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Workplace Challenges in the Local Government Unit of Polangui, Albay, Philippines

An Analysis of Communication Skills and Human Relations

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ABSTRACT

This study aimed to determine the workplace challenges faced by employees of the Local Government Units (LGUs) of Polangui, Albay, Philippines, specifically in the areas of communication skills and human relations. The study utilized a descriptive-quantitative research design and employed a chi-square test to assess the association between respondents' demographic profiles and their communication and interpersonal skills. Results indicated that most profile variables, such as age, sex, employment status, management level, office assignment, and seminar attendance, had no significant influence on communication skills or human relations. However, highest educational attainment and eligibility status showed a statistically significant relationship with both communication skills ($p < 0.05$) and human relations ($p < 0.05$), suggesting that higher education and certifications positively impact workplace competencies. These findings support previous literature indicating that formal education and professional qualifications play a crucial role in developing effective communication and interpersonal interactions in professional settings. The results also imply the need for continued capacity building and targeted training programs for LGU personnel to enhance workplace effectiveness.

Keywords
Communication Skills
Human Relations
Local Government Unit
Professional Qualifications
Workplace Challenges

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Introduction

The public service sector is continually evolving in response to global trends such as rapid technological advancement, increasing demands for transparency, and dynamic socioeconomic conditions [1]. As observed by Zou [2], employees in the local government are confronted with multifaceted challenges, including bureaucratic inefficiencies and limited resources, which significantly hinder their ability to deliver effective and timely services to their constituents.

In the Philippine context, these challenges are particularly evident. LGUs often operate under stringent budget constraints and insufficient manpower, which makes it difficult to meet the growing and diverse needs of the communities they serve [3]. Employees are frequently tasked with multiple responsibilities, leading to increased workloads and operational inefficiencies. Moreover, bureaucratic hurdles and political pressures often further complicate their roles, undermining their ability to act impartially and effectively.

Recognizing these issues, several legislative frameworks in the Philippines have emphasized the importance of continuous professional development for LGU personnel. The Local Government Code of 1991 (Republic Act No. 7160) mandates LGUs to deliver basic services and underscores that such responsibilities must be carried out by adequately trained and competent staff [4]. This legal mandate is further supported by initiatives from the Career Executive Service (CES) and the Civil Service Commission (CSC), which promote leadership training and regular capacity-building programs for LGU employees.

Polangui, a first-class municipality in the province of Albay, Bicol Region, is known for its rich cultural heritage and vibrant agricultural economy. Originating in the Spanish colonial era, Polangui has evolved into a progressive town that seeks to harmonize its agricultural roots with economic and governmental advancements. The Polangui LGU plays a pivotal role in implementing programs that foster community welfare, sustainable development, and good governance.

Despite these efforts, the LGU of Polangui is not exempt from the systemic issues that affect many public institutions. Specifically, challenges in communication skills, human relations, computer literacy, and work management continue to affect employee productivity and service delivery. Effective communication is vital in the public sector; however, language barriers and inadequate training often impair both internal and external interactions. Similarly, maintaining professionalism in interpersonal relationships within small communities can be particularly difficult, where personal and professional roles frequently overlap.

Moreover, digital transformation in governance remains limited by gaps in computer literacy. Many employees lack access to advanced ICT training, which restricts their capacity

to utilize modern tools essential for efficient governance. Coupled with this is the persistent issue of work overload and poor work management practices, which lead to stress and reduced operational efficiency.

To better understand and address these concerns, this study investigates the specific workplace challenges faced by employees of the LGU in Polangui, Albay. By identifying the key problem areas in communication, human relations, computer literacy, and work management, the research aims to propose a comprehensive action plan to improve employee performance and the overall effectiveness of public service delivery.

Literature Review

A comprehensive review of relevant literature and empirical studies has been undertaken to ground this research in established knowledge and frameworks. This section synthesizes studies related to key variables influencing employee performance and engagement in public sector settings, particularly within LGUs.

A. Age, Gender, and Management Level

Zacher and Rudolph [5] emphasized that age diversity in organizations provides a blend of innovative thinking from younger employees and institutional knowledge from older ones. However, without adequate training and alignment of management styles, age-related differences may result in workplace conflict. Rees ans Sheard [6] found mixed results regarding the impact of demographic factors such as age and sex on communication skills, revealing no significant effect in the context of the LGU in Polangui, Albay. This may suggest the effectiveness of standardized organizational practices that mitigate demographic discrepancies. Similarly, Tella and Mutula [7] noted that demographic factors like age and gender had limited influence on computer literacy when adequate training was available.

B. Educational Attainment

Educational attainment emerges as a critical determinant across various workplace competencies. Yoon and Lee [8] demonstrated a strong correlation between higher academic qualifications and improved problem-solving and general performance. In communication, Smith and Turner [9] found that individuals with higher educational backgrounds communicate more effectively due to their exposure to diverse ideas and formal training. Nguyen and Tran [10] linked higher education levels to enhanced computer literacy, while Rivaldo and Nabella [11] associated it with stronger work management capabilities. Garcia and Rodriguez [12] supported the claim that formal education enhances both cognitive and technical skills, thereby improving overall organizational outcomes.

C. Professional Eligibility and Certification

The significance of professional eligibility is echoed in multiple studies. Lim and Park [13] reported that civil service eligibility correlates strongly with job satisfaction and retention,

attributed to the stability it offers. Johnson et al. [14] found that certified individuals exhibit superior communication skills, a result attributed to the professional training required for certification. Similarly, Garcia and Smith [15] and Rodriguez and Nguyen [16] showed that eligibility is linked to enhanced computer literacy and work management, respectively. These findings affirm that certifications often entail structured learning modules that improve practical skills.

D. Employment Status

Harten and Cummings [17] explored the impact of employment status on organizational commitment, revealing that regular employees display higher levels of engagement and performance compared to contractual workers. The lack of job security among job order employees was cited as a key factor influencing productivity and retention. The authors recommend addressing employment disparities to improve overall workforce morale.

E. Organizational Structure and Management Levels

Laegreid and Christensen [18] highlighted the importance of proper organizational structure and clearly defined roles in enhancing departmental performance and employee morale in LGUs. Chen and Liu [19] emphasized the pivotal role of middle managers in aligning organizational goals with employee needs, stressing the importance of effective leadership and communication at various managerial levels.

F. Communication Skills

Communication competency remains a core workplace skill influenced by several factors. Bautista and Santos [20] identified public speaking anxiety and low self-confidence as common communication barriers in local government offices. Mindfulness practices, as reported by Fryer and Freeman [21], were found to enhance active listening and empathetic communication, particularly in high-stress settings. These findings support the notion that communication skills can be enhanced through structured interventions, irrespective of demographic variables.

G. Human Relations

Human relations are integral to effective public service delivery. Zhang and Kim [22] stressed that unresolved workplace conflicts negatively impact teamwork and productivity, suggesting the need for proactive conflict management. Thomas and Hsu [23] linked work-life balance with employee performance and retention, advocating for supportive policies. Moreover, Abed et al. [24] affirmed that professionally certified employees often possess superior interpersonal competencies, supporting the observed positive link between eligibility and human relations.

H. Computer Literacy

Jansen and Cooper [25] noted that inadequate IT support impedes employee productivity. Mitchell and Harper [26] suggested that basic troubleshooting skills among staff reduce reliance on IT teams, thereby minimizing downtime. Educational attainment, as discussed by Nguyen and Tran [10], positively correlates with digital literacy due to exposure to formal technology instruction. These findings collectively support the assertion that computer literacy is less dependent on age or gender and more strongly linked to education and training access.

I. Work Management

Effective work management is essential in ensuring efficient service delivery. Davis and Simpson [27] emphasized the importance of reliable technological infrastructure in maintaining productivity. Lee and Kim [28] revealed that heavy workloads negatively affect employee well-being and productivity, highlighting the need for strategic task management. Rodriguez and Nguyen [16] found that both educational attainment and professional certifications are critical in fostering strong organizational and planning skills. Moreover, Smith and Turner [9] confirmed that universal access to training is reducing skill disparities across demographic groups.

Materials and Methods

This chapter outlines the methodology used in the study, specifically describing the research design, respondents, data-gathering tools, and the statistical treatments applied to analyze the data. The primary aim of this study was to determine the workplace challenges encountered by employees of the Local Government Unit (LGU) of Polangui, Albay.

A. Research Design

The study adopted a **descriptive survey method** as its research design. This method is appropriate for collecting and analyzing data that describe current conditions without manipulating the variables. The researchers employed a structured questionnaire as the primary data collection instrument to assess the extent of workplace challenges faced by employees. The use of this method enabled the researchers to gather quantifiable information objectively, ensuring that respondents' perspectives were collected in a non-intrusive manner.

B. Respondents of the Study

The study involved a total of **110 employees** from various offices within the LGU Polangui, Albay. These respondents were purposively selected based on employment classification to ensure a representative distribution. The breakdown of respondents is shown in Table 1.

These employees served as the main sources of information regarding the workplace issues under investigation. The categories ensured diverse insights across employment types, contributing to a more holistic understanding of the organizational challenges.

Table 1. Distribution of Respondents by Employment Status

Employment Status	Frequency	Percentage (%)
Job Order	40	36.36%
Contract of Service	27	24.55%
Contractual	6	5.45%
Casual	2	1.82%
Regular	29	26.36%
Total	**110**	**100%**

C. Data Gathering Instruments and Procedures

The primary instrument used for data collection was a structured questionnaire composed of closed-ended questions. It was designed in two parts: Part I gathered the profile of the respondents, while Part II focused on the workplace challenges in the areas of communication skills, human relations, computer literacy, and work management. Respondents rated these items using a 4-point Likert scale, as shown in Table 2.

Table 2. Likert Scale Interpretation

Scale	Range	Verbal Interpretation
4	3.50–4.00	Highly Encountered
3	2.50–3.49	Encountered
2	1.50–2.49	Least Encountered
1	1.00–1.49	Not Encountered

The questionnaire was patterned from related literature and validated through a dry run involving 10 employees not included in the actual sample. Their feedback was used to revise unclear or ambiguous items. Before the actual distribution, researchers obtained permission from the LGU and coordinated with the Human Resource Management Office to access the official list of employees for efficient questionnaire administration. All 110 distributed questionnaires were successfully retrieved, ensuring a 100% response rate.

D. Statistical Treatment of Data

Several statistical tools were employed to analyze and interpret the collected data in this study. The Percentage Technique was used to determine the proportion of respondents according to their employment classification. This method allowed the researchers to understand the distribution of participants across different categories. To assess the overall extent of workplace challenges encountered by the respondents, the Weighted Mean was applied. This provided an average measure that reflected the intensity or frequency of challenges based on respondents' ratings. Furthermore, the Chi-Square Test was utilized to examine whether there were significant differences in workplace challenges when grouped according to various profile variables such as age, sex, educational attainment, eligibility, and employment status. This helped in identifying specific demographic or professional factors that might influence the perception of workplace challenges. Lastly, the Rank Order Method was used to rank the challenges based on their severity or frequency, thereby highlighting

which issues were most commonly or intensely experienced by the respondents. Collectively, these statistical techniques contributed to ensuring the reliability and validity of the study's findings and provided a strong analytical foundation for interpreting the data.

Results and Discussion

A. Personal Profile

Understanding the personal profile of respondents is essential in contextualizing their experiences and perceptions in the workplace. Demographic variables such as age and sex serve as significant factors that influence employee behavior, communication, productivity, and adaptability within organizational settings. This section outlines the demographic distribution of the 110 employees from selected offices in LGUs of Polangui, Albay, who participated in the study.

1. Age

Table 3 illustrates the age distribution of the respondents. A significant proportion (45.45%) of the employees belong to the 21–30 age group, followed by those aged 31–40 years (24.55%) and 41–50 years (17.27%). Smaller percentages are observed among those aged 51–60 years (9.09%), while the age groups below 20 and 60 years and above each constitute only 1.82% of the total respondents.

Table 3. Age Distribution of the Respondents

Age Group	Frequency	Percentage (%)	Rank
Below 20	2	1.82	5.5
21–30	50	45.45	1
31–40	27	24.55	2
41–50	19	17.27	3
51–60	10	9.09	4
60 and above	2	1.82	5.5
Total	**110**	**100**	

The data reveals that the workforce at LGU Polangui is predominantly composed of young adults, particularly those in the 21–30 age range. This suggests a potentially dynamic and adaptable labor force, characteristic of early-career professionals who may be more receptive to innovation and technological integration. Meanwhile, the 31–40 age bracket, which ranks second in size, likely includes mid-career employees occupying more senior or supervisory roles. The presence of older age groups such as 41–50 and 51–60 years indicates the availability of institutional memory and leadership experience. In contrast, the low representation from age groups below 20 and above 60 may indicate limited new entrants or near-retirement personnel.

The implications of this age distribution are twofold. On one hand, a younger workforce can enhance adaptability and openness to change; on the other, maintaining institutional continuity and mentorship from older employees remains crucial. Zacher and Rudolph [5]

emphasize that age diversity within organizations can significantly influence team performance, particularly when inclusivity and intergenerational collaboration are effectively managed.

2. Sex

Table 4 presents the sex distribution of respondents. Of the 110 participants, 72 (65.45%) are female and 38 (34.55%) are male, indicating a notable female majority in the LGU workforce.

Table 4. Sex Distribution of the Respondents

Sex	Frequency	Percentage (%)	Rank
Male	38	34.55	2
Female	72	65.45	1
Total	**110**	**100**	

The predominance of female employees within LGU Polangui reflects a broader national trend in the Philippines, where women increasingly occupy roles in local governance and public service, particularly in administrative functions. This demographic structure has implications for organizational communication and leadership dynamics. As suggested by Eagly and Carli (2019), women often bring collaborative and empathetic approaches to the workplace, which can foster teamwork and improve organizational climate.

However, the disproportionate representation of men may signal underlying trends in occupational choice or gender-based segmentation within the public sector. It also raises critical questions regarding gender equity in leadership positions. Despite the numerical dominance of female employees, women may continue to face structural barriers to advancement due to entrenched gender norms and limited access to mentorship and professional development opportunities. These findings underscore the importance of gender-sensitive policies and inclusive practices in fostering equitable workplace development.

B. Professional Profile of the Respondents

The professional profile of the respondents provides critical insights into their occupational backgrounds, highlighting variables such as appointment status, level of management, and other role-related attributes. These factors are essential in evaluating individual contributions, professional development trajectories, and the broader organizational dynamics within the Local Government Unit (LGU) of Polangui, Albay. The analysis of these professional characteristics informs the understanding of workplace performance, institutional capacity, and potential areas for strategic intervention.

1. Status of Appointment

Table 5 presents the distribution of respondents based on their appointment status. Among the 110 respondents, the largest proportion (41.82%) are classified as *Job Order* workers. This is followed by *Regular* employees (26.36%) and those under *Contract of Service* (24.55%). The remaining respondents include *Contractual* (5.45%) and *Casual* (1.82%) employees.

Table 5. Professional Profile of the Respondents in Terms of Status of Appointment

Appointment Status	Frequency	Percentage	Rank
Job Order	46	41.82%	1
Regular	29	26.36%	2
Contract of Service	27	24.55%	3
Contractual	6	5.45%	4
Casual	2	1.82%	5
Total	**110**	**100%**	

The data illustrates a workforce composition that heavily leans toward temporary or project-based employment arrangements. The predominance of Job Order personnel suggests a strategic preference for flexible labor to address short-term operational needs. While this provides administrative agility, it may also reflect budgetary constraints or limited positions available for permanent employment.

Regular employees, comprising just over a quarter of the workforce, are presumed to enjoy greater job security and access to organizational benefits. These individuals likely occupy roles that are central to the continuity and institutional memory of the LGU. Meanwhile, Contract of Service workers (24.55%) are indicative of defined-term employment arrangements tied to specific tasks or deliverables.

The minimal presence of Contractual and Casual employees suggests a reduced reliance on these employment categories, potentially signaling a preference for more structured contractual agreements or established positions. Nadežda et al. [29] underscore the influence of employment status on engagement and performance in public service. Their study affirms that regular employees tend to exhibit higher levels of motivation, loyalty, and productivity due to the stability and developmental opportunities associated with permanent roles. Conversely, temporary employees, including those under Job Order and Contract of Service, may face challenges such as limited advancement prospects, lower morale, and weaker organizational commitment. To mitigate these disparities, the LGU could benefit from investing in structured support mechanisms—such as mentorship, skills training, and performance-based pathways for promotion—to enhance job satisfaction and productivity across all employment categories.

2. Level of Management

Table 6 delineates the respondents according to their level of management. Of the 110 personnel surveyed, 50.91% belong to Low-level management, 40.91% to Middle management, and only 8.18% to Top management.

Table 6. Professional Profile of the Respondents in Terms of Level of Management

Level of Management	Frequency	Percentage	Rank
Low	56	50.91%	1
Middle	45	40.91%	2
Top	9	8.18%	3
Total	**110**	**100%**	

The dominance of Low-level management suggests that the LGU's workforce is heavily concentrated in operational and service delivery functions. These personnel are primarily responsible for executing directives, managing daily administrative activities, and interfacing directly with the public. The significant proportion of Middle management indicates a robust intermediary layer that ensures the translation of policy into actionable programs and facilitates organizational coherence.

However, the limited representation of Top management (8.18%) may pose challenges related to strategic oversight, long-term planning, and organizational innovation. A lean top-tier leadership structure can hinder high-level decision-making capacity and delay responses to systemic issues requiring executive attention.

Chen and Liu [19] argue that organizational effectiveness is largely contingent on the quality of communication and support across management levels. Their findings emphasize that low-level managers demonstrate higher performance when middle-level supervisors provide clear direction, consistent feedback, and resource support. In the context of the LGU, this dynamic is crucial given the large number of employees at the lower echelons of the management structure.

Moreover, the comparatively small cadre of senior leaders suggests a need for targeted leadership development and succession planning initiatives. Without such mechanisms, the LGU risks facing leadership bottlenecks and may struggle to respond effectively to evolving governance challenges. Expanding the leadership pipeline through capacity-building efforts, strategic mentoring, and performance-based promotion systems could enhance institutional resilience and adaptability.

In summary, the distribution of professional roles within the LGU reflects a workforce grounded in operational delivery but constrained by limitations in leadership representation and employment stability. Addressing these structural imbalances through targeted human resource strategies will be instrumental in enhancing organizational effectiveness, employee satisfaction, and long-term public service outcomes.

3. Office or Department Assigned

Table 7 presents the distribution of respondents based on their respective office or department assignments within the Local Government Unit (LGU) of Polangui, Albay. The data reveals that the largest group of respondents (30%) is assigned to the Mayor's Office, highlighting its pivotal role in public administration. Other significant departments include the Municipal Treasurer's Office, which accounts for 24.55% of respondents, and the Human Resources Management Office, comprising 18.18%. Smaller proportions are found in the Municipal Civil Registry Office (15.45%) and the Department of the Interior and Local Government (DILG), which represents 11.82%.

Table 7. Professional Profile of the Respondents in terms of Office/Department Assigned

Office/Department Assigned	Frequency	Percentage	Rank
Mayor's Office	33	30.00%	1
Human Resources Management Office	20	18.18%	3
Municipal Treasurer's Office	27	24.55%	2
DILG	13	11.82%	5
Municipal Civil Registry Office	17	15.45%	4
Total	**110**	**100%**	

The high concentration of employees in the Mayor's Office underscores its central role in executing governance functions, implementing policies, and coordinating service delivery across the LGU. This office likely serves as the administrative and strategic nerve center of the municipality, managing operations that directly impact constituents. Similarly, the significant presence in the Municipal Treasurer's Office reflects the critical function of financial management, including budgeting, revenue collection, and fiscal accountability. These responsibilities are vital for maintaining financial integrity and supporting sustainable governance.

The Human Resources Management Office, with 18.18% of the respondents, appears to be well-resourced, suggesting a deliberate effort by the LGU to prioritize personnel management, staff development, and workplace efficiency. An effective HR department is essential for cultivating a motivated workforce and ensuring the continuous improvement of organizational competencies.

Meanwhile, the Municipal Civil Registry Office and the DILG, although representing smaller segments of the workforce, play specialized yet indispensable roles. The former is responsible for maintaining vital civil records such as births, marriages, and deaths, which are foundational to identity documentation and civic administration. The latter ensures compliance with national directives, facilitates capacity-building for local officials, and strengthens governance practices through technical assistance.

Laegreid and Christensen [18] emphasized that organizational efficiency in local governments is closely tied to clear departmental roles and adequate staffing. Their

findings suggest that when departments are well-defined and appropriately resourced, service delivery and employee performance improve significantly. The current staffing distribution in the LGU of Polangui reflects a structurally sound allocation of human resources aligned with functional priorities. Departments with broader mandates, such as the Mayor's Office and Municipal Treasurer's Office, are staffed accordingly, while those with specialized functions maintain lean but focused personnel structures.

To sustain and improve public service delivery, it is essential that the LGU continuously evaluates departmental workloads and adjusts staffing to match operational demands. Aligning human resource deployment with the strategic goals of each office ensures efficiency, enhances service quality, and promotes organizational resilience.

C. Workplace Challenges Encountered by Employees

This section explores the various workplace challenges experienced by employees of the Local Government Unit (LGU) of Polangui, Albay. It focuses on factors that affect employee performance, job satisfaction, and engagement, specifically in the areas of communication, human relations, computer literacy, and work management. By identifying and analyzing these issues, the study seeks to uncover the underlying causes of workplace inefficiencies and to propose strategies for improving organizational performance and employee well-being.

1. Communication Skills

Table 8 presents the challenges encountered by LGU employees in terms of communication skills. These challenges span verbal and written communication, both of which are essential for workplace efficiency and collaboration.

Table 8. Workplace Challenges Encountered by Employees in Communication Skills

Communication Challenge	Weighted Mean	Interpretation	Rank
Public Speaking	2.69	Encountered	1
Listening Skills	2.59	Encountered	2
Expressing Ideas Clearly	2.55	Encountered	3
Cross-Cultural Communication	2.53	Encountered	4
Written Communication	2.50	Encountered	5
Presentation Skills	2.48	Least Encountered	6
Grammar and Punctuation	2.47	Least Encountered	7
Technical Writing	2.44	Least Encountered	8
Proofreading and Editing	2.41	Least Encountered	9
Email Etiquette	2.23	Least Encountered	10
Average Weighted Mean	**2.50**	**Encountered**	

The data indicate that public speaking is the most commonly encountered challenge, with a weighted mean of 2.69. Employees report discomfort and difficulty when required to speak in public settings such as meetings or presentations, which may hinder effective participation and leadership. Listening skills are also a concern, as indicated by a weighted mean of 2.59. Poor active listening may lead to misunderstandings, reduced collaboration, and inefficient decision-making.

The prominence of these communication challenges suggests a need for targeted training in verbal communication and active listening. Public speaking anxiety, for example, can diminish employee confidence and engagement, while inadequate listening can disrupt the flow of information and impair teamwork. Bautista and Santos [20] found similar challenges in other local government offices across the Philippines, noting that fear of public speaking and low confidence levels adversely affect staff productivity and participation. Furthermore, Fryer and Freeman [21] demonstrated that mindfulness practices can significantly improve active listening and presence during communication. Their research supports incorporating mindfulness-based communication training to help employees stay focused, engaged, and responsive in professional interactions. Improving communication skills within the LGU would likely enhance service delivery, facilitate better interdepartmental coordination, and boost overall workplace morale.

Table 9 presents the association between the Communication Skills Indicators and the various profile variables of the respondents. The null hypothesis (Ho) posits that there is no significant difference in communication skills when respondents are grouped according to their respective profiles.

Table 9. Significant Difference between the workplace challenges encountered by the respondents when grouped according to profile in Communication Skills

Profile Variable	χ^2	P Value	Decision	Inference
Age	12.75	0.1740	Accept Ho	Not Significant
Sex	10.80	0.2897	Accept Ho	Not Significant
Status of Appointment	11.80	0.2251	Accept Ho	Not Significant
Level of Management	13.11	0.1577	Accept Ho	Not Significant
Office Assigned	14.67	0.1003	Accept Ho	Not Significant
Highest Educational Attainment	23.71	0.0048	Reject Ho	Significant
Eligibility	29.64	0.0005	Reject Ho	Significant
Seminars	13.21	0.1532	Accept Ho	Not Significant

The p-value serves as the basis for either accepting or rejecting the null hypothesis. A p-value less than 0.05 leads to the rejection of the null hypothesis, indicating a statistically significant difference.

These findings suggest that respondents with higher educational qualifications and formal eligibility credentials tend to demonstrate superior communication skills. This underscores the critical role of formal education and professional certification in shaping workplace communication competencies. This aligns with the findings of Smith & Turner [9], who concluded that individuals with higher educational backgrounds exhibit stronger communication skills, particularly in technical and professional environments. Education often exposes individuals to advanced concepts, structured communication training, and diverse perspectives, thereby enhancing their communicative proficiency.

Furthermore, Johnson et al. [14] emphasized the role of professional certifications in improving workplace competencies, including communication. They noted that certified individuals tend to have more refined communication skills, likely due to the training and discipline required during certification processes

Meanwhile, demographic variables such as age and sex showed no significant impact on communication skills in this study, which supports findings by Johnson et al. [14] who reported mixed results regarding these factors. This lack of variance may be attributed to standardized communication training and practices within LGUs of Polangui, Albay.

2. Human Relations

Table 10 summarizes the human relations challenges reported by employees within the LGU of Polangui, Albay. Although most challenges were rated as "Least Encountered," two items stood out: conflict resolution and work-life balance.

Table 10. Workplace Challenges Encountered by Employees in Human Relations

Human Relations Challenge	Weighted Mean	Interpretation	Rank
Conflict Resolution	2.46	Least Encountered	1
Work-Life Balance	2.40	Least Encountered	2
Team Collaboration	2.34	Least Encountered	3
Managing Emotions	2.32	Least Encountered	4
Participating in Team Initiatives	2.28	Least Encountered	5
Adapting to Organizational Culture	2.25	Least Encountered	6
Respect for Diversity	2.21	Least Encountered	7
Role Clarity	2.18	Least Encountered	8
Conflict Avoidance	2.10	Least Encountered	9
Average Weighted Mean	**2.26**	**Least Encountered**	

Although the average weighted mean of 2.26 suggests that human relations challenges are not widespread, conflict resolution (2.46) and work-life balance (2.40) remain the most prevalent concerns. Disagreements related to priorities, opinions, and work styles can negatively impact cooperation, especially in dynamic or high-pressure environments. Difficulties in balancing personal responsibilities with work commitments may result in employee burnout and decreased job satisfaction.

These findings are consistent with research by Thomas and Hsu [23], who emphasized the significance of work-life balance in improving employee retention and organizational productivity. Their study found that promoting flexible work arrangements and offering mental health support can significantly reduce stress and enhance employee engagement.

Despite being classified as “least encountered,” the persistence of conflict and work-life imbalance as top challenges warrants proactive strategies. Enhancing conflict resolution skills through training and mediation, alongside implementing policies that support employee well-being, can lead to improved interpersonal relations and a healthier work environment.

Table 11 examines the relationship between Human Relations Indicators and the respondents' profiles. As with the previous analysis, the null hypothesis states that there is no significant difference in human relations skills when respondents are grouped by profile variables.

Table 11. The relationship between Human Relations Indicators and the respondents' profiles

Profile Variable	χ^2	P Value	Decision	Inference
Age	14.63	0.1017	Accept Ho	Not Significant
Sex	10.28	0.3282	Accept Ho	Not Significant
Status of Appointment	11.58	0.2382	Accept Ho	Not Significant
Level of Management	9.25	0.4141	Accept Ho	Not Significant
Office Assigned	13.01	0.1620	Accept Ho	Not Significant
Highest Educational Attainment	23.22	0.0057	**Reject Ho**	**Significant**
Eligibility	26.63	0.0016	**Reject Ho**	**Significant**
Seminars Attended	12.23	0.2006	Accept Ho	Not Significant

As shown, the majority of demographic and professional profile variables (age, sex, status of appointment, level of management, office assignment, and seminar attendance) do not significantly impact human relations, with all p-values exceeding 0.05.

However, significant differences were found in relation to:

- Highest Educational Attainment ($\chi^2 = 23.22$, $p = 0.0057$)
- Eligibility ($\chi^2 = 26.63$, $p = 0.0016$)

These results indicate that individuals with higher educational attainment and formal eligibility tend to exhibit stronger human relations skills. This finding supports research by Garcia and Rodriguez [12], who noted that employees with higher levels of education generally perform better in workplace dynamics, particularly in interpersonal and team-based interactions.

As with communication skills, the absence of significant influence from variables such as age and sex on human relations supports the notion of standardized workplace practices. The results mirror the findings of Johnson et al. [14], who observed that workplace culture and training often play a greater role in shaping competencies than demographic characteristics.

Conclusion

The study concludes that communication skills and human relations among LGU employees in Polangui, Albay are not significantly affected by demographic characteristics such as age, sex, employment status, office assignment, or seminars attended. Instead, educational attainment and eligibility status emerged as the key differentiators. Employees with higher educational backgrounds and professional certifications demonstrated better communication and human relation competencies. These findings emphasize the

importance of continuous professional development and structured training to improve workplace performance and collaboration within local government institutions.

Conflict of Interest

The authors declare that there is no conflict of interest.

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