important role in improving the productivity of tourism gateway workers. When employees receive proper skills training, leadership development, and career growth opportunities, they become more capable, confident, and efficient in performing their tasks. For tourism-related institutions, this highlights the need to continuously provide relevant and practical training programs that match employees' work responsibilities. Strengthening these programs can improve the quality, quantity, and timeliness of employees' work, which can also contribute to better service delivery and a more positive experience for tourists and clients.

CONCLUSION

Based on the findings of the study, the following conclusions were drawn:

1. General Santos City tourism gateway workers were younger, better educated, gender balanced and stable with many regular employees remaining long tenured. Meaning an employable, trainable section of the workforce. The demographic indicates that strategic human resource planning can be sustained over time as this group is open to being developed and able to provide consistent input.
2. Employees rated their workplace environment particularly its leadership style and physical environment high. This suggests that leaders should continually empower the people working in the organization by encouraging them to perform well on their respective tasks. Leaders must also consider providing a one-on-one session to allow employees to express their thoughts freely. This will also help to determine what assistance and help the employees need to improve. Management must ensure that workplaces is conducive for working by providing policies that will sustain cleanliness and orderliness of the workspaces.

RECOMMENDATION

1. Tourism gateway institutions in General Santos City should continuously strengthen their training and development programs by providing regular skills training, leadership development activities, and career advancement opportunities. These programs should be aligned with the actual duties of employees so that the knowledge and skills gained can be directly applied in improving the quality, quantity, and timeliness of their work. Management should also conduct periodic training needs assessments to identify areas where employees require further support and to ensure that training programs remain relevant, practical, and responsive to the changing demands of the tourism sector.
2. Future researchers should consider expanding the study by including other tourism-related establishments such as hotels, travel agencies, restaurants, and tour operators to obtain a wider understanding of how training and development influence employee productivity across the tourism sector. They can also use a mixed-

method approach by adding interviews or focus group discussions to gather deeper explanations of employees' experiences with training programs. Future studies may also examine other factors, such as employee motivation, job satisfaction, organizational support, and work-life balance, to better explain the changes in employee productivity.

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