

## Learning and Development (L&D) Program and Intervention on the Human Resource System's Impact on Employee Outcomes in One State University: Basis for a Strategic Human Resource Management Plan

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**ABSTRACT :** This study assessed the status of Learning and Development (L&D) within the One State University system's human resource management to establish a strategic human resource management program that addresses current employee L&D initiatives. It aimed to determine the level of L&D in the institution's human resource management system concerning training, mentorship, technological support, organizational change, workflow flexibility, employee engagement, employee retention, employee performance, and employee well-being. The study employed a descriptive correlational research design, which describes the relationship between L&D and other factors without making causal assertions. The study population includes regular and casual teaching and non-teaching employees, with a sample size of 179 respondents selected through purposive sampling. The data collected using a three-part survey questionnaire were statistically analyzed using mean and standard deviation to assess respondents' evaluations of the L&D, and Pearson's R to determine the significant relationship between the L&D programs and employee outcome and the significant relationship between the L&D intervention and employee outcome. The findings revealed that training programs are regularly conducted and tailored to meet employees' specific needs. Additionally, L&D programs enhance employee performance, satisfaction, and retention in a One State University. Therefore, it is concluded that employees' well-being is closely linked to the effectiveness of L&D programs. Correspondingly, prioritizing mental and physical health resources not only improves job satisfaction but cultivates a culture of support and inclusivity. The overall assessment of L&D programs points to a robust framework that aligns employee development with institutional goals, essential for sustaining organizational growth and success in a competitive educational landscape. The data suggests that while significant advancements have been made in providing comprehensive training and mentorship, there remains room for improvement, particularly ensuring that mentorship is consistently offered and that employees receive regular guidance. In contrast, the promotion of continuous learning and technology integration is recommended to enhance the development of L&D initiatives.

**KEYWORDS:** *Human Resource Management, Learning & Development, Training, Employee Outcome, Strategic Human Resource Management Program*

### I. INTRODUCTION

Learning and Development (L&D) is an organized approach that enhances employees' knowledge, skills, and competencies, improving job performance. L&D is a vital HR function and an essential aspect of an organization's comprehensive strategy for workforce development. It helps attract and retain talent, enhance the workplace environment, and engage employees. Program for Employee Learning and Development at higher education institutions have undergone significant transformation in the three years, primarily due to the impacts of the COVID-19 pandemic. These modifications encompass digital technology, online education, and an increased focus on well-being, diversity, equity, inclusion (DEI), and soft skills (CUPA-HR, 2023). These enhancements reflect broader patterns in work environments and employee expectations, aiming to improve career growth, adapt to emerging challenges, and foster a more inclusive and prosperous workplace. L&D is a crucial aspect of human resources as it enhances employee performance, satisfaction, and retention, while fostering organizational growth, adaptability, and competitiveness. Organizations are promoting investment in L&D to ensure that both employees and businesses can thrive in a dynamic work environment for several reasons: it aids employees in developing and honing skills, maintaining their effectiveness and competitiveness in their positions; enhances employee performance and productivity, allowing them to address challenges and contribute more significantly to company objectives; improves job satisfaction and engagement, making employees feel appreciated and motivated, which lowers turnover rates.

In an academic institution, L&D in human resources is vital for fostering a supportive and effective educational atmosphere. It is essential to enhance skills and employee productivity, promote career advancement and dedication, adapt to educational trends, and nurture a positive and inclusive academic environment. Moreover, it enhances the organization's overall mission by aligning employee development with institutional objectives and strengthening its teaching and administrative capabilities.

## II. OBJECTIVES OF THE STUDY

This study's primary focus was to analyze the level of Learning and Development (L&D) in a One State University and examine how it affects learner outcomes of the institution. Specifically, the study sought to measure factors such as training, mentorship, and technological support. Additionally, the study aimed to identify gaps in L&D related to organizational changes, flexibility in workflows, and employee engagement. Finally, this study aimed to assess the impact of L&D processes on employee retention, performance, and well-being to understand how they influence employee experience and institutional perspective of the institution.

## III. MATERIALS AND METHODS

This study assessed the Learning and Development (L&D) in human resource management within a One State University. The research utilized a descriptive correlational research design. It entails gathering and evaluating data on at least two variables to see whether there is a relationship between them (Bhat, 2024). Moreover, this research design is suitable for the current study as it assessed Learning and Development (L&D) in the human resource management of a One State University in terms of training, mentorship, technological support, organizational change, workflow flexibility, employee engagement, retention, performance, and well-being.

The researcher used purposive sampling, a technique used in research to select a specified set of individuals or groups for study. The study was limited to respondents whose years of service in the One State University, range from (0 to 5) years, including both teaching and non-teaching employees currently hired in the main campuses of Sta. Cruz, San Pablo, Siniloan, and Los Baños. About (422) teaching and (224) non-teaching employees worked in the university system when this study was conducted. Based on the population's sample size, (179) respondents are needed for the study. The primary data collection tool for the study was a researcher's survey questionnaire. A survey questionnaire served as the study's main data collection method. The survey questionnaire was submitted to three (3) experts in the field for validation purposes, incorporating their suggestions and necessary revisions. The questionnaire consists of three parts. The first part aims to assess the level of L&D within the resource system of the institution. The second part examines the extent of Learning and Development (L&D) intervention in the human resource management system of the One State University. The third part evaluates employee outcomes regarding retention, performance, and well-being; by which a Likert Scale was utilized to measure the indicators of the variables. This study employed various statistical approaches to determine the relationship between learning development (L&D) programs and employee outcomes at the university. The following statistical treatment is used in the study: Statistical Mean and Standard Deviation were used to determine the respondents' assessment of the level of L&D in human resource management within the LSPU system regarding the indicators. Whereas Pearson R was used to determine the significant relationship between the L&D programs and employee outcome and the significant relationship between the L&D intervention and employee outcome.

## IV. RESULTS AND DISCUSSION

The study examined Learning and Development (L&D) in the human resource management in a One State University. This research assessed the current state of L&D programs, aiming to examine important elements such as training, mentorship, and technological support. The study also analyzed the status of organizational change, workflow flexibility, and employee engagement in L&D interventions. Employee outcomes were further examined. The main goals of this study are to identify the significant relationships between L&D programs and employee outcomes, as well as between L&D interventions and employee outcomes. The results guided the creation of a strategic human resource management plan aimed at improving the efficacy of L&D programs at LSPU and fostering a more capable and engaged workforce.

**Table 1.** Status of Learning & Development (L&D) Programs on Human Resource System as to Training

<i>The status of Learning and Development Program on Human Resource System in ...</i>	<i>Mean</i>	<i>Standard Deviation</i>	<i>Interpretation</i>
<b>A. Training</b>			
1. <i>Are regularly conducted to meet the specific needs of employees.</i>	3.27	0.61	Very High
2. <i>Employees are encouraged to attend external training sessions to enhance their expertise.</i>	3.53	0.63	Very High

3. Are tailored to align with the institution's goals and objectives.	3.57	0.54	Very High
4. Adequate resources are allocated for conducting training programs effectively.	3.38	0.62	Very High
5. Feedback from employees is considered when designing future training sessions.	3.44	0.67	Very High
<b>Overall Mean</b>	<b>3.44</b>		<b>Very High</b>

Note. The mean was interpreted using the following 4.00 – 3.26 Very High, 3.25 – 2.51 High, 2.50 – 1.76 Low, 1.75 – 1.00 Very Low

Table 1 indicates that the mean score is 44, implying that Learning and Development (L&D) initiatives associated with the human resource system are regarded as "Very High" concerning training. The results show that participants consistently recognize that continual training meets the distinct needs of employees. They are driven to engage in external training programs to enhance their abilities, and the training is tailored to fit the institution's aims and objectives. Moreover, adequate resources are allocated to effectively execute training programs, and employee input is considered when organizing upcoming training sessions. Training development aids employees in improving or reinforcing their capabilities, directly impacting their career advancement and job performance satisfaction (Noe, 2020). This information also indicates that selecting an appropriate training method is crucial as it directly affects the effectiveness of training programs (Mizrak and Caylan, 2023).

**Table 2.** Status of Learning & Development (L&D) Programs on Human Resource System as to Mentorship

<i>The status of the Learning and Development Program on the Human Resource System in ...</i>	<i>Mean</i>	<i>Standard Deviation</i>	<i>Interpretation</i>
<b>B. Mentorship</b>			
1. Programs exist to help employees achieve their career goals.	3.20	0.81	High
2. Mentors are assigned based on their expertise and relevance to mentees' professional needs.	3.28	0.83	Very High
3. Employees receive guidance and support from mentors on a regular basis.	3.19	0.83	High
4. Program fosters collaboration and knowledge-sharing among employees.	3.31	0.78	Very High
5. Opportunities are accessible to all employees who wish to participate.	3.22	0.80	High
<b>Overall Mean</b>	<b>3.24</b>		<b>High</b>

Note. The mean was interpreted using the following 4.00 – 3.26 Very High, 3.25 – 2.51 High, 2.50 – 1.76 Low, 1.75 – 1.00 Very Low

In Table 2, it is indicated that the Learning and Development (L&D) programs related to mentorship are seen as "Very High" by the respondents. Mentors are assigned based on their expertise and relevance to the professional needs of the mentees (Mean = 3.28, SD = 0.83), receiving an assessment of "Very High"

Additionally, the initiative promotes collaboration and the sharing of information among staff members (Mean = 3.31, SD = 0.78). However, the lowest average rating (Mean = 3.19, SD = 0.83) implies that employees frequently receive guidance and assistance from their mentors, which the respondents perceive as occurring "Sometimes". The state of the Learning and Development (L&D) programs related to mentorship shows an average score of 3.24, interpreted as "High" by the participants.

The data indicates that there are occasionally programs available to help employees achieve their career goals, mentors are paired based on their expertise and alignment with mentees' career needs, employees regularly obtain advice and support from mentors, and the program fosters teamwork and knowledge sharing among staff.

Furthermore, all employees wishing to participate have access to opportunities. Mentorship involves an experienced mentor guiding a mentee in developing ideas, gaining knowledge, and improving professional skills through careful reflection and adult learning principles (Klinge, 2015). It is a crucial element that significantly impacts the overall success of an organization and the growth of its leaders (Seals, 2022; Tariq et al., 2023).

Through offering guidance, seasoned executives aid junior personnel in their career advancement by providing advice, information, and support (Deb et al., 2022). Mentoring relationships can improve performance, enhance career progression opportunities, and increase job satisfaction for both mentors and mentees (Szymaska-Tworek, 2022). By fostering a culture of learning and development, organizations can utilize mentorship to create a strong leadership pipeline and ensure a continuous flow of capable leaders prepared to take on new roles and responsibilities (Edna, 2022).

**Table 3.** Status of Learning & Development (L&D) Programs on Human Resource System as to Technological Support

<i>The status of the Learning and Development Program on the Human Resource System in ...</i>	<i>Mean</i>	<i>Standard Deviation</i>	<i>Interpretation</i>
<b>C. Technological Support</b>			
1. Employees have access to modern technological tools for professional development.	3.47	0.60	Very High
2. The institution provides training on how to use new technologies effectively.	3.32	0.69	Very High
3. Is readily available to address issues related to technology use.	3.32	0.66	Very High
4. Online learning platforms and resources are integrated into the learning and development program.	3.49	0.67	Very High
5. The technological infrastructure supports the continuous improvement of employee skills.	3.34	0.72	Very High
<b>Overall Mean</b>	<b>3.39</b>		<b>Very High</b>

Note. The mean was interpreted using the following 4.00 – 3.26 Very High, 3.25 – 2.51 High, 2.50 – 1.76 Low, 1.75 – 1.00 Very Low

The overall average is 3.39, suggesting that Learning and Development (L&D) programs concerning technological support are viewed as “Very High”. The findings indicate that this overall average of 3.39 implies that employee technology support is persistently practiced. Each of the five representative statements possesses a high average, ranging from 3.32 to 3.49, further illustrating the efficiency of the technology support offered by the L&D programs. Moreover, the standard deviation for all five indicators is minimal, with values between 0.60 and 0.72, signifying that technology support is uniform across all domains.

Technology support not only simplifies knowledge management processes but also promotes a dynamic and nurturing environment that is favorable for continual improvement and adaptability. It boosts organizational performance and resilience by providing teams with the necessary tools to manage risks and accomplish long-term success in a constantly evolving environment (Hu and Kim, 2015). Organizations that effectively leverage these technologies can achieve enhanced operational performance and employee engagement (Tørstena et al., 2019). In addition, technology considerably improves human resource management (HRM) processes by optimizing recruitment, increasing employee engagement, and streamlining performance management (Soonthodu and Shetty, 2020).

**Table 4.** Status of Learning and Development (L&D) Intervention on Human Resource System as to Organizational Change

<i>The status of Learning and Development Interventions on Human Resource System in ...</i>	<i>Mean</i>	<i>Standard Deviation</i>	<i>Interpretation</i>
<b>A. Organizational Change</b>			
1. The institution effectively implements learning and development programs during organizational transitions.	3.43	0.62	Very High
2. Employees are informed and trained about changes in policies or processes to ensure smooth adaptation.	3.48	0.60	Very High
3. Learning and development interventions promote a positive attitude toward organizational change.	3.64	0.53	Very High
4. Employees receive adequate support to manage challenges during organizational change.	3.46	0.59	Very High
5. The institution values employee feedback when implementing organizational changes.	3.49	0.59	Very High
<b>Overall Mean</b>	<b>3.50</b>		<b>Very High</b>

Note. The mean was interpreted using the following 4.00 – 3.26 Very High, 3.25 – 2.51 High, 2.50 – 1.76 Low, 1.75 – 1.00 Very Low

The data presented in Table 4 indicate a strong and consistent implementation of Learning and Development (L&D) interventions within the context of organizational change. The overall mean of 3.50 suggests that the institution effectively supports employees through transitions. Each criterion shows a "Very High" status, further emphasizing the organization's commitment to facilitating change. The highest mean score (3.64) reflects the positive impact of L&D interventions on employee attitudes towards changes, which is necessary for developing an adaptable workforce.

Moreover, the feedback mechanism in place, indicated by the mean score of 3.49, is essential for ongoing development and being responsive to the needs of employees during transitions. Literature supports the notion that effective communication and training during organizational changes significantly enhance employee morale and adaptability (Kotter, 2012; Kahn & Byers, 2020).

**Table 5.** Status of Learning & Development (L&D) Intervention on Human Resource System as to Workflow Flexibility

<i>The status of Learning and Development Interventions on Human Resource System in ...</i>	<i>Mean</i>	<i>Standard Deviation</i>	<i>Interpretation</i>
<b>B. Work Flow Flexibility</b>			
1. <i>The institution's learning and development interventions improve employees' ability to adapt to changing workflows.</i>	3.50	0.57	Very High
2. <i>Employees are trained to handle flexible work arrangements efficiently.</i>	3.50	0.65	Very High
3. <i>Resources are provided to support employees in managing dynamic workflows.</i>	3.39	0.64	Very High
4. <i>Learning interventions encourage creativity and innovation in adjusting workflows.</i>	3.48	0.57	Very High
5. <i>Flexibility in work processes is emphasized to meet evolving institutional demands.</i>	3.49	0.60	Very High
<b>Overall Mean</b>	<b>3.47</b>		<b>Always</b>

*Note.* The mean was interpreted using the following 4.00 – 3.26 Very High, 3.25 – 2.51 High, 2.50 – 1.76 Low, 1.75 – 1.00 Very Low

Table 5 emphasizes the success of L&D interventions in fostering workflow flexibility within the organization. The average score of 3.47, combined with consistently elevated scores across all items, supports the idea that employees believe they are well-equipped to handle changing workflows and flexible work situations. This sense of preparedness is essential because it shows that the interventions have not only given workers the skills they need, but have also given them the confidence they need to handle the challenges of their jobs.

The findings reveal a strong focus on creativity and innovation, evidenced by the mean score of 3.48, which is important for nurturing a culture of ongoing improvement and adaptability to market needs. This emphasis on innovative problem-solving enables staff members to react to obstacles in a flexible manner, creating a robust workplace.

The allocation of resources for managing changing workflows (mean score of 3.39) demonstrates the institution's proactive stance on employee support, ensuring that employees have the resources and support they require to succeed in a changing work environment. Research indicates that flexibility in work processes not only boosts employee satisfaction but also enhances overall organizational performance (Wang et al., 2018; Smith and Brown, 2021).

**Table 6.** Status of Learning & Development (L&D) Intervention on Human Resource System as to Employee Engagement

<i>The status of Learning and Development Interventions on Human Resource System in ...</i>	<i>Mean</i>	<i>Standard Deviation</i>	<i>Interpretation</i>
<b>C. Employee Engagement</b>			
1. <i>The interventions contribute to improving employees' job satisfaction.</i>	3.56	0.56	Very High
2. <i>Employees are motivated to participate in learning and development activities.</i>	3.63	0.53	Very High
3. <i>The institution encourages collaboration and teamwork through its development programs.</i>	3.59	0.56	Very High
4. <i>Learning and development interventions recognize and reward employee contributions.</i>	3.53	0.58	Very High
5. <i>Employees feel valued and engaged because of the available learning opportunities.</i>	3.54	0.62	Very High
<b>Overall Mean</b>	<b>3.57</b>		<b>Very High</b>

*Note.* The mean was interpreted using the following 4.00 – 3.26 Very High, 3.25 – 2.51 High, 2.50 – 1.76 Low, 1.75 – 1.00 Very Low



The information shown in Table 6 demonstrates a favorable condition of Learning and Development (L&D) initiatives concerning employee engagement within the organization. Each of the five assertions about the effects of these initiatives has achieved mean scores significantly above the benchmark for "Very High" indicating that employees consistently view the L&D programs as advantageous and effective. Job Satisfaction: With a mean score of 3.56, it is clear that the L&D initiatives play a crucial role in enhancing employee satisfaction. This conclusion corresponds with recent studies, suggesting that organizations that invest in employee growth generally observe a direct link with elevated job satisfaction levels (Smith, 2020). Motivation for Participation: The score of 3.63 illustrates a strong enthusiasm among employees to partake in learning and development pursuits. This reinforces the idea that when organizations offer well-organized L&D programs, employees are more inclined to engage actively (Johnson & Lee, 2019).

Collaboration and Teamwork: A mean of 3.59 indicates that employees feel motivated to collaborate and work effectively in teams due to the development initiatives. This outcome is critical, as teamwork is essential for nurturing a collaborative organizational environment (Williams, 2021). Recognition and Rewards: The initiatives are also seen as acknowledging and rewarding employee contributions, with a mean of 3.53. This aspect is crucial for boosting employee morale and commitment, as recognition of efforts can significantly influence employee retention rates (Brown, 2022). Feeling Valued: Finally, the mean score of 3.54 reflects that employees feel appreciated and engaged due to the learning opportunities offered. This perception is essential, as feeling valued can lead to higher productivity and dedication to the organization (Davis, 2020).

Overall, the mean of 3.57 strengthens the idea that the organization's L&D initiatives are effective in fostering employee engagement. These results align with the literature that highlights the significance of ongoing learning and development in enhancing employee satisfaction and engagement levels.

**Table 7.** Employee's Outcome on the Learning and Development Program and Intervention on the Human Resource System as to Employee Retention

<i>The Employee Outcome on the Learning and Development Program and Intervention on the Human Resource System as to...</i>	<i>Mean</i>	<i>Standard Deviation</i>	<i>Interpretation</i>
<b>A. Employee Retention (as an employee) ...</b>			
1. <i>I feel that the institution's opportunities for growth and learning encourage me to stay with the organization.</i>	3.55	0.67	Always
2. <i>The support I receive at the institution makes me confident about my long-term career here.</i>	3.51	0.60	Always
3. <i>I believe that the institution values my contributions and this motivates me to remain part of the team.</i>	3.48	0.66	Always
4. <i>I feel the benefits and rewards offered by the institution meet my personal and professional needs.</i>	3.52	0.64	Always
5. <i>I see a clear path for my career advancement within the institution, which motivates me to stay.</i>	3.65	0.56	Always
<b>Overall Mean</b>	<b>3.54</b>		<b>Always</b>

*Note.* The mean was interpreted using the following 4.00 – 3.26 Very High, 3.25 – 2.51 High, 2.50 – 1.76 Low, 1.75 – 1.00 Very Low

The table above indicates that all of the criteria were understood with a response of "Very High", it demonstrates table 7's overall mean of 3.54, suggesting that the employee's results on (L&D) program and intervention on the human resource system concerning employee retention are favorable. Consequently, Khadka and colleagues' (2024) study reveals that performance evaluations, managerial support, training, and future advancement all play a significant role in explaining the variations in employee retention. The participants consistently had the opportunity to grow and learn at their organization, as indicated by the subsequent mean of 3.55. Therefore, they are satisfied with the care, benefits, and support they received during their long-term employment, as shown by the thresholds of 3.48 and 3.52. All these elements reinforce the notion that efficient retention gives staff a clear pathway to career advancement, motivating them to stay with the organization.

**Table 8.** Employee's Outcome on the Learning and Development Program and Intervention on the Human Resource System as to Employee Performance

<i>The Employee Outcome on the Learning and Development Program and Intervention on the Human Resource System as to...</i>	<i>Mean</i>	<i>Standard Deviation</i>	<i>Interpretation</i>
<b>A. Employee Performance (as an employee)</b>			
...			
1. The training and development programs I've participated in have improved how I perform my job.	3.67	0.54	Very High
2. I receive constructive feedback that helps me grow and excel in my role at the institution.	3.51	0.61	Very High
3. The learning opportunities provided by the institution make me feel more confident in handling my responsibilities.	3.60	0.57	Very High
4. I feel that my performance directly contributes to the institution's success and goals.	3.66	0.53	Very High
5. I am motivated to exceed expectations because my efforts are recognized at the institution.	3.60	0.60	Very High
<b>Overall Mean</b>	<b>3.61</b>		<b>Very High</b>

Note. The mean was interpreted using the following 4.00 – 3.26 Very High, 3.25 – 2.51 High, 2.50 – 1.76 Low, 1.75 – 1.00 Very Low

In table 8, the relevant variable was the performance of employees, with an overall mean calculated at 3.61. Thus, this threshold implies that all criteria were met with the response "Very High" indicating that the institution's training and development programs assist employees in managing their work effectively and enhancing their skills as they persistently perform their duties. As a result, it was found that training is an essential practice that can ensure effectiveness and efficiency in the operations of all entities, both incorporated and unincorporated (Issahaku et al., 2021).

From this, it is deduced that, with average scores of 67 and 51, respectively, training and development initiatives support employees in improving their performance while also providing constructive feedback that allows them to grow and succeed in their positions. Following this, it was shown that the learning experiences provided by the institution boosted their confidence in handling workplace responsibilities.

Moreover, with an average of 66, employee performance directly impacted the institution's success, as evidenced by the study conducted by Mdhlalose (2020), which suggested that training and development positively influence employee performance in the department, subsequently affecting the performance of their academic institutions. Therefore, it was concluded that, with an average score of 3.60, employees are motivated to work since their contributions and accomplishments were properly recognized by the institution.

**Table 9.** Employee's Outcome on the Learning and Development Program and Intervention on the Human Resource System as to Employee Well Being

<i>The Employee Outcome on the Learning and Development Program and Intervention on the Human Resource System as to...</i>	<i>Mean</i>	<i>Standard Deviation</i>	<i>Interpretation</i>
<b>A. Employee Well Being (as an employee) ...</b>			
1. I feel that the institution genuinely cares about my mental and emotional well-being.	3.55	0.67	Very High
2. The work environment at the institution helps me balance my professional and personal life.	3.51	0.61	Very High
3. I feel supported when dealing with work-related stress or challenges.	3.48	0.66	Very High
4. I have access to resources and programs at the institution that promote my physical and mental health.	3.52	0.64	Very High
5. I feel safe and valued in the workplace, which contributes to my overall well-being.	3.65	0.57	Very High
<b>Overall Mean</b>	<b>3.54</b>		<b>Very High</b>

Note. The mean was interpreted using the following 4.00 – 3.26 Very High, 3.25 – 2.51 High, 2.50 – 1.76 Low, 1.75 – 1.00 Very Low

In the table representation of the 10th variable, the average mean threshold is set at 3.54, indicating that most respondents selected "Very High." As a result, it signifies that the organization's learning and development programs promote employee well-being as they perform their roles. Subsequently, Mishra and Painoli (2024) emphasized that it recognizes the importance of employee well-being in learning by incorporating stress management, resilience building, and mental health support into L&D strategies to offer a holistic approach to employee development. It was found that with thresholds of 3.51 and 3.48 respectively, the work environment in their institutions significantly assists employees in managing their lives. During times of stress, they receive backing from the institution. This outcome was also noted in the study by Onyekwere (2024), indicating that organizations can improve employee job satisfaction, leading to increased productivity and a more favorable organizational culture. Recommendations are provided for organizations in to focus on developing and implementing strategies that foster work-life balance to improve overall employee job satisfaction, which also influences their well-being. Thus, it was shown that with an average score of 3.52, employees have access to resources that bolster their physical and mental health well-being. While it helps ensure their safety, which is also a factor in evaluating their overall well-being.

**Table 10.** Relationship between the Learning and Development (L&D) Programs and Employee Outcome

Learning & Development (L&D) interventions	Employee's Retention			Employee's Performance			Employee's Well Being		
	r-value	p-value	Interpretation	r-value	p-value	Interpretation	r-value	p-value	Interpretation
Organizational change	.823**	.000	significant	.708**	.000	significant	.725**	.000	significant
Work flexibility	.764**	.000	significant	.722**	.000	significant	.712**	.000	significant
Employee's engagement	.798**	.000	significant	.774**	.000	significant	.788**	.000	significant

The results indicated that among the three Learning & Development (L&D) programs, training demonstrated the strongest correlation with employee retention ( $r = .692^{**}$ ), employee performance ( $r = .650^{**}$ ), and employee's well-being ( $r = .693^{**}$ ), indicating a strong positive relationship with all three factors. Similarly, mentorship exhibited a moderate to strong correlation with employees' retention ( $r = .636^{**}$ ), employees' performance ( $r = .575^{**}$ ), and employees' well-being ( $r = .626^{**}$ ).

Meanwhile, technological support also showed a moderate to strong correlation with employees' retention ( $r = .643^{**}$ ), employees' performance ( $r = .582^{**}$ ), and employees' well-being ( $r = .574^{**}$ ). These findings suggest that all three L&D programs significantly contribute to employee's retention, performance, and well-being. However, the strongest relationship was observed between training and employee's well-being ( $r = .693^{**}$ ), implying that well-structured training programs are crucial in enhancing employees' overall well-being.

L&D programs are essential for the success of any organization. As these programs guarantee that employees possess the requisite skills and talents to perform their jobs effectively, while also conveying to the employees that their employers have confidence in their value and are willing to invest in them. To establish efficient L&D systems, companies must dedicate resources to training programs and foster a learning culture that motivates people to gain information and skills that directly affect the organization's Return on Investment (ROI) (S. Ilyas & A. Ilyas).

**Table 11.** Relationship between the Learning and Development (L&D) Interventions and Employee's Outcome

Learning & Development (L&D) interventions	Employee's Retention			Employee's Performance			Employee's Well Being		
	r-value	p-value	Interpretation	r-value	p-value	Interpretation	r-value	p-value	Interpretation
Organizational change	.823**	.000	significant	.708**	.000	significant	.725**	.000	significant
Work flexibility	.764**	.000	significant	.722**	.000	significant	.712**	.000	significant
Employee's engagement	.798**	.000	significant	.774**	.000	significant	.788**	.000	significant



The findings reveal that organizational change exhibited the strongest correlation with employee retention among the three Learning & Development (L&D) interventions ( $r = .823^{**}$ ). In contrast, employees' engagement strongly correlated with employees' performance ( $r = .774^{**}$ ) and well-being ( $r = .788^{**}$ ). This suggests that implementing structured organizational change plays a crucial role in improving employees' retention and the critical role of employees' engagement in fostering a motivated, high-performing, and well-supported workforce. Similarly, workflow flexibility demonstrated a strong positive relationship with employees' retention ( $r = .764^{**}$ ), employees' performance ( $r = .722^{**}$ ), and employees' well-being ( $r = .712^{**}$ ), indicating that flexible work arrangements contribute significantly to better job satisfaction, productivity, and retention rates.

These findings suggest that all three L&D interventions are significantly associated with employee's retention, performance, and well-being. Notably, organizational change had the highest correlation with employee's retention ( $r = .823^{**}$ ), implying that well-managed changes within an organization can greatly influence employees' decision to stay. This supported the findings of Huang et al. (2022) found that effective learning and development (L&D) interventions can significantly boost retention rates, as they cultivate a sense of employee loyalty and provide clear pathways for career advancement. By prioritizing continuous learning opportunities, organizations demonstrate their investment in employee growth, which fosters increased job satisfaction and mitigates turnover intentions. Based on the result, all independent variables have a significant relationship to the dependent variable.

**Table 12.** Learning and Development (L&D) programs and employee outcome

Learning & Development (L&D) Programs	Target	Priority	Objectives	Strategies	Persons involved	Outcome
Training	To address moral behavior as well as disparities in identity and culture, in order to establish a more welcoming, equitable, and courteous workplace.	Workplace ethics and diversity training	1. To keep building a strong foundation for compliance and HR procedures 2. Encourage open and honest communication in all relationships, both personal and professional. This fosters trust and understanding, allowing individuals to express their thoughts and feelings freely. Ultimately, such an environment	1. To impart to employees the moral principles, values, and standards that guide their behavior at work. It helps employees understand the expectations for moral conduct in their roles 2. Honesty and integrity: Motivating staff to behave honorably, uphold openness,	LSPU administration, employees and faculty.	1. Workers will learn to communicate, act, and make decisions in a straightforward, honest, and transparent manner. 2. Employee behavior, values, methods, and principles will all be more consistent. 3. Trust between stakeholders, clients, management, and coworkers in order to foster productive working relationships and organizational success. 4. Better performance, increased transparency and trust, fewer errors, and better teamwork are the results. Furthermore, it promotes a culture of accountability, moral conduct, and ongoing development, all of which are
			leads to stronger connections and more effective collaboration.	and refrain from any behavior that might endanger the other people. 3. Upholding moral standards even in the face of difficulty or when no one is looking. It entails being consistent in one's behavior, beliefs, strategies, and values 4. Accountability a feeling of accountability in which workers accept accountability for their		advantageous to the workforce and the organization overall. Organization may foster a healthy work atmosphere, boost employee engagement, raise clientele satisfaction, and improve long-term performance by encouraging responsibility.

				choices and behaviors.		
Mentorship	Provide career advice, share experiences, and ensure the mentee understands organization specific processes to help them navigate their professional development effectively. By fostering a supportive environment, we can empower the mentee to set realistic goals and develop the skills necessary	1. Establish Clear Goals and Expectations 2. Active Listening 3. Provide Guidance and Resources 4. Offer Constructive Feedback 5. Foster Interdependency	1. Assist employees in acclimating to the HR environment by offering advice and information exchange. 2. Share experiences, offer career guidance, and make sure the mentee is aware of organization-specific procedures.	1. Access to leadership training resources, including coaching. 2. To enhance their effectiveness, these professionals should focus on building strong communication abilities, fostering emotional intelligence, and mastering conflict resolution techniques. Additionally, seeking mentorship and engaging in continuous learning opportunities	LSPU administration, employees and faculty	1. Mentorship provides invaluable benefits for both individuals and organizations, fostering growth, skill development, and positive relationships that can lead to enhanced productivity and innovation. By creating a supportive environment, mentorship encourages the sharing of knowledge and experiences, ultimately contributing to a more engaged and motivated workforce.

	for success in their chosen field.			can significantly aid in their leadership development.		
Technological Support	To improve HR processes using new technologies.	1. Training in HR new software systems 2. Applicant Tracking Systems (ATS), payroll systems, and performance management tools 3. Basic cyber security practices and data privacy. 4. Automation tools (e.g., AI in recruiting, chatbots for	1. Equip HR professionals with the basic tech tools needed to perform their duties effectively. 2. Integrate advanced HR tech for optimized people management and decision-making.	Workshops and hands-on training in key HR systems, with practical demonstrations and exercises	LSPU administration, employees and faculty	1. Data-Driven Decision-Making: HR Analytics technology that will enable HR professionals to collect and analyze employee data (e.g., performance metrics, turnover rates, etc.) to make informed decisions regarding talent management, retention strategies, and employee development 2. Improved Employee Engagement and Experience 3. Employee Self-Service Platforms: These platforms give employees access to their own data (payroll, benefits, attendance) and allow them to make changes or request services autonomously, leading to a more positive experience.

		employee engagement). 5. Learning management systems (LMS) for continuous development. 7. Online courses with advanced training sessions, vendor-led workshops.				4. E-learning platforms and Learning Management Systems (LMS) allow employees to access training programs at their convenience, promoting continuous learning and career growth. By investing in employee development, organizations not only enhance skill sets but also foster a culture of loyalty and motivation, ultimately resulting in higher retention rates. This commitment to growth ensures that employees feel valued and empowered in their roles, leading to greater overall satisfaction within the workplace.
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**Table 13.** Learning and Development (L&D) interventions and employee's outcome

Learning & Development (L&D) interventions	Target	Priority	Objectives	Strategies	Persons involved	Outcome
Organizational change	Enhances adaptability and resilience during transitions.	Securing employee buy-in and minimizing disruptions during transitions.	To equip employees with skills to manage change effectively and foster a positive attitude.	Establish a continuous feedback loop and seminars for support groups.	LSPU administration, Employees and teachers.	Employees will exhibit improved adaptability, diminished resistance to change, and increased collaboration during transitions.
Work flexibility	Improves adaptability and efficiency in the execution and completion of tasks.	Gradually implementing organizational change needs and aiding employees in transition while maintaining productivity.	Cultivate an environment that promotes flexible work contracts.	Introduce flexible working hours, remote work policies, and wellness programs.	LSPU administration, Employees and teachers.	Enhanced employee satisfaction, elevated retention rates, and increased productivity resulting from a supportive workplace environment.
Employee's engagement	Encourages commitment and the degree of involvement employees have toward their work, organization, and its objectives.	Developing a positive workplace culture and enhancing overall productivity.	To boost participation in the work process and augment overall engagement.	Regular assessments of team composition, feedback sessions, and recognition programs.	LSPU administration, Employees and teachers.	Elevated employee engagement levels, improved collaboration, and greater organizational commitment resulting in enhanced overall performance.

Tables 12 and 13 are the suggested strategic plans to be added to the institutions' system based on the study's results. The action plan developed by the researcher will help to achieve better results in Human resource management and other university organizations. This implementation aims to enhance operational efficiency and foster a more collaborative environment among staff and students. By prioritizing these strategies, the institution can ensure sustained growth and improved educational outcomes for the entire university community. Tables 12 and 13 present the action plan developed by the researcher; this will serve as one of the foundations of the human resource strategic plan based on the results of the study, as mentioned in the given theory for strategic human resource planning, which is 'The Kirkpatrick Model of Training Evaluation'. The Kirkpatrick Model is a widely recognized framework used to evaluate the effectiveness of training programs. This model can be applied to L&D programs, ensuring that training initiatives align with organizational goals and employee outcomes. The application of the Kirkpatrick Model to L&D Programs includes reaction, learning, behavior, and results. Reaction measures how participants respond to the training. For the workplace ethics and diversity training, feedback is used to assess whether employees found the training engaging and relevant. Learning evaluates the knowledge and skills gained from the training. In the context of mentorship and technological support, assessments can determine if employees have acquired the necessary skills and understanding to navigate their roles effectively. Meanwhile, behavior focuses on whether the training has led to actual changes in workplace behavior. For example, after implementing training on moral behavior and accountability, organizations can observe if employees exhibit improved ethical conduct and teamwork. Moreover, results measure the impact of training on organizational outcomes. By analyzing metrics such as employee engagement, retention rates, and productivity, organizations can determine the overall effectiveness of L&D initiatives.

## V. CONCLUSIONS AND RECOMMENDATIONS

The research findings emphasize the vital role of L&D programs in enhancing employee retention, performance, and well-being at Laguna State Polytechnic University. Based on the data, well-designed training initiatives are crucial for improving workers' overall well-being. The positive relationship between L&D programs and employee outcomes shows that these programs are essential for any organization's success. They ensure that workers possess the skills and abilities needed to perform their jobs effectively and convey to them that their employers value and are willing to invest in them.

Moreover, the findings suggest that all three L&D interventions are significantly associated with employee retention, performance, and well-being. The data suggests that effectively managed organizational changes can significantly impact individuals' decisions to remain. This strengthens the argument that since learning and development (L&D) initiatives foster employee loyalty and offer clear career progression paths, they can significantly increase retention rates. Overall, all indicators of learning and development (L&D) programs and interventions show a significant relationship with employee outcomes, resulting in the rejection of null hypotheses.

Based on the findings and conclusions drawn from the research, the following recommendations aim to enhance the effectiveness of Learning and Development programs and interventions of the One State University:

- **Improve Mentorship Initiatives** — The university will create an organized mentorship system that provides consistent advice and assistance for employees. This could involve training mentors to enhance their coaching abilities and setting defined objectives for mentorship partnerships.
- **Enhance Feedback Systems** — The university will create stronger feedback mechanisms that enable employees to express their thoughts and experiences related to training and development initiatives. Consistent surveys and focus groups can yield important information to enhance these programs.
- **Incorporate Technology into Training** — The university will continue investing in contemporary technological tools and resources that support online education and growth. This entails broadening online training platforms and guaranteeing that every employee can access the required technology to engage in these initiatives.
- **Foster an Environment of Ongoing Education** — The university will cultivate a setting in which ongoing education is appreciated and recognized. This can be accomplished by implementing recognition programs for employees who participate in professional development activities.
- **Emphasize Employee Health** — The university will enhance current wellness initiatives to tackle mental health and work-life integration more thoroughly. Resources like counseling services and stress management workshops can foster a healthier workplace atmosphere.
- **Consistently evaluate L&D Outcome** — The university will improve the systematic assessment process for L&D programs to gauge their influence on employee performance, satisfaction, and retention. This will assist in pinpointing aspects needing enhancement and guarantee that programs stay in line with organizational objectives.

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