

## **Impact of Training and Development Programs on Employee Satisfaction: A Quantitative Study of the Bureau Internal Revenue RDO 38 North Quezon City Philippines**

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### **Abstract**

This study aimed to evaluate the impact of training and development programs on employee satisfaction within the Bureau of Internal Revenue (BIR) in Revenue District Office (RDO) 38, Manila, Philippines, and propose a policy framework to improve satisfaction levels. A quantitative-correlational design was utilized to analyze relationships among various training programs and employee satisfaction dimensions. The sample comprised 100 employees from BIR RDO 38. Findings revealed that training programs, such as the Personnel Orientation Course, Information Security Awareness Briefing, and Basic Tax Administration Course, moderately improved employee performance across several metrics, including organizational policy understanding and data protection adherence. Employee satisfaction was assessed across work environment, job roles, compensation, and career development, with the highest satisfaction noted in career development (mean score of 3.79). Statistical analysis showed significant correlations between training programs and satisfaction dimensions, rejecting the null hypothesis at the 0.05 alpha level. Notably, the Personnel Orientation Course and Basic Tax Administration Course were found to have a positive impact on job satisfaction and career development. Based on these findings, a policy framework was proposed to enhance training programs through continuous evaluation, targeted initiatives, and alignment with organizational objectives. Recommendations include ongoing investment in training, development of targeted programs, active employee participation, and the establishment of policies that prioritize training as a key element of employee engagement. This approach aims to foster a supportive work environment and align employee skills with organizational goals, thereby enhancing overall job satisfaction and performance.

*Keywords: Employee satisfaction, training and development, Bureau of Internal Revenue (BIR), quantitative correlational analysis, policy framework*