

Employers' Feedback on the Quality of Work and Workplace Performance: Inputs to Career Development Strategies

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Abstract – *The study aims to identify the key areas the institution should be focusing and strengthening while preparing the students so that they would become effective in the delivery of quality work in their workplace. More specifically, it will present the work of LPU B graduates in terms of its leadership brands such as competence, commitment, credibility and caring. It also determines the workplace performance in terms of employee knowledge, skills, and attitude; test the relationship between quality of work and workplace performance as perceived by the managers, unit heads and immediate supervisors who directly handles the LPU graduates. and lastly, the employers' input presented shall serve as input to Career Development strategies.*

Descriptive survey method is used in this study. The participants of the study are 180 employers, department and Section heads, immediate superiors and supervisors in CALABARZON who directly handle the employed graduates of Lyceum of the Philippines University – Batangas. It made use of arithmetic mean and percentage distribution while weighted mean was also used to determine the quality of work and performance of the graduates. The study revealed that the quality of work of the graduates of LPUB in terms of the University Leadership Brand is very good in terms of competence. Alumni shows willingness to always serve the customers while spotting and acting on opportunities that colleagues or leaders have not noticed is something that they must develop. The researcher recommended that the University consider Career programs in strengthening soft skills of the students through continued linkage and collaboration with the partner industries in order to prepare the students in a more diverse and modern world of work, create and promote an environment that encourage a higher level of acquisition and development of skills, knowledge and attitude of students through planned, deliberate and systematic learning process in order to improve personal and professional effectiveness

Keywords – *career development, job performance, leadership brand, quality of work*

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INTRODUCTION

Employer's feedback is very vital in the decision making and design of curriculum and career developmental plan of the students in a university. Producing employable graduates has now become an important part of any University or College concerns in education processes. The full educational spectrum of values starts from imparting knowledge and understanding up to the development of skills and attitudes. With the growing and increasing number of graduates, competition for jobs has become fiercer and employers now look not only for academic achievement but with other attributes and soft skills such as the demonstration of key workplace skills namely communication, problem solving and teamwork since these attributes are now essential requirements for enhancing a student's employability. The institution is also responsible for justifying and documenting the qualifications of faculty who are instrument in accomplishing the mission and goals of the institution. An environment conducive for learning is a huge factor to consider for an education to be more effective, reason why student's time and space should be allowed so that interaction within the learning and teaching process is developed.

According to Pring and Plata [1], maintaining and creating stimulating learning environments can be achieved through interactive by providing a climate of innovation and effective classroom organization. To give a better picture of how many Universities are now doing, focusing in a high level of academic standards by providing a relevant and quality teachings, exposures, activities that encompass acquisition and development of skills, knowledge and attitudes of students such as trainings, seminars, familiarization tour, field trips, field work, mentoring, experiential learning which includes internships / practicum, service learning, job shadowing, , scholarships, exchanges/ study abroad, conferences in order to improve the student's leadership, personal, spiritual, emotional, intellectual skills and professional effectiveness. So, it goes those academic institutions are increasingly finding a better way of matching up students with employers and considers the work-readiness and flexibility of graduates.

In today's colleges and universities, extensive experience opportunities that really integrate the liberal arts with real-world learning such as problem solving, and communication skills are encouraged. According to a report presented at the 2018 PESO National Congress by the Department of Labor and Employment, these soft skills are in high demand, are weak among graduates, and are considered as a college responsibility to include in the curriculum. Furthermore, given the importance that companies of all kinds place on experiential parts of a new graduate's résumé, colleges and universities view their students' working lives not as a challenge, but as an opportunity. An "employment brand," which is a pillar of a bigger "outcomes brand," is important. If an institution is not known to employers, graduates will suffer the consequences when seeking jobs reason why the institutions and colleges are establishing an industry linkage and focuses on branding by participating and being visible in both national and international linkages, competitions and research fora involving its students and exposing them into a world of global competitiveness. Today's workforce is composed of diversified pool of employees from different cohort groups that differentiate them emotionally, personally, and cognitively [2].

The application of theory to workplace is an important factor and is by-product of student's learning from the university. Through the university's own facilities, students experience hands-on learning aside from being able to comprehend communication arts' essential theory. An example of such opportunity is the one being given by the Educational Production Center [3]. When selecting degrees and universities, students and parents carefully weigh up the future employment prospects. Usually, data and other important sources which publish graduate destination data and starting salaries are consulted before choosing a school. With the continuous rise of tuition fees, students look more carefully for a return on their investment and in so doing, Universities and Colleges are ensuring the relevance of their curriculum and the delivery of quality education not only to establish a leadership brand but also to strategically put business into a competitive edge, thus achieving its most ultimate goal of becoming a leader in education sector [4].

Colleges go beyond articulating to certain occupations in their goal. To some extent, major matters, but in many cases, major or area of expertise is not a determining factor in professional entry. A better understanding of graduate career routes and knowledge sharing between universities and industry would put higher education in a better position to address the problem where it can. Measuring graduate development early in their careers, including promotions and upward

transfers across sectors and roles, is a responsibility shared by businesses and universities. Businesses and institutions must share responsibility for closing this knowledge gap, with both sides understanding the complexity of the other. Employers are not looking for reforms in higher education that could result in the loss of specialized knowledge. They do, however, want education to pay greater attention to research that shows which abilities are required by various industries, and to respond swiftly to it [5].

Once the University has responded on the much-needed skills by the industry, the more the business strategy will become more effective, thus making the bottom line and business objective more acceptable. The more prepared the students are, the more likely employers would prefer to hire employees. Based on the interview made, when evaluating a candidate for employment, employers place more weight on experience and academic experience and as part of business strategy, internship and affiliations has given a large amount of consideration during the academic years of the students. It is the single and initial most important credential for a fresh college graduate to have on their resume in their job search.

Employer's feedback is the result of performance review of the employees in the conduct of their duty. The result of the performance of the graduates is a very strong determinant of the capacity of the graduates when they enter the real world of work. [6]. According to People Management Association of the Philippines (PMAP) at a job fair held in Makati, Philippines that four (4) out of ten (10) fresh graduates and young jobseekers are not hired because they lack critical thinking, initiative, and effective communication skills the three key qualities [7]. To bridge the gap, Lyceum of the Philippines University have recently adopted an employability test from India to assess the readiness of the students and the individual aptitude assessment checking the work adaptability, behavior and preparedness of graduates. While Higher Education Institutions are doing a good job according to most large employers, other than internships and affiliations, there is a room for improvement on employment during academics, volunteer experience and or community service, college major, extracurricular activities, college GPA, relevance of coursework, and university reputation.

Thus, the need to improve the instructions' curricula, providing student career coaching such as Career Development activities and improving the soft skills based on the findings of the study has compelled the researcher to come up with a recommendation that will help the University in reviewing and enhancing programs to be offered to the students. Alhaddad, et al [8] mentioned that an institution's service quality has a

significant impact on students' satisfaction in various areas. It is primarily based on the teaching quality and the institution's environment, as students expect to discover highly qualified, knowledgeable, and experienced faculty members for their academic progress. Students were primarily concerned with finding the best academic environment by combining teaching methodologies and understanding with course and task requirements, as well as having satisfied tangible facilities such as comfortable classes, digital labs and libraries, infrastructure quality and reliability, and other assured facilities that contribute to creating a positive learning environment. With all of these infrastructures in place, any institution will be able to achieve a profitable and sound bottom line as a reward for fostering client loyalty.

The results of the study will go a long way in diagnosing the competencies needed such as knowledge, skills, and attitude of the students so that they will be more prepared in the world of work. Responses of employers in the study will serve as a basis in formulating business strategies to enhance curriculum that will contribute to efficiency, productivity, and quality of graduates in their respective workplaces. Realigning the business objectives with the changing industry conditions will help the University assess its weaknesses and will help identify areas which may require additional training and support to be given to its students during academic instruction. This would prepare the students to actual workplace and increase the Quality of Work and Job Performance. It will also provide the graduating students meaningful pre-employment activities that would help them develop full potential, knowledge, skills and attitude.

OBJECTIVES OF THE STUDY

This study aims to provide information to identify what key areas the institution should be focusing and strengthening while preparing the students so that they could deliver quality work in their workplace, thus becoming an effective worker in the future. More specifically, it will present the work of LPU B graduates in terms of its leadership brands such as competence, commitment, credibility and caring. It also determined feedback of the employers towards the workplace performance and competency in terms of employee's knowledge, skills and attitude, and lastly, the employer's feedback which were presented shall serve as input to Career Development strategies.

MATERIALS AND METHODS

Research Design

The study used the descriptive survey method. The employer's feedback describe the quality of work and workplace performance of the graduates from the

perspective of the employers, department and Section heads, immediate superiors and supervisors in CALABARZON who directly handle the employed graduates of LPU – Batangas.

First part of the study presents the qualitative analysis of employer's feedback categorized into four (4) Leadership brands of the University. Second part includes the qualitative analysis in the sense that the researcher explored and combined the employer's feedback based on the results of the study of different college researchers in the same University divided according to knowledge, skills, and attitudes. This is used to define the problem or develop an approach to the problem. It also used to go deeper into issues of interest and explore nuances related to the problem.

Participants

A total of one – hundred eighty (180) companies in the region represented by mostly human resource managers, operations managers, supervisors and department heads who are in direct contact with the graduates of LPUB. The feedback of employers on quality of work and work performance were based on the 469 rank and file employees, 54 supervisors and 23 managers who are graduates of the university and presently connected with these companies.

It was distributed along with the University letter inviting the employers and alumni to attend and witness the Institutional Sustainability Assessment (ISA). Regardless of the number of graduates in the company, the questionnaires were distributed personally while some employers requested to send it through e-mail. Respondents who represented their respective companies came from both government and private manufacturing, services, educational institutions, uniformed services, banking institutions and retail industries.

Lyceans who are products of the College of Allied Medical Professions, College of Nursing and Dentistry dominates workforce in the hospitals and healthcare industries located in the province and in the region, the police and officers of the Philippine National Police, Jail Management and Bureau of Fire and protection and other uniformed services, graduates of the College of International Tourism and Hospitality Management, College of Business Administration, College of Computer Studies, College of Engineering and Lyceum International Maritime Academy whose quality of work and performance was observed, appraised, evaluated were subjected to a documentary analysis.

Data Gathering Instrument

Survey questionnaire is the main instrument used in the study. The first part of the questionnaire was taken

from the standard performance appraisal tool used by majority of the companies and was slightly modified based on the suggestions and recommendations by a Human Resource experts and professionals so that it will become more suitable to the nature of problem which is being investigated. It was aligned to the four leadership brands of the LPU Batangas. The qualitative feedback presented and analyzed in the 2nd part of the study came from the employers themselves which is also a result of many studies undertaken by college researchers of the University. The inputs were likewise taken from the combined action plans of the researches. Commonalities were taken from the action plans and were summarized to come up with a more comprehensive and acceptable inputs for Career Development. Survey questionnaires used is one from a result of collaboration with the companies which periodically appraise their employees. It was validated by the experts to check reliability and authenticity.

Data Gathering Procedure

The researcher after gathering and combining performance appraisal forms from employers and validating it with the experts and professionals, prepared a letter of request to the Presidents and Human Resource Manager to seek permit for the distribution of questionnaires to check the quality and Performance to whom graduates of LPU are currently employed. The letter upon approval was then administered where confidentiality of the responses were assured. Responses of employers were expressed in general especially to employers who hired more than two (2) LPU-B' graduates. Documentary analyses were also made using the study conducted by different colleges of the University. These documents are the employer's feedback collected through the assistance of the research office. Common indicators were summarized and used and analyzed on the second part of the study. The recently concluded employability test administered in March, 2018 by the Counselling and testing Center of the Lyceum of the Philippines University Batangas in partnership with the Career Development, Alumni and Placement Center have contributed a very significant inputs in identifying the skills needed by the graduates of each program which can be utilized in designing important skills of the graduating students.

Data Analysis

This study made use of arithmetic mean and percentage distribution. Weighted mean was also used to determine the quality of work and performance of the graduates in the statistical treatment while the Pearson correlation was used. Personal encoding and SPSS were

also used to interpret and analyze the data gathered. There were 180 companies in the region where graduates are currently employed and actively responded through a survey questionnaire. Distribution and retrieval of questionnaires were done personally by the researcher. Some respondents also sent their responses through emails and or scanned document.

Ethical Consideration

The researcher considered ethical factors when the study was conducted. This includes informed consent and disclosure of information. The researcher provided a letter to the employers seeking permission if they could participate in the study. To disclose the discussion, name or personal identification was intended to be blank and there was no video or audio to maintain confidentiality of the respondents who answered the questionnaire.

RESULTS AND DISCUSSION

Table 1. Quality of Work of LPU –B graduates according to Four Leadership Brands

Quality of Work	WM	VI	Rank
Competence	3.07	Very Good	3
Commitment	3.12	Very Good	2
Credibility	3.02	Very Good	4
Caring	3.13	Very Good	1
Composite Mean	3.09	Very Good	

Table 1 presents the summary of the quality of work of graduates of LPU Batangas. It clearly shows that among the four (4) Leadership brands of Lyceum of the Philippines University, Caring was noted to have gained the highest weighted mean of 3.13 interpreted as very good while credibility earned the lowest in rank. It may reveal that employers feel that the graduates of the University are caring individuals who in turn carry over this attitude to internal and external customers. They can display kindness and concerns for others. Caring employees creates a positive impact to the workplace and maybe contagious in the sense that it may encourage other employees to connect with one another and cultivate programs that inspire good company culture. Being able to display kindness and concerns for others are somewhat being felt and observed by the employers.

While caring being the highest attribute a Lycean is found to be strong at, credibility has slightly slowed down with a composite mean of 3.02. Although still interpreted as very good, it is by so far, the lowest among the four leadership brands the employers have noted among the workforce the university was able to produce. This may indicate that the employees still lack qualities yet to be trusted to handle a more challenging and

important tasks. Likewise, it may have been viewed and observed that professional development is one of the lacking attributes that the subject may have failed to demonstrate.

One aspect of workplace relations is employee credibility, which refers to believability. Gubbins et al [9] cited that people believe and trust someone who possesses credibility. Employee credibility has a significant impact on a company's bottom line since it affects employee motivation and overall workplace

efficiency. Employee credibility, according to the same author, encourages loyalty because employees who trust their leaders are more likely to stay with a company and are less likely to become dissatisfied and seek work elsewhere. This means that businesses that can build employee credibility spend less money on recruiting and training replacement workers. As a result, future people professionals will need to have credibility as a competency as well as a drive to investigate many sources of information to make informed decisions.

Table 2. Employer's Feedback on Employees Performance of the Graduates

Employee's Performance	WM	VI	Rank
1. Proficiency and mastery of Standard Operating Procedures as demonstrated in actual performance of work	2.85	Very Good	10
2. Ability to grasp new ideas and instructions; including perception and trainability	2.96	Very Good	8
3. Able to maintain harmonious relations with co-employees, superiors and the customers	3.04	Very Good	4.5
4. Show/s enthusiasm in performing functions and assignments	3.07	Very Good	2.5
5. Regularity of attendance and punctuality	2.89	Very Good	9
6. Self – motivation; self – starter; predisposition to act as situation demands	3.00	Very Good	6.5
7. Diligence and effort exerted in performing functions and assignments without easily giving up physically	3.04	Very Good	4.5
8. Drive to complete assignments without easily giving up physically	3.00	Very Good	6.5
9. Give/s due respect for those who occupy positions of authority as well as the rights of others	3.15	Very Good	1
10. Show/s enthusiasm in performing functions and assignments	3.07	Very Good	2.5
Composite Mean	3.01	Very Good	

Legend: 3.50 – 4.00 = Outstanding; 2.50 – 3.49 = Very Good; 1.50 – 2.49 = Good; 1.00 – 1.49 = Fair

Table 2 presents an employer's feedback on performance of Lyceum of the Philippines University Batangas' graduates using the combined standard performance appraisal forms being used by companies. Overall rating of 3.01 was interpreted very good as to the performance of graduates of LPU Batangas in their respective workplaces.

Among the indicators of employee's performance, it was revealed that graduates give due respect for those who occupy positions of authority as well as the rights of others. Showing enthusiasm in performing functions and assignments equally posted second among the indicators based on the employer's feedback with a weighted mean of 3.07 while diligence and effort exerted in performing functions and assignments without easily giving up physically ranked third with a rating of 3.04.

The teachings made by the Jose P. Laurel in JPL subject is somewhat learned and inculcated to the mind of the students of the Lyceum of the Philippines University. LPU's core values are manifested into the whole community and giving respect to others is one of the very important components of God centeredness. Employers may have noted that employees who are graduates of the University listens to the authority, are helpful and serve with politeness.

Respect for authority is a sign of mental well-being. Furthermore, it protects people from injuring themselves or

others. Anti-social people are those who have a pathological disdain for authority. Antisocial people can understand rules intellectually, but they don't understand why they should be followed. The majority of ordinary people have an intuitive sense of why it is critical to respect authority [10].

Proficiency and mastery of Standard Operating Procedures as demonstrated in actual performance of work obtained the least with a weighted mean of 2.85, while regularity of attendance and punctuality and ability to grasp new ideas and instructions including perception and trainability obtained a rating 2.89 and 2.95 respectively placed second and third second to the least. Proficiency and mastery of Standard Operating Procedures (SOP) although interpreted as very good, graduates are seen to improve in technical skills.

This may mean that the employees have the tendency to do short cut methods that deviate from the standards. There may be instances that the policies and house rules were not meticulously used as a guide to reduce the possibility of missed steps or other errors that impact the quality of the completed product.

It's critical to adhere to the sequential instructions, which serve as guides for employee work operations. These are based on input from the workers who conduct the task, whether recorded in numerical stages or organized as flow charts. When a person follows the SOP for a certain work,

they generate a consistent and predictable product. As previously stated, SOP's provide a clear picture of the standards required in the operations, marketing, and administration disciplines, as well as the statement of policies and procedures, efficiencies, profitability, consistency and reliability in production service, fewer errors in all areas, a healthy and safe environment, and protection of employers in areas of potential liability and personal matters. One of the numerous advantages of using it is that it removes emotion from troubleshooting, allowing needed concentrate on solving the problem [11].

Table 3. Employer's Feedback on the Competency of Graduates

Employees' Competency	WM	Verbal Interpretation	Rank
Knowledge	3.39	Very Good	2
Skills	3.41	Very Good	1
Attitude	3.38	Very Good	3
Composite Mean	3.39	Very Good	

Legend: 3.50 – 4.00 = Outstanding; 2.50 – 3.49 = Very Good; 1.50 – 2.49 = Good; 1.00 – 1.49 = Fair

Among the competencies demonstrated by Lyceans, the study has shown that graduates are strongest in skills. It can be gleaned from the Table 5 that skills posted a 3.41 composite mean followed by knowledge which is slightly lower by 0.02 points versus skills at 3.39 while attitude comes the least in the competency at a rating of 3.38.

This indicates that LPU –B graduates are skilful while their attitude is an important competency that a graduate must be given a special consideration. Employers perceive that they can complete the tasks on a timely manner, with eye on details and can manage time effectively.

They may also be seen to have the ability to perform the tasks with sense of consistency. With the present strong practice of LPU through the creation of Internship office and the Industry Linkage office it is believed that skills are already developed from among the graduates since they are deployed and given long exposure in real world of work.

It was cited in the article written by Kumar, and Jamal, [12], there was a major skill gap in the country as 80% of the engineering graduates are 'unemployable' It was mentioned that learning a new skill broadens the opportunities, as well as empower one as an individual. Training of skills does not only help build and enhance networking, time management and communication but also remedies the technical problem. It was stressed out that education is responsible for changing the difference and not the industry and later concluded that in some respects, the skills gap must be addressed as partnership between higher education and industry.

The study reveals that the attitude of LPU-B graduates may be improved further. Positive attitude may seem to be not strongly in place yet to the employees which

may be proven by the words and actions being used, energy volunteerism, and accountability among others.

It was cited in the study of Bautista, et al [13] that the most significant factors in determining whether the institution is successful in developing and inculcating the appropriate, attitude, knowledge and skills, values and habits is through their graduates. Attitude is the readiness to act in a certain way to certain issues. This may constitute moods, feelings, anxiety, fear and prejudices. It is not an innate tendency, and this can be learnt through experience. It is assumed that the appearance of an attitude is dependent on learning or social interactions [14]. This follows that if the students are exposed to interactive environment and learning experiences, their attitude will be developed due to assimilation from environment and emotional effects of certain kinds of experiences and direct intellectual processes.

Proposed Career Development Strategies based on Employer's Feedback

Identified Weaknesses from the Employer's Feedback based on LPU Leadership Brand:

(Competence, Commitment, Credibility and Caring)

1. Can spot and Act on opportunities that colleagues or leaders have not noticed.
 - a. Strategies:
 - Initiate a Career and Employment Coaching that will provide understanding and appreciation of developing soft skills in preparation for employability
 - Integrate a problem-based learning in performing activities and accomplish assessment through OBE.
 - Strengthen the application of problem-solving techniques in working with various projects emphasizing the value of creativity and innovativeness.
 - Provide opportunities to experience intellectual discussion for participating in the local or international research conferences to enhance presentation skills and boost confidence by collaborating with colleges and Research office.
 - b. Outcome:
 - At least 80% of the graduates have taken the AMCAT Employability Test and attended the Career Coaching Seminar
 - Employer's Feedback on Problem Solving Techniques issue is addressed with zero to minimal problem.
2. Meets/ s deadlines and pays attention to the details of the job.
 - a. Strategies

- Provide strong support to extracurricular activities to address the gap in working in a multi-disciplinary team
 - Present to graduating students the result of this study to make them aware of the issue and concern of the employers.
 - Collaborate with the colleges and participate in the design of career development activities that would relate all applications of lessons to actual work environment and how values should manifest in performing their certain duties following ethical standards and code of professional conduct.
 - Provide co- curricular activities where employability skills of the students can be developed and enhanced as their preparation to the world of work.
 - Provide team building activities that would highlight the value of leadership, hard work and perseverance will open the door for more opportunities of exposure and trainings
- b. Outcome
- 80% of the graduates are aware of the concerns of Employers and becomes conscious of the issues.
3. Can participate in decision making and maintain good relations of co workers
- a. Strategies:
- Establish / build a long-term relationship with the industries to train LPU-B students and expose them to world of work and to provide information that would regularly assess the graduates
 - Collaborate with the employed alumni in various companies to establish connections and will open the door for more opportunities of exposure and trainings.
- b. Outcome:
- Impart good working perspective and collaborative-interpersonal skill

Based on the Employer's Feedback on the Competency of Graduates

- a. Strategies:
- Present to all colleges plans of CDAP and recommend them of the below activities as part of intervention of Career Development and as part of student service.
 - Ensure that there are student assessments of student outcomes using a device or tool that would identify the gap between the actual performance and the expected SO.

- Integrate the work-related values in the syllabi that highlights the importance and the value of courage, hard work and Love of God
 - Relate all applications of theories to everyday actual work environment and how these values are demonstrated in certain tasks and duties following professional, moral and ethical standards.
 - Use of rubrics in measuring the work skills and values of the students during classes (essay, role playing, power point presentation, narrative report)
 - Intensify Information technology skill through technology-based facilities provided by the University.
 - Collaborate with the department to allow students to attend relevant seminars and workshops especially technical skills related program.
 - Design a seminar with workshop that would encourage the students and enhance communication skills through coordination with the Deans especially the College of Education, Arts and Sciences who oversees the Languages.
- b. Outcomes:
- Result of research is presented to the Deans during the Academic Council Meeting for a strengthened integration of theories to real life situation.
 - Evident use of rubric that can be used to measure the skills of the students.
 - Inclusion of seminar at least once per semester as seen in the Career development program of the college.

CONCLUSION AND RECOMMENDATION

The quality of work of the graduates of LPUB is very good in terms of competence. Willingness to serve the customers always defines how graduates are competent as workers. Among the quality of work of LPU –B graduates based on four (4) Leadership brands, caring placed the highest and is identified to be the strength of the Lycean. In the work performance of the University graduate, giving respect for those who occupy positions of authority as well as the rights of the others was noted to be very good. Lyceans possess knowledge needed for the job was noted to be at the highest level in terms of knowledge. Lyceans perform enthusiastically in learning the skills with the latest advancement and applying virtues of integrity and honesty in all aspects of work and enjoying comfortable working relationship with his / her superiors. The overall quality of work and performance of the graduates is very good, and their performance is significantly correlated with the quality of work.

The University may consider programs in strengthening soft skills of the students through continued linkage and collaboration with the partner industries to prepare the

students in a more diverse and modern world of work. Career and development Office, Alumni and Placement may create and promote an environment that encourage a higher level of acquisition and development of skills, knowledge, and attitude of students through planned, deliberate, and systematic learning process to improve personal and professional effectiveness. The office may provide career development which includes mentoring, self-directed learning, experiential learning, job shadowing, exchanges, and conferences.

The respective colleges may promote initial and continuing career development and provide access to learning and development for students at all levels so that they may undertake their roles and responsibilities effectively and with professionalism enabling them to respond effectively to the changing environment as future industry practitioners.

Employers may continue to conduct and review performance of the Alumni in their respective workplaces in National and International level. Future researchers may conduct follow up study using a modified tool to check quality and performance of graduates of LPUB.

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