Perceived Effectiveness Of "Tulong Panghanapbuhay Sa Ating Disadvantages/Displaced Workers (TUPAD)" In The Second District of San Pablo City, Laguna: Basis For Program Enhancement

Abstract

Public employment programs play a critical role in providing short-term income support to economically vulnerable populations; however, their effectiveness depends on both equitable implementation and their capacity to support employability. This study examined the implementation of the Tulong Panghanapbuhay sa Ating Disadvantaged/Displaced Workers (TUPAD) Program in San Pablo City, Laguna, focusing on beneficiaries' demographic profiles, perceived program effectiveness, and differences in perceptions across demographic groups as a basis for program enhancement. A descriptive–quantitative research design was employed, involving 136 TUPAD beneficiaries selected through stratified proportionate random sampling. Data were analyzed using descriptive statistics (frequency, percentage, and mean) and nonparametric tests (Kruskal–Wallis and Mann–Whitney U) to account for non-normal data distribution. Results revealed that the TUPAD program was perceived as very effective overall (M = 4.55), particularly in conditions of work and labor practices, eligibility and targeting, and monitoring and evaluation. In contrast, the skills and employability component received a comparatively lower mean score (M = 4.06), indicating limited perceived contribution to long-term employability and post-program labor market outcomes. No statistically significant differences were found in perceived program effectiveness across demographic variables, suggesting a relatively uniform and equitable implementation experience among beneficiaries. The findings underscore TUPAD's effectiveness as a social protection and public employment mechanism while highlighting the need to strengthen its developmental dimension. Enhancing inter-agency collaboration, structured skills training, and labor market linkages may improve the program's capacity to support sustainable employment beyond short-term income assistance.

Keywords: *TUPAD; Program Effectiveness; Public Employment Programs; Employability; Upskilling*

Godwin Aaron S. Estrellana,
Ray Jhen S. Estrada
Anne Nicole B. Macalino
Students, College of Arts and Sciences

Mark I. Aguba, MAED
Faculty, College of Arts and Sciences

Article History:

Date Submitted:
November 16, 2025

Date Reviewed:
December 14, 2025

Date Accepted:
January 20, 2026

Date Published:
November 24, 2026

SAN PABLO COLLEGES:
LIBERALES

Godwin Aaron S. Estrellana,
Ray Jhen S. Estrada
Anne Nicole B. Macalino
Students, College of Arts and Sciences

Mark I. Aguba, MAED
Faculty, College of Arts and Sciences

Citation:

Estrellana, G.A., Estrada, R.J., Macalino, A.N., & Aguba, M. (2024). Perceived Effectiveness Of "Tulong Panghanapbuhay Sa Ating Disadvantages/Displaced Workers (TUPAD)" In The Second District of San Pablo City, Laguna: Basis For Program Enhancement. LIBERALES: An International Research Journal and Creative Works Folio. 2(1), 51-77

Introduction

Unemployment remains a central concern in assessing national economic performance and social stability, as sustained joblessness constrains productivity, exacerbates poverty, and weakens human capital development (Caligagan, Ching, & Suin, 2022). In the Philippines, unemployment continues to exhibit regional disparities, with the National Capital Region (NCR) recording the highest unemployment rate in 2022 at 7.2%, followed by CALABARZON at 6.7% (Balita, 2023). Empirical evidence further suggests that persistent unemployment, when coupled with rapid population growth, poses significant barriers to inclusive economic growth by limiting labor market absorption and household income stability (Lubbock, Merin, & Gonzalez, 2022). These structural challenges have intensified the demand for responsive social protection mechanisms, particularly those targeting vulnerable and displaced workers.

In response, the Philippine government institutionalized the Tulong Panghanapbuhay sa Ating Disadvantaged/Displaced Workers (TUPAD) program under the Department of Labor and Employment's Integrated Livelihood and Emergency Employment Program (DILEEP). Since its implementation in 2010 and subsequent institutionalization into law in 2023, TUPAD has functioned as a labor-intensive public works program designed to provide short-term wage employment to displaced, underemployed, and seasonal workers within their local communities. Anchored in social protection theory and the broader literature on public employment programs, TUPAD reflects a welfare-to-work approach that seeks to mitigate income shocks, enhance short-term employability, and prevent households from falling deeper into poverty during periods of labor market disruption.

Despite its broad implementation, existing evaluations of TUPAD have largely focused on macro-level outcomes, fiscal efficiency, or general beneficiary satisfaction (e.g., Maalihan & Conchada), with limited empirical attention given to localized assessments of program effectiveness from the perspective of beneficiaries. Moreover, prior studies have insufficiently examined how perceived program effectiveness varies across employment status and demographic characteristics, particularly in highly urbanized yet economically diverse localities.

This gap is critical, as the short-term nature of TUPAD—typically providing employment for only 10 to 30 days—raises questions about its capacity to support sustained employability and long-term labor market reintegration (Asuncion, 2022; Senate of the Philippines, 2020).

Addressing this gap, the present study examines the perceived effectiveness of the TUPAD program in San Pablo City, Laguna, with particular emphasis on its impact on beneficiaries' employment conditions and selected demographic variables. By situating the analysis within social protection and employability frameworks, this study extends existing TUPAD evaluations through a micro-level, beneficiary-centered perspective. The findings aim to provide evidence-based inputs for strengthening program design under the government's broader Social Protection Plan, inform policy refinements within the Department of Labor and Employment, and contribute to the growing body of scholarship on emergency employment and public works programs in developing economies.

Methodology

This study employed a descriptive–quantitative research design to examine beneficiaries' perceived effectiveness of the Tulong Panghanapbuhay sa Ating Disadvantaged/Displaced Workers (TUPAD) program in San Pablo City, Laguna. Descriptive quantitative approaches are particularly appropriate for assessing program implementation and stakeholder perceptions when the primary objective is to document patterns, trends, and variations rather than establish causal relationships (Mansal, 2022). The study deliberately focused on perceived effectiveness to capture beneficiaries' experiential assessments of program delivery, accessibility, and short-term outcomes. Perception-based measures are widely used in evaluations of social protection and public works programs, as they provide insight into how interventions are received and valued by intended beneficiaries. However, this approach also entails inherent limitations, including potential response bias and its inability to directly measure long-term employment outcomes. These limitations are acknowledged in the interpretation of findings and underscore the need to view perceived effectiveness as a complementary, rather than definitive, indicator of program impact.

SAN PABLO COLLEGES: LIBERALES

Godwin Aaron S. Estrellana,
Ray Jhen S. Estrada
Anne Nicole B. Macalino
Students, College of Arts and Sciences

Mark I. Aguba, MAED
Faculty, College of Arts and Sciences

Article History:

Date Submitted:
November 16, 2025

Date Reviewed:
December 14, 2025

Date Accepted:
January 20, 2026

Date Published:
November 24, 2026

SAN PABLO COLLEGES:
LIBERALES

Godwin Aaron S. Estrellana,
Ray Jhen S. Estrada
Anne Nicole B. Macalino
Students, College of Arts and Sciences

Mark I. Aguba, MAED
Faculty, College of Arts and Sciences

Citation:

Estrellana, G.A., Estrada, R.J., Macalino, A.N., & Aguba, M. (2024). Perceived Effectiveness Of "Tulong Panghanapbuhay Sa Ating Disadvantages/Displaced Workers (TUPAD)" In The Second District of San Pablo City, Laguna: Basis For Program Enhancement. LIBERALES: An International Research Journal and Creative Works Folio. 2(1), 51-77

The respondents consisted of beneficiaries of the TUPAD program in District 2 of San Pablo City, Laguna, drawn from barangays that implemented the program in 2023. Inclusion criteria required that respondents had completed at least one cycle of TUPAD employment during the reference year. Beneficiaries who did not participate in the 2023 implementation or declined consent were excluded.

Table A
District 2 Barangays and its Sample Population

Barangay	Total Population	Sample Size
Concepcion	15	10
Dolores	16	10
San Buenaventura	16	10
San Diego	54	37
San Lorenzo	15	10
San Pedro	1	1
Sta. Catalina	2	1
Sta. Isabel	15	10
Sto. Angel	78	47
Total	212	136

A total population of 212 TUPAD beneficiaries was identified based on official records obtained from the Office of the Congressman of Laguna. Using stratified proportionate sampling, a sample size of 136 respondents was determined at a 95% confidence level and a 5% margin of error, computed through SurveyMonkey's sample size calculator. Stratification was based on barangay affiliation to ensure proportional representation across communities. Sample allocation per barangay was calculated by dividing the number of beneficiaries in each stratum by the total population and multiplying the result by the required sample size.

Data were gathered using a researcher-developed questionnaire anchored on the International Social Protection Assessment (ISPA) Public Works Program (PWP) framework, which provides internationally recognized indicators for assessing public employment and social protection interventions. The instrument consisted of two major sections.

The first section elicited respondents' demographic characteristics, while the second assessed the perceived effectiveness of the TUPAD program across four core domains: eligibility and targeting, monitoring and evaluation, skills and employability, and conditions of work and labor practices. Responses were measured using a 5-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

Prior to full administration, the instrument underwent content validation by subject-matter experts in social protection, labor policy, and program evaluation to ensure clarity, relevance, and alignment with the ISPA framework. A pilot test was subsequently conducted among 30 TUPAD beneficiaries from San Pablo City who were not included in the final sample. Reliability analysis using Cronbach's alpha yielded a coefficient of 0.991, indicating a high degree of internal consistency among the items. This level of reliability reflects the coherence of the instrument in capturing closely related dimensions of perceived program effectiveness within each assessment domain. The instrument was therefore deemed appropriate for use in the main study.

Data collection followed a structured and ethically guided process. Formal requests for beneficiary lists and research permission were submitted to the Office of the Congressman of Laguna, followed by coordination with barangay officials for respondent access. Upon approval, respondents were provided with informed consent forms detailing the study's purpose, data use, confidentiality measures, and voluntary nature of participation.

Data were collected using either self-administered paper-based questionnaires or Google Forms, depending on respondents' accessibility and preference. All completed paper-based questionnaires were encoded into Google Forms to ensure consistency and transparency in data processing. Data collection was conducted in compliance with applicable data privacy regulations.

The study adhered to established ethical standards in social research. Institutional permissions were obtained prior to data collection, and all respondents were informed of their rights to anonymity, confidentiality, and voluntary participation. No personally identifiable information was collected. Data were securely stored and accessed solely by the researchers, in compliance with the Data Privacy Act and the provisions outlined in the informed consent forms.

SAN PABLO COLLEGES:
LIBERALES

Godwin Aaron S. Estrellana,
Ray Jhen S. Estrada
Anne Nicole B. Macalino
Students, College of Arts and Sciences

Mark I. Aguba, MAED
Faculty, College of Arts and Sciences

Article History:

Date Submitted:
November 16, 2025

Date Reviewed:
December 14, 2025

Date Accepted:
January 20, 2026

Date Published:
November 24, 2026

SAN PABLO COLLEGES:
LIBERALES

Godwin Aaron S. Estrellana,
Ray Jhen S. Estrada
Anne Nicole B. Macalino
Students, College of Arts and Sciences

Mark I. Aguba, MAED
Faculty, College of Arts and Sciences

Citation:

Estrellana, G.A., Estrada, R.J., Macalino, A.N., & Aguba, M. (2024). Perceived Effectiveness Of "Tulong Panghanapbuhay Sa Ating Disadvantages/Displaced Workers (TUPAD)" In The Second District of San Pablo City, Laguna: Basis For Program Enhancement. LIBERALES: An International Research Journal and Creative Works Folio. 2(1), 51-77

Descriptive and non-parametric inferential statistics were employed. For the first research problem, frequency counts and percentages were used to describe respondents' demographic characteristics. To address the second research problem, mean scores and composite means were computed to determine the perceived effectiveness of the TUPAD program across the four domains.

For the third research problem, differences in perceived effectiveness across demographic variables were examined using the Kruskal–Wallis test and the Mann–Whitney U test, given the ordinal nature of Likert-scale data and the non-normal distribution of responses. While the absence of statistically significant differences suggests homogeneity in perceptions across demographic groups, this result is interpreted cautiously, as it may reflect program standardization, ceiling effects in Likert responses, or the limited sensitivity of perception-based measures to detect nuanced subgroup variations.

Results and Discussion

Table 1 presents the demographic characteristics of the 136 TUPAD beneficiaries in District 2 of San Pablo City, Laguna. In terms of age, the largest proportion of respondents belonged to the 35–54 age group (49%), followed by those aged 18–34 (28%), while older adults aged 55 and above constituted 23% of the sample. This distribution suggests that TUPAD primarily serves individuals within the prime working-age population who are most likely to experience labor market vulnerability due to displacement, informality, or intermittent employment. These findings are consistent with Philippine labor market patterns, where middle-aged workers face heightened risks of underemployment and exclusion from stable formal employment (Orbeta, 2018).

Table 1

Demographic Profile of the Tulong Panghanapbuhay sa Ating Disadvantaged/Displaced Workers (TUPAD Program) Beneficiaries

Profile variable	Classification	*f*	%
Age	18–34 years old	58	28
	35–54 years old	67	49
	55 years old and above	31	23
Sex	Female	93	70
	Male	41	30
Highest Educational Attainment	No formal education	1	1
	Elementary	16	12
	High School	89	69
	Vocational/Technical	6	4
	Some college, no degree	11	8
	Undergraduate	12	9
	College Graduate	8	6
	Other	0	0
Civil Status	Single	59	44
	Married	69	52
	Annulled	0	0
	Widowed	8	6
Number of Dependents	None	11	8
	1-2 dependents	60	44
	3-4 dependents	41	30
	5+ dependents	24	18
	Other	0	0
	Unable to work (eg., due to disability; illness)	0	0
Employment Status Before TUPAD	Unemployed and not looking for work	6	4
	Unemployed and looking for work	18	13
	Self-employed	50	38
	Employed part time	53	39
	Employed full time	7	5
Employment Status After TUPAD	Other	0	0
	Unable to work (eg., due to disability; illness)	4	3
	Unemployed and not looking for work	8	6
	Unemployed and looking for work	17	13
	Self employed	44	32
	Employed part-time	56	41
	Employed full time	7	5
Monthly Household Income	Less than Php 9,100 per month	111	81
	Php 9,100-Php 18,199 per month	24	18
	Php 18,200-Php 36,399 per month	1	1
	Php 36,400-Php 63,699 per month	0	0
	Php 63,700 Php 109,200 per month	0	0
	More than Php 109,200 per month	0	0

*n = 136

With respect to sex, females comprised a substantial majority of the respondents (70%), indicating a pronounced female participation in the program. This trend aligns with evidence on the gendered nature of social protection participation in the Philippines, where women are often more engaged in community-based employment programs as a strategy to supplement household income and manage caregiving responsibilities.

SAN PABLO COLLEGES: LIBERALES

Godwin Aaron S. Estrellana,
Ray Jhen S. Estrada
Anne Nicole B. Macalino
Students, College of Arts and Sciences

Mark I. Aguba, MAED
Faculty, College of Arts and Sciences

Article History:

Date Submitted:
November 16, 2025

Date Reviewed:
December 14, 2025

Date Accepted:
January 20, 2026

Date Published:
November 24, 2026

SAN PABLO COLLEGES:
LIBERALES

Godwin Aaron S. Estrellana,
Ray Jhen S. Estrada
Anne Nicole B. Macalino
Students, College of Arts and Sciences

Mark I. Aguba, MAED
Faculty, College of Arts and Sciences

Citation:

Estrellana, G.A., Estrada, R.J., Macalino, A.N., & Aguba, M. (2024). Perceived Effectiveness Of "Tulong Panghanapbuhay Sa Ating Disadvantages/Displaced Workers (TUPAD)" In The Second District of San Pablo City, Laguna: Basis For Program Enhancement. LIBERALES: An International Research Journal and Creative Works Folio. 2(1), 51-77

Prior research suggests that women's participation in wage-based public programs may also reflect shifting household labor dynamics and increased economic agency among female earners (Safa, 2018). Moreover, this pattern is consistent with national gender mainstreaming policies that encourage women's inclusion in government-led development and employment initiatives (Garcia, 2023).

In terms of educational attainment, the majority of respondents had completed high school (60%), while only a small proportion reported no formal education (1%) or college-level attainment (15% combined). This profile underscores the structural disadvantage faced by beneficiaries with limited formal education, who are more likely to be excluded from stable employment opportunities. Existing literature highlights that lower educational attainment remains strongly associated with poverty persistence, labor informality, and reduced upward mobility, particularly among low-income households (Maligalig, 2010; Alampay, 2019). The findings suggest that TUPAD primarily reaches individuals with constrained human capital, reinforcing its role as a compensatory social protection mechanism rather than a pathway to skilled employment.

Civil status data indicate that a majority of respondents were married (51%), followed by single individuals (43%), while widowed respondents accounted for a smaller share (6%). This pattern suggests that participation in TUPAD is closely tied to household responsibilities and the need to provide financial support for dependents. Consistent with social assistance theory, individuals with family obligations are more likely to engage in short-term public employment programs to mitigate income shocks and ensure household subsistence (Dizon, 2023). This is further supported by the finding that 74% of respondents reported having at least one dependent, with 44% supporting one to two dependents. Prior studies emphasize that household size and dependency burden significantly influence labor participation decisions and reliance on social safety nets (Adam, 2017).

Regarding employment status prior to participation in TUPAD, most respondents were either employed part-time (39%) or self-employed (38%), indicating a strong presence of informal and precarious work arrangements.

This reflects broader national labor trends, where a substantial proportion of the workforce is engaged in informal employment characterized by income instability and lack of social protection (Philippine Statistics Authority, 2024). Following participation in TUPAD, part-time employment remained the most common employment status (41%), while full-time employment levels remained unchanged at 5%. This limited shift suggests that while TUPAD may temporarily alleviate income insecurity, it has minimal impact on beneficiaries' transition to stable or formal employment. Such findings echo concerns raised in the literature that short-duration public works programs often struggle to generate sustained employability gains without complementary skills development or labor market linkage mechanisms (Davis, 2015).

In terms of household income, the overwhelming majority of respondents (82%) reported earning less than Php 9,100 per month, placing them well below established income thresholds. This confirms that TUPAD beneficiaries largely belong to economically vulnerable households that rely on short-term income support to meet basic needs. Similar to findings in poverty and microfinance studies, such households often experience multidimensional deprivation and remain susceptible to economic shocks despite participation in income-support programs (Agbola, 2016).

Taken together, the demographic profile of TUPAD beneficiaries highlights the program's effectiveness in reaching economically vulnerable populations—particularly women, middle-aged workers, informal earners, and low-income households—but also reveals structural limitations in its capacity to support long-term employment stability. The persistence of part-time and informal employment after program participation suggests that TUPAD functions primarily as a short-term income smoothing intervention rather than a mechanism for sustained labor market reintegration. These findings imply the need for stronger integration of skills training, employment facilitation, and post-program support within public works programs to enhance their developmental impact beyond immediate social protection.

The following tables show the statistical results of each variable categorized to determine the perceived level of effectiveness of the program.

SAN PABLO COLLEGES:
LIBERALES

Godwin Aaron S. Estrellana,
Ray Jhen S. Estrada
Anne Nicole B. Macalino
Students, College of Arts and Sciences

Mark I. Aguba, MAED
Faculty, College of Arts and Sciences

Article History:

Date Submitted:
November 16, 2025

Date Reviewed:
December 14, 2025

Date Accepted:
January 20, 2026

Date Published:
November 24, 2026

SAN PABLO COLLEGES:
LIBERALES

Godwin Aaron S. Estrellana,
Ray Jhen S. Estrada
Anne Nicole B. Macalino
Students, College of Arts and Sciences

Mark I. Aguba, MAED
Faculty, College of Arts and Sciences

Citation:

Estrellana, G.A., Estrada, R.J., Macalino, A.N., & Aguba, M. (2024). Perceived Effectiveness Of "Tulong Panghanapbuhay Sa Ating Disadvantages/Displaced Workers (TUPAD)" In The Second District of San Pablo City, Laguna: Basis For Program Enhancement. LIBERALES: An International Research Journal and Creative Works Folio. 2(1), 51-77

Table 2.1 presents respondents' assessments of the Eligibility and Targeting component of the TUPAD program, measured across ten indicators. The composite mean score of 4.66 indicates a generally high level of perceived effectiveness, suggesting that beneficiaries view the program's eligibility criteria and targeting mechanisms as clearly defined, understandable, and consistently implemented. High mean ratings across most indicators reflect respondents' confidence in the transparency and accessibility of the program's selection processes.

Table 2.1

Eligibility and Targeting

Indicators	Mean	VD/VI
1. The program clearly defines who is eligible to receive assistance.	4.72	SA
2. It is easy to understand the specific groups of people the program aims to help.	4.77	SA
3. The eligibility criteria for joining the program are straightforward and accessible.	4.69	SA
4. I observed that the program has a clear list of requirements for beneficiaries.	4.79	SA
5. The methods used to select participants in the program are well communicated to the community.	4.60	SA
6. I have seen clear information on how individuals can apply to join the program.	4.57	SA
7. The selection process is transparent, and the community understands how it works.	4.57	SA
8. The program actively includes women, men, and individuals of other genders in its activities.	4.99	SA
9. I have observed that the program considers the needs of persons with disabilities (PWD).	4.37	SA
10. The program provides opportunities for elderly individuals to participate.	4.52	SA
Composite Mean	4.66	Very Effective

Legend: 4.21-5.00 Strongly Agree (SA)/Very Effective (VE); 3.41-4.20 Agree (A)/ Effective (E); 2.61-3.40 Neutral (N)/Moderately Effective (ME); 1.81 2.60 Disagree (D)/ Minimally Effective (ME); 1.00 1.80 Strongly Disagree (SD)/Ineffective (I)

Indicators related to clarity of eligibility requirements and communication of selection procedures received particularly strong ratings, with mean scores ranging from 4.57 to 4.79. These findings suggest that information dissemination at the community level has been effective, enabling beneficiaries to understand who qualifies for assistance and how participation is determined. From a social protection perspective, such clarity is critical in minimizing exclusion errors and reinforcing trust in public employment programs, especially in contexts characterized by high informality and economic vulnerability.

The highest-rated indicator (M = 4.99) pertained to the program's inclusion of women, men, and individuals of other genders. This result indicates that respondents perceive TUPAD as broadly gender-inclusive, aligning with national gender mainstreaming policies and international norms that emphasize equitable access to public works and employment programs. High perceived gender inclusivity suggests that TUPAD has been effective in operationalizing inclusive participation at the implementation level.

In contrast, the lowest-rated indicator (M = 4.37) concerned the extent to which the program considers the needs of persons with disabilities (PWDs). Although still within the "very effective" range, this comparatively lower score points to potential gaps in accessibility and accommodation. Existing evidence indicates that persons with disabilities often experience systemic barriers to participation in employment and social protection programs, resulting in lower well-being and reduced access to essential services (Marella, 2016). The finding suggests that while TUPAD's eligibility and targeting mechanisms are generally well received, further refinement may be needed to ensure that inclusivity extends beyond formal eligibility to meaningful participation for PWDs.

The results indicate that TUPAD's eligibility and targeting mechanisms are perceived as transparent, inclusive, and well communicated; however, they also highlight the importance of strengthening disability-sensitive design and implementation. Enhancing accessibility measures, adaptive work arrangements, and targeted outreach for persons with disabilities may improve the equity and effectiveness of public works programs, ensuring that inclusivity is not only procedural but also substantive.

Table 2.2 presents respondents' assessments of the Monitoring and Evaluation (M&E) component of the TUPAD program based on thirteen indicators. The composite mean score of 4.56 indicates a generally high level of perceived effectiveness, suggesting that beneficiaries view the program's monitoring systems, record-keeping practices, and accountability mechanisms as largely functional and reliable. High ratings across most indicators reflect consistency in program implementation and reinforce the role of monitoring systems in sustaining beneficiary trust.

SAN PABLO COLLEGES: LIBERALES

Godwin Aaron S. Estrellana,
Ray Jhen S. Estrada
Anne Nicole B. Macalino
Students, College of Arts and Sciences

Mark I. Aguba, MAED
Faculty, College of Arts and Sciences

Article History:

Date Submitted:
November 16, 2025

Date Reviewed:
December 14, 2025

Date Accepted:
January 20, 2026

Date Published:
November 24, 2026

Table 2.2

Monitoring and Evaluation

Indicators	Mean	VI/VI
1. The program keeps an honest record of all the beneficiaries who joined.	4.85	SA
2. It is easy to track which beneficiaries received assistance from the program.	4.84	SA
3. The program uses a system to monitor when and where beneficiaries received support.	4.74	SA
4. There is a clear process for updating and maintaining the records of beneficiaries.	4.65	SA
5. The TUPAD program shares information with us, the beneficiaries, about the data they collect.	4.38	SA
6. The TUPAD team explains how the collected data is used in the program.	4.38	SA
7. I am informed when the TUPAD program shares data with other agencies or groups.	3.64	A
8. I know where to get information about TUPAD if I need it.	4.71	SA
9. The program regularly updates beneficiaries about important news related to the program.	4.67	SA
10. This subsection specifically addresses the program's commitment to transparency and accountability in monitoring and evaluation practices.	4.67	SA
11. I feel that the TUPAD program is open and transparent in how it operates.	4.40	SA
12. The program has clear measures to prevent mistakes or errors in choosing participants.	4.66	SA
13. I believe that steps are taken to make sure the TUPAD program is free from corruption.	4.65	SA
Composite Mean	4.56	Very Effective

Legend: 4.21-5.00 Strongly Agree (SA)/Very Effective (VE); 3.41-4.20 Agree (A)/ Effective (E); 2.61-3.40 Neutral (N)/Moderately Effective (ME); 1.81-2.60 Disagree (D)/ Minimally Effective (ME); 1.00-1.80 Strongly Disagree (SD)/Ineffective (I)

Godwin Aaron S. Estrellana,
Ray Jhen S. Estrada
Anne Nicole B. Macalino
Students, College of Arts and Sciences

Mark I. Aguba, MAED
Faculty, College of Arts and Sciences

Indicators related to beneficiary documentation and record management received the highest ratings, with mean scores ranging from 4.65 to 4.85. In particular, the item assessing whether the program maintains a clear record of beneficiaries (M = 4.85) obtained the highest mean, indicating strong confidence in administrative accuracy. Effective record-keeping and traceability are widely recognized as foundational elements of public works and social protection programs, as they enable systematic monitoring, reduce implementation errors, and support accountability across program cycles (Leiter, 2015). Similarly, high scores for indicators related to tracking assistance delivery and preventing selection errors suggest that respondents perceive the program as structured and procedurally sound.

These findings align with prior evidence emphasizing that transparent communication and feedback mechanisms contribute to the sustainability and effectiveness of livelihood and employment programs (Pomeroy, 2017). Perceived transparency in operational processes and anti-corruption safeguards further reinforces confidence in program governance. However, the lowest-rated indicator (M = 3.64) concerned beneficiaries' awareness of when program data are shared with other agencies or groups. Although this rating still falls within the "effective" range, it suggests a relative gap in communication regarding inter-agency data-sharing practices. This finding points to a distinction between internal administrative transparency and beneficiaries' understanding of how their data are used beyond program implementation. Limited visibility in this area may affect perceptions of data governance and informed participation, particularly in contexts where trust in public institutions is closely tied to transparency.

While the findings indicate that TUPAD's monitoring and evaluation systems are perceived as effective in terms of record-keeping, accountability, and operational transparency, they also highlight the need for clearer communication regarding data use and inter-agency coordination. Strengthening beneficiary-oriented data transparency—such as explicitly informing participants about data-sharing practices—may enhance trust, reinforce ethical program governance, and further improve the perceived effectiveness of monitoring and evaluation mechanisms in public employment programs.

Table 2.3 presents respondents' assessments of the Skills and Employability (SE) component of the TUPAD program based on ten indicators. The composite mean score of 4.06 indicates a generally positive perception of this component; however, the dispersion of item means suggests variation in the extent to which different employability dimensions are addressed. This pattern implies that while the program contributes to basic skill development, its effectiveness in fostering broader and more transferable employability competencies remains uneven.

SAN PABLO COLLEGES:
LIBERALES

Godwin Aaron S. Estrellana,
Ray Jhen S. Estrada
Anne Nicole B. Macalino
Students, College of Arts and Sciences

Mark I. Aguba, MAED
Faculty, College of Arts and Sciences

Article History:

Date Submitted:
November 16, 2025

Date Reviewed:
December 14, 2025

Date Accepted:
January 20, 2026

Date Published:
November 24, 2026

Table 2.3

Skills and Employability

Indicators	Mean	VD/VI
1. I received adequate training on the specific skills needed for my job.	4.31	SA
2. The training provided was relevant to the type of work I was going to do.	3.94	A
3. The training program was aligned with current job market demands.	3.85	A
4. There were institutions involved that helped develop my skills effectively.	3.61	A
5. I feel that my basic skills improved through the training I received.	4.21	SA
6. The vocational and technical skills taught were useful for my job.	3.77	A
7. The training provided me with valuable life skills that I can use every day.	4.45	SA
8. I learned essential entrepreneurial skills that could help in starting my own business.	3.49	A
9. I had a comprehensive experience that helped me prepare for participating in the workforce.	4.32	SA
10. I received a reasonable number of instructional hours that contributed to my skill development.	4.68	SA
Composite Mean	4.06	Very Effective

Legend: 4.21-5.00 Strongly Agree (SA)/Very Effective (VE); 3.41-4.20 Agree (A)/ Effective (E); 2.61-3.40 Neutral (N)/Moderately Effective (ME); 1.81 2.60 Disagree (D)/ Minimally Effective (ME); 1.00 1.80 Strongly Disagree (SD)/Ineffective (I)

Citation:

Estrellana, G.A., Estrada, R.J., Macalino, A.N., & Aguba, M. (2024). Perceived Effectiveness Of "Tulong Panghanapbuhay Sa Ating Disadvantages/Displaced Workers (TUPAD)" In The Second District of San Pablo City, Laguna: Basis For Program Enhancement. LIBERALES: An International Research Journal and Creative Works Folio. 2(1), 51-77

Indicators related to training exposure and preparedness received the highest ratings. In particular, the indicator assessing whether participants received a reasonable number of instructional hours (M = 4.68) obtained the highest mean, indicating that beneficiaries perceived the duration of training as sufficient for acquiring job-related competencies. Similarly, respondents reported improvements in basic skills (M = 4.21) and expressed confidence that their overall training experience prepared them for workforce participation (M = 4.32). These findings suggest that TUPAD's skills component is effective in supporting short-term work readiness, particularly for program-assigned tasks.

In contrast, indicators related to labor market relevance and skills transferability yielded comparatively lower ratings. Alignment of training with current job market demands (M = 3.85) and the involvement of external institutions in skills development (M = 3.61) were rated less favorably, suggesting limited linkage between program training and broader employment ecosystems.

Most notably, the lowest-rated indicator concerned the acquisition of entrepreneurial skills (M = 3.49), indicating that while participants benefited from work-related training, they perceived limited preparation for self-employment or enterprise development. This finding underscores a common challenge in public works programs, which often prioritize immediate task-based competencies over longer-term employability and livelihood diversification.

From an employability framework perspective, sustainable employment outcomes require investments in both job-specific and transferable skills, including communication, problem-solving, adaptability, and entrepreneurial capacity (Nikunen, 2021; Fajaryati, 2020). The results suggest that although TUPAD succeeds in delivering structured training experiences, its skills component may benefit from deeper integration of market-oriented and entrepreneurial competencies to enhance post-program employment prospects.

The findings indicate that TUPAD's skills and employability component effectively supports short-term work readiness but has limited influence on longer-term employability pathways, particularly in entrepreneurship and labor market alignment. Strengthening partnerships with training institutions, integrating transferable and entrepreneurial skill modules, and aligning instruction with local labor market demands may enhance the program's capacity to facilitate sustainable employment beyond the duration of public works participation.

Table 2.4 summarizes respondents' perceptions of the Conditions of Work and Labor Practices component of the TUPAD program across thirteen indicators. The composite mean score of 4.85 indicates a consistently high level of perceived effectiveness, suggesting that beneficiaries generally view the program as compliant with basic labor standards, workplace safety regulations, and employee welfare provisions. The relatively narrow range of mean scores across indicators reflects uniformity in program implementation with only minor areas requiring refinement.

SAN PABLO COLLEGES:
LIBERALES

Godwin Aaron S. Estrellana,
Ray Jhen S. Estrada
Anne Nicole B. Macalino
Students, College of Arts and Sciences

Mark I. Aguba, MAED
Faculty, College of Arts and Sciences

Article History:

Date Submitted:
November 16, 2025

Date Reviewed:
December 14, 2025

Date Accepted:
January 20, 2026

Date Published:
November 24, 2026

Table 2.4

Conditions of Work & Labor Practices

Indicators	Mean	VD/VI
1. I am aware of my rights under the TUPAD program, including workplace safety and health regulations.	4.95	SA
2. The TUPAD program ensures that I receive the correct wages for my work.	4.96	SA
3. I feel that there is no discrimination in the TUPAD program based on gender, age, or other personal characteristics.	4.91	SA
4. I know that I am entitled to compensation for workplace injuries, as per applicable labor laws.	4.79	SA
5. I work in a safe and healthy environment that meets labor standards.	4.90	SA
6. My working hours are appropriate and do not exceed legal limits.	4.96	SA
7. There is adequate supervision on site to ensure safety and compliance with rules.	4.88	SA
8. Basic amenities, such as drinking water and first aid, are available at my worksite.	4.68	SA
9. I am provided with proper equipment and tools to perform my tasks safely.	4.71	SA
10. There are clear procedures for resolving disputes or complaints regarding my work.	4.61	SA
11. I receive regular breaks during my work hours to rest and recharge.	4.99	SA
12. I feel comfortable reporting unsafe conditions or practices at my workplace.	4.82	SA
13. I believe that my health and well-being are prioritized in the TUPAD program.	4.89	SA
Composite Mean	4.85	Very Effective

Legend; 4.21 5.00 Strongly Agree (SA)/Very Effective (VE); 3.41 4.20 Agree (A)/ Effective (E); 2.61 3.40 Neutral (N)/Moderately Effective (ME); 1.81-2.60 Disagree (D)/ Minimally Effective (ME); 1.00-1.80 Strongly Disagree (SD)/Ineffective (I)

Indicators related to occupational safety, wage protection, and non-discrimination received particularly strong ratings. Respondents expressed high awareness of their rights under the program (M = 4.95), confidence in receiving correct wages (M = 4.96), and perceptions of equitable treatment regardless of gender, age, or personal characteristics (M = 4.91). These findings suggest that TUPAD has effectively operationalized core labor standards at the implementation level, reinforcing the role of public employment programs in safeguarding worker dignity and legal protections.

The highest-rated indicator concerned the provision of regular work breaks (M = 4.99), underscoring the importance of rest periods in promoting worker well-being and mitigating physical and emotional strain.

Godwin Aaron S. Estrellana,
Ray Jhen S. Estrada
Anne Nicole B. Macalino
Students, College of Arts and Sciences

Mark I. Aguba, MAED
Faculty, College of Arts and Sciences

SAN PABLO COLLEGES:
LIBERALES

Godwin Aaron S. Estrellana,
Ray Jhen S. Estrada
Anne Nicole B. Macalino
Students, College of Arts and Sciences

Mark I. Aguba, MAED
Faculty, College of Arts and Sciences

Consistent with occupational health literature, adequate rest and recovery during work hours are associated with reduced fatigue, improved safety, and enhanced productivity, particularly in labor-intensive settings (Van Gelderen et al., 2017). High ratings for workplace safety, appropriate working hours, and on-site supervision further indicate that respondents perceive the work environment as generally safe and regulated.

Despite these strengths, the indicator assessing the clarity of procedures for resolving disputes or complaints received the lowest mean score (M = 4.61). Although still rated as "very effective," this comparatively lower score suggests that grievance mechanisms may be less visible or less clearly communicated to beneficiaries. Similar findings in labor compliance studies highlight that workers' awareness and understanding of complaint and redress systems are critical to effective labor code implementation (Agudon et al., 2023). Limited clarity in this area may constrain beneficiaries' willingness or ability to raise concerns, even in otherwise well-regulated work environments.

The findings indicate that TUPAD performs strongly in ensuring safe working conditions, fair compensation, and worker welfare; however, strengthening the visibility and accessibility of grievance and dispute-resolution mechanisms may further enhance labor governance within the program. Improving beneficiary awareness of complaint procedures and reinforcing feedback channels could support more inclusive accountability and sustain high labor standards across public employment initiatives.

Table 2.5 presents a consolidated summary of respondents' perceived effectiveness of the TUPAD program across four core dimensions: Eligibility and Targeting, Monitoring and Evaluation, Skills and Employability, and Conditions of Work and Labor Practices. The overall mean score of 4.55 indicates a generally high level of perceived effectiveness, suggesting that beneficiaries view the program as largely responsive to their immediate employment and welfare needs.

Article History:

Date Submitted:
November 16, 2025

Date Reviewed:
December 14, 2025

Date Accepted:
January 20, 2026

Date Published:
November 24, 2026

SAN PABLO COLLEGES:
LIBERALES

Godwin Aaron S. Estrellana,
Ray Jhen S. Estrada
Anne Nicole B. Macalino
Students, College of Arts and Sciences

Mark I. Aguba, MAED
Faculty, College of Arts and Sciences

Citation:

Estrellana, G.A., Estrada, R.J., Macalino, A.N., & Aguba, M. (2024). Perceived Effectiveness Of "Tulong Panghanapbuhay Sa Ating Disadvantages/Displaced Workers (TUPAD)" In The Second District of San Pablo City, Laguna: Basis For Program Enhancement. LIBERALES: An International Research Journal and Creative Works Folio. 2(1), 51-77

Table 2.5

Summary Table of Perceived Effectiveness

Dimensions	Mean	VI
1. Eligibility and Targeting	4.66	Very Effective
2. Monitoring and Evaluation	4.56	Very Effective
3. Skills and Employability	4.06	Effective
4. Conditions of Work & Labor Practices	4.85	Very Effective
Overall Mean	4.55	Very Effective

Legend; 4.21-5.00 Very Effective; 3.41-4.20 Effective; 2.61-3.40 Moderately Effective; 1.81-2.60 Minimally Effective; 1.00-1.80 Ineffective

Among the four dimensions, Conditions of Work and Labor Practices obtained the highest mean score (M = 4.85), categorized as Very Effective. This finding indicates that respondents perceived strong compliance with labor standards, workplace safety, wage protection, and employee welfare during their participation in the program. The prominence of this dimension aligns with prior evidence emphasizing that effective implementation of labor regulations and worker protections significantly influences stakeholder satisfaction and perceived program success (Njeri, 2020). High ratings in this domain suggest that TUPAD has been effective in operationalizing core labor safeguards within a short-term public employment context.

Eligibility and Targeting ranked second (M = 4.66), also classified as Very Effective, reflecting respondents' confidence in the clarity, transparency, and inclusivity of beneficiary selection processes. Similarly, Monitoring and Evaluation received a mean score of 4.56, indicating positive perceptions of record-keeping, accountability, and transparency mechanisms. These findings suggest that the program performs well in procedural and administrative dimensions, which are critical for maintaining trust and legitimacy in public works programs.

In contrast, Skills and Employability registered the lowest mean score (M = 4.06), falling within the Effective category. While still rated positively, this comparatively lower score highlights a relative weakness in the program's capacity to support longer-term employability and skill transfer beyond immediate work assignments. This pattern is consistent with critiques of short-term employment programs, which often prioritize immediate income support over sustainable employment pathways (Dizon, 2023).

Limited exposure to upskilling opportunities, entrepreneurial training, or structured career development activities may explain beneficiaries' more cautious assessment of this dimension.

From a broader labor and organizational perspective, studies have shown that satisfaction with working conditions is shaped by multiple factors, including physical work environments, management quality, social relations, and perceived occupational status (Lee & Park, 2021). The dominance of labor practices over skills development in the present findings underscores the need to balance worker protection with human capital formation. Strengthening the skills and employability component may therefore enhance the developmental impact of TUPAD and improve its contribution to sustained labor market integration.

The cross-domain findings suggest that while TUPAD is perceived as highly effective in terms of labor standards, targeting, and administrative processes, its developmental potential is constrained by limited emphasis on employability and skills enhancement. Policymakers may consider integrating structured training, labor market linkage mechanisms, and post-program support into public employment initiatives to complement strong labor protections with pathways toward sustainable employment outcomes.

Table 3 presents the results of nonparametric statistical tests examining whether perceptions of the TUPAD program differ significantly across selected demographic characteristics. Prior to hypothesis testing, the Shapiro–Wilk test indicated non-normal data distribution for most variables, while Levene's test showed violations of homogeneity in several cases. These results justified the use of the Kruskal–Wallis test for comparisons across multiple groups and the Mann–Whitney U test for binary group comparisons.

SAN PABLO COLLEGES:
LIBERALES

Godwin Aaron S. Estrellana,
Ray Jhen S. Estrada
Anne Nicole B. Macalino
Students, College of Arts and Sciences

Mark I. Aguba, MAED
Faculty, College of Arts and Sciences

Article History:

Date Submitted:
November 16, 2025

Date Reviewed:
December 14, 2025

Date Accepted:
January 20, 2026

Date Published:
November 24, 2026

SAN PABLO COLLEGES:
LIBERALES

Godwin Aaron S. Estrellana,
Ray Jhen S. Estrada
Anne Nicole B. Macalino
Students, College of Arts and Sciences

Mark I. Aguba, MAED
Faculty, College of Arts and Sciences

Table 3

Test of Differences in TUPAD Perception Across Demographic Profiles

	Normality (Shapiro-Wilk)	Homogeneity (Levene's Test)	p-value (Kruskal-Wallis)(Mann-Whitney U)	Interpretation
Age	< .001	0.198	0.278	Not Significant
Sex	< .001	0.151	0.316	Not Significant
Educational Attainment	< .001	0.143	0.63	Not Significant
Civil Status	< .001	0.002	0.167	Not Significant
Number of Dependents	< .001	0.114	0.833	Not Significant
Employment Status Before TUPAD	< .001	< .001	0.857	Not Significant
Employment Status After TUPAD	< .001	< .001	0.817	Not Significant
Monthly Household Income	0.84	0.361	0.266	Not Significant

**p<0.05 significant for Kruskal-Wallis and Mann-Whitney U; p-value less than 0.05 generally indicates a violation of normality; p-value less than 0.05 indicates a violation of homogeneity*

Across all demographic variables examined—age, sex, educational attainment, civil status, number of dependents, employment status before and after TUPAD participation, and monthly household income—the resulting p-values exceeded the 0.05 significance threshold. These findings indicate that there were no statistically significant differences in perceived program effectiveness across demographic groups. In practical terms, beneficiaries' assessments of TUPAD appear to be relatively uniform regardless of socio-demographic background.

The absence of significant differences may be interpreted in several ways. First, it may reflect a high degree of program standardization, whereby implementation procedures, benefits, and work conditions are applied consistently across participants, resulting in similar experiential evaluations. Second, the generally high mean scores observed across program dimensions suggest the possibility of ceiling effects, which can reduce the sensitivity of perception-based measures to detect subtle subgroup variations. Third, as perceptions capture subjective assessments rather than objective outcomes, demographic differences in lived experience may not be fully reflected in self-reported effectiveness ratings.

Citation:

Estrellana, G.A., Estrada, R.J., Macalino, A.N., & Aguba, M. (2024). Perceived Effectiveness Of "Tulong Panghanapbuhay Sa Ating Disadvantages/Displaced Workers (TUPAD)" In The Second District of San Pablo City, Laguna: Basis For Program Enhancement. LIBERALES: An International Research Journal and Creative Works Folio. 2(1), 51-77

These findings are consistent with existing literature on public works programs. Prior studies have reported limited or negligible differences in participant perceptions across age (Osmanaga, 2019), gender (Bermudez & Roca, 2022; Fekete, 2019), educational attainment (Solomon et al., 2021), and household characteristics such as civil status and number of dependents (Trahan, 2017; Osmanaga, 2019). Similarly, employment status and income levels have been shown to exert minimal influence on perceived program effectiveness, particularly when program benefits and working conditions are uniform (Teague & Hollis, 2021; Denning, 2021).

While demographic neutrality in perceptions may be interpreted as evidence of equitable implementation, it does not necessarily imply uniform program impact. Evidence from large-scale evaluations of public employment programs indicates that although such interventions are effective in providing short-term income support, they often yield limited long-term employment gains, with many participants returning to informal or low-paying work after program completion (Abdul Latif Jameel Poverty Action Lab, 2024; Bagga et al., 2023). Structural constraints, including labor market crowding-out effects and weak skill transfer mechanisms, continue to limit sustained outcomes (Caponi, 2017; IPC-IG, 2010).

The absence of demographic differences in perceived effectiveness suggests that TUPAD is implemented in a manner that is broadly equitable and consistent across beneficiary groups. However, the uniformity of perceptions, coupled with evidence of limited post-program employment gains, highlights the need to complement standardized public works delivery with targeted employability interventions. Enhancing skills development, labor market linkages, and post-program support may help translate short-term program satisfaction into more sustainable employment outcomes across diverse beneficiary profiles.

Building on the empirical findings of this study, this section proposes a set of program enhancements aimed at strengthening the implementation and developmental impact of the TUPAD program. While TUPAD has demonstrated effectiveness in providing short-term income support and ensuring compliance with labor standards, the results indicate persistent gaps in skills development, employability, and inclusive participation, particularly in relation to long-term labor market integration.

SAN PABLO COLLEGES:
LIBERALES

Godwin Aaron S. Estrellana,
Ray Jhen S. Estrada
Anne Nicole B. Macalino
Students, College of Arts and Sciences

Mark I. Aguba, MAED
Faculty, College of Arts and Sciences

Article History:

Date Submitted:
November 16, 2025

Date Reviewed:
December 14, 2025

Date Accepted:
January 20, 2026

Date Published:
November 24, 2026

SAN PABLO COLLEGES:
LIBERALES

Godwin Aaron S. Estrellana,
Ray Jhen S. Estrada
Anne Nicole B. Macalino
Students, College of Arts and Sciences

Mark I. Aguba, MAED
Faculty, College of Arts and Sciences

Citation:

Estrellana, G.A., Estrada, R.J., Macalino, A.N., & Aguba, M. (2024). Perceived Effectiveness Of "Tulong Panghanapbuhay Sa Ating Disadvantages/Displaced Workers (TUPAD)" In The Second District of San Pablo City, Laguna: Basis For Program Enhancement. LIBERALES: An International Research Journal and Creative Works Folio. 2(1), 51-77

The proposed enhancement framework, TUPAD sa Kinabukasan: Empowering Workers for Lasting Change, seeks to complement the program's existing emergency employment mandate by integrating structured skills development and employability pathways. Rather than repositioning TUPAD as a permanent employment scheme, the initiative emphasizes the strategic expansion of its developmental components to improve beneficiaries' post-program prospects. Central to this approach is the engagement of Accredited Co-Partners (ACPs)—including private sector entities, civil society organizations, and educational institutions—in collaboration with the Department of Labor and Employment (DOLE). These partnerships are envisioned to support targeted upskilling, basic entrepreneurial training, and workplace-relevant competencies aligned with local labor market demands.

By leveraging existing public resources and institutional expertise, the proposed enhancement aims to transform TUPAD from a primarily relief-oriented intervention into a more development-responsive public employment program. Such an approach is consistent with contemporary social protection frameworks that advocate for the integration of income support with human capital development to promote sustainable livelihoods. The proposed model provides a policy-relevant pathway for strengthening TUPAD's contribution to long-term economic resilience while preserving its core function as a safety net for disadvantaged and displaced workers.

Conclusions

This study examined the perceived effectiveness of the Tulong Panghanapbuhay sa Ating Disadvantaged/Displaced Workers (TUPAD) program in San Pablo City, Laguna, with particular attention to demographic characteristics, program implementation domains, and variation in perceptions across beneficiary groups. The findings indicate that TUPAD beneficiaries are predominantly middle-aged adults, with women comprising a substantial proportion of participants. Most respondents possess low to moderate educational attainment and belong to low-income households, underscoring the program's reach among economically vulnerable populations.

Overall, the TUPAD program was perceived as very effective, particularly in the domains of conditions of work and labor practices, eligibility and targeting, and monitoring and evaluation.

These results suggest that the program aligns well with established public works and social protection standards, especially in terms of labor compliance, transparency, and beneficiary inclusion. However, the skills and employability component received comparatively lower ratings, indicating that while the program is effective in delivering short-term income support and safe working conditions, its contribution to longer-term employability and labor market reintegration remains limited.

The absence of statistically significant differences in perceived effectiveness across demographic variables suggests that beneficiaries experience the program in a largely uniform manner, regardless of age, sex, educational attainment, employment status, or income level. This finding points to a relatively standardized and equitable implementation of TUPAD. Nonetheless, uniformity in perceptions does not necessarily translate into uniform or sustained employment outcomes, highlighting a critical distinction between perceived effectiveness and long-term program impact.

Recommendations

Based on the findings, several recommendations are proposed to enhance the developmental impact of the TUPAD program. First, strengthening the skills and employability component should be prioritized by integrating structured training modules, transferable skill development, and basic entrepreneurial competencies aligned with local labor market demands. Partnerships with accredited training institutions, technical–vocational centers, and local industries may help bridge the gap between temporary employment and sustainable livelihood opportunities.

Second, while the program demonstrates strong inclusivity in its current implementation, expanding engagement with diverse employment sectors and community-based industries may further enhance its relevance and responsiveness to local economic contexts. Actively involving beneficiaries and key stakeholders in program design, implementation, and feedback mechanisms may also improve program adaptability and ensure that training and work assignments remain aligned with participant needs.

SAN PABLO COLLEGES:
LIBERALES

Godwin Aaron S. Estrellana,
Ray Jhen S. Estrada
Anne Nicole B. Macalino
Students, College of Arts and Sciences

Mark I. Aguba, MAED
Faculty, College of Arts and Sciences

Article History:

Date Submitted:
November 16, 2025

Date Reviewed:
December 14, 2025

Date Accepted:
January 20, 2026

Date Published:
November 24, 2026

SAN PABLO COLLEGES:
LIBERALES

Godwin Aaron S. Estrellana,
Ray Jhen S. Estrada
Anne Nicole B. Macalino
Students, College of Arts and Sciences

Mark I. Aguba, MAED
Faculty, College of Arts and Sciences

Third, clearer articulation of post-program pathways—such as job placement assistance, referral mechanisms, or linkage to other employment and livelihood programs—may help translate short-term participation into longer-term labor market outcomes. Enhancing coordination among implementing agencies and partners could support a more integrated approach to workforce development within public employment initiatives.

Finally, future research is encouraged to move beyond perception-based assessments by examining long-term economic, social, and employment outcomes of TUPAD participation. Longitudinal and mixed-methods studies may provide deeper insights into the sustainability of program impacts and the structural labor market barriers faced by beneficiaries. The Department of Labor and Employment (DOLE) may leverage the findings of this study, together with the proposed enhancement framework, to refine program strategies and strengthen TUPAD's role as both a social protection mechanism and a pathway toward inclusive and sustainable employment.

References:

Asuncion, R. A. (2022). Mitigating the Covid-19 Pandemic Impact on the Philippine Labor Market. Japan Labor Issues, 75, 40-00. Retrieved from https://www.jil.go.jp/english/jli/documents/2022/40-00.pdf#page=77

Balita, C. (2023). Rate Of Unemployment Philippines 2022, By Region. Statista. Retrieved from https://psa.gov.ph/content/unemployment-rate-december-2023-was-estimated-31-percent

Caligagan, A. A. M., Ching, R. R., & Suin, K. A. (2022). An Analysis on the Economic Factors Affecting the Unemployment Rate In The Philippines from 1993-2018. Journal of Economics, Finance and Accounting Studies, 4(2), 01-17. https://doi.org/10.32996/jefas.2022.4.2.1

Caponi, V. (2017). The Effects Of Public Sector Employment On The Economy. IZA World of Labor. https://doi.org/10.15185/izawol.332

Davis, P. J. (2015). Implementing An Employee Career-Development Strategy: How To Build Commitment And Retain Employees. Human Resource Management International Digest, 23(4), 28-32. https://doi.org/10.1108/HRMID-05-2015-0066

References:

De Lange, A. H., Van der Heijden, B., Van Vuuren, T., Furunes, T., De Lange, C., & Dikkers, J. (2021). Employable as We Age? A Systematic Review of Relationships Between Age Conceptualizations and Employability. Frontiers in Psychology, 11. https://doi.org/10.3389/fpsyg.2020.605684

Dizon, K. Z. L., & Donguiz, R. G. Socio-economic Status and Social Protection of Baguio Cemetery Contractors and Workers: Inputs for Interventions. https://www.researchgate.net/profile/Kurt-Zeus-Dizon/publication/371668323_Socio-economic_Status_and_Social_Protection_of_Baguio_Cemetery_Contractors_and_Workers_Inputs_for_Interventions/links/648e564e8de7ed28ba32ec83/

Socio-economic-Status-and-Social-Protection-of-Baguio-Cemetery-Contractors-and-Workers-Inputs-for-Interventions.pdf?origin=journalDetail&_tp=eyJwYWdlIjoiam91cm5hbERldGFpbCJ9

DOLE (2022.). DOLE TUPAD Benefits Informal Sector Workers In Zamboanga Del Norte. Retrieved from https://www.dole9portal.com/dole-tupad-benefits-informal-sector-workers-in-zamboanga-del-norte/

Fekete, D. (2019). Gender And The Perception Of The Public Work Scheme In Hungary. Central European University. Retrieved from https://www.etd.ceu.edu/2019/fekete_dorottya.pdf

Lubbock, K. J., Merin, M., & Gonzalez, A. (2022). The Impact of Inflation, Unemployment, and Population Growth on Philippine Economic Growth. Journal of Economics, Finance and Accounting Studies, 4(2), 55-64. https://doi.org/10.32996/jefas.2022.4.2.5

Maalihan, J. P. A., & Conchada, M. I. P. (2020). Making TUPAD Happen: An Impact Evaluation Study. Retrieved from https://www.dlsu.edu.ph/wp-content/uploads/pdf/conferences/research-congress proceedings/2022/SEP-03.pdf

Maalihan, J. P., & Mitzie, I. (2022). Making TUPAD happen: An impact evaluation study on Tulong Pangkabuhayan sa Ating Disadvantaged Workers Program. De La Salle University. Retrieved from https://www.dlsu.edu.ph/wp-content/uploads/pdf/conferences/research-congress-proceedings/2022/SEP-03.pdf

Nikunen, M. (2021). Labour Market Demands, Employability and Authenticity. Journal of Applied Youth Studies, 4(3), 205-220. https://doi.org/10.1007/s43151-021-00049-1

References:

Orbeta, A. C. (2018). Social protection system in the Philippines: An assessment. In Social Protection Goals in East Asia (pp. 133-164). Routledge. Retrieved from https://www.taylorfrancis.com/chapters/edit/10.4324/9781315232348-6/social-protection-system-philippines-aniceto-orbeta

Philippine Economy: Current Practices and Challenges 1. Retrieved from https://www.imf.org/-/media/Files/Conferences/2019/7th-statistics-forum/session-ii-bersales.ashx

Philippine Statistics Authority. (2024). Labor Force Survey | Philippine Statistics Authority | Republic of the Philippines. Retrieved from psa.gov.ph website: https://psa.gov.ph/statistics/labor-force-survey

Philippine Commission on Women. (2016). A Handbook on the Application of the Enhanced Gender Mainstreaming Evaluation Framework. Author. Retrieved from https://library.pcw.gov.ph/wp-content/uploads/2020/12/PCW-A-Handbook-on-the-Application-of-the-Enhanced-Gender-Mainstreaming-Evaluation-Framework-2016.pdf

Philippine Statistics Authority, & Mapa, C. D. S., Philippine Statistics Authority (2023). Retrieved May 12, 2024, from https://psa.gov.ph/statistics/poverty/node/1684061846.

Philippine Statistics Authority, & Mapa, C. D. S., Philippine Statistics Authority (2024). Retrieved May 12, 2024, from https://psa.gov.ph/statistics/labor-force-survey.

Solomon, B. C., Nikolaev, B. N., & Shepherd, D. A. (2021). Does Educational Attainment Promote Job Satisfaction? The Bittersweet Trade-offs Between Job Resources, Demands, And Stress. Journal of Applied Psychology, 107(7), 1227–1241. https://doi.org/10.1037/apl0000904

Trahan, C. R., et al. (2017). An Examination of Various Factors (Age, Gender, Family Status, Marital Status, and Work Engagement) and Their Relationship to Longevity, Attendance, and Job Performance of Custodial Staff at a Large Public University. (Doctoral dissertation, Louisiana State University and Agricultural and Mechanical College). Retrieved from https://repository.lsu.edu/gradschool_dissertations/4244

Van Gelderen, B. R., Konijn, E. A., & Bakker, A. B. (2017). Emotional Labor Among Police Officers: A Diary Study Relating Strain, Emotional Labor, And Service Performance. The International Journal of Human Resource Management, 28(6), 852-879. https://doi.org/10.1080/09585192.2016.1138500

Godwin Aaron S. Estrellana,
Ray Jhen S. Estrada
Anne Nicole B. Macalino
Students, College of Arts and Sciences

Mark I. Aguba, MAED
Faculty, College of Arts and Sciences

SAN PABLO COLLEGES
COLLEGE OF ARTS AND SCIENCES:
LIBERALES