



## Awareness on Sustainable Development Goals and Employee Development Program Implementation: Basis for Enhancement Plan

**Joven O Maldo**

MBA Graduate School, City of Cabuyao, Laguna, Philippines

\* Corresponding Author: **Joven O Maldo**

---

### Article Info

**ISSN (Online):** 2582-7138

**Impact Factor (RSIF):** 8.04

**Volume:** 07

**Issue:** 03

**May-June 2026**

**Received:** 05-03-2026

**Accepted:** 03-04-2026

**Published:** 04-05-2026

**Page No:** 171-177

### Abstract

This study explored employees' awareness of selected Sustainable Development Goals (SDGs) and the implementation of employee development programs in an HMO based in Calamba, Laguna. Using a correlational research design, the study examined how awareness of SDGs relates to leadership development, training, mentoring, skills improvement, and employee engagement initiatives. Findings revealed high employee awareness of key SDGs—particularly those related to health, education, gender equality, decent work, and reduced inequalities—and a high level of implementation of development programs. A significant positive relationship was found between SDG awareness and the effectiveness of employee development initiatives. Based on these findings, the study proposed an enhancement plan to further strengthen human resource development practices aligned with sustainable development goals.

**DOI:** <https://doi.org/10.54660/IJMRGE.2026.7.3.171-177>

**Keywords:** Awareness, sustainable development goals (SDGs), employee development programs, level of implementation

---

### 1. Introduction

In today's global context, sustainability has become an essential requirement rather than a mere organizational aspiration, making the integration of the United Nations Sustainable Development Goals (SDGs) into corporate policies an urgent necessity. Modern organizations increasingly recognize that sustainable practices are fundamental to long-term success and development. Among the 17 SDGs, decent work and economic growth, quality education, and good health and well-being are particularly relevant to employee development, which plays a vital role in driving sustainable organizational change (United Nations, 2020) <sup>[1]</sup>.

This study focused on assessing employees' awareness of selected Sustainable Development Goals (SDGs) and the implementation of employee development programs in an HMO company in Calamba, Laguna, with emphasis on how these initiatives support sustainable organizational growth.

The findings of the study highlighted employees' levels of awareness of the Sustainable Development Goals (SDGs) and the extent of Employee Development Program (EDP) implementation, which served as the basis for proposing an enhancement plan to better integrate SDGs into employee development initiatives.

### 2. Methodology

#### 2.1. Research Design

The study used a descriptive-correlational quantitative research design to assess employees' awareness of the Sustainable Development Goals (SDGs) and examine the alignment of employee development programs with the United Nations' SDGs in Laguna, Philippines.

#### 2.2. Research Locale

The study was conducted in Calamba, Laguna, focusing on employees of an HMO company in the area. This location was selected to allow a focused examination of employee awareness and development practices within the organization, providing relevant insights aligned with the objectives of the study.



**Fig 1:** Map of Laguna Province, Philippines

**2.3. Population and Sampling**

The study employed a simple random sampling technique to select respondents from a population of 199 employees of an HMO company in Calamba, Laguna. Using this technique, employees were randomly chosen from various departments, ensuring that each member of the population had an equal chance of being selected and that the sample was representative of the organization

**2.4. Research Respondents**

The study assessed the levels of employees’ awareness of the Sustainable Development Goals (SDGs) and the implementation of the Employee Development Program (EDP) among 132 employees selected from a population of 199 in an HMO company in Calamba, Laguna.

**2.5. Research Instrumentation**

The study used a survey questionnaire developed by the researcher as the primary data-gathering instrument. The questionnaire was designed to assess employees’ awareness of the Sustainable Development Goals (SDGs) and the level of implementation of the Employee Development Program (EDP), and it underwent validation to ensure clarity, reliability, and relevance.

**2.6. Data Gathering Procedure**

The researcher used a questionnaire as the data-gathering instrument for the study. The questionnaires were distributed through Google Forms to randomly selected employees from various departments of the HMO company. After completion, the responses were collected by the researcher, tabulated, and submitted to a statistician for further data analysis.

**2.7. Ethical Consideration**

The researchers followed ethical guidelines, ensuring data privacy and participant confidentiality per the Data Privacy Act of 2012. Informed consent was obtained, and participants were fully aware of the study's purpose, risks, and benefits. They could withdraw at any time, with their autonomy respected throughout the process.

**3. Results and Discussion**

This section presents the study’s results in a clear and systematic manner through tables and relevant visual aids to provide a comprehensive overview of the findings. The results and discussion are organized into three major parts: (1) employees’ awareness of the Sustainable Development Goals (SDGs), (2) the implementation of the Employee Development Program (EDP), and (3) the Proposed Enhancement Plan formulated based on the study’s findings.

**Table 1:** Level of Awareness on SDG in terms of SDG 3 – Good Health and Well-Being

No.	Indicator	Weighted Mean	Verbal Interpretation
1	Goal number 3 in the SDGs aims to ensure good health and well-being for people of all ages.	3.09	High Level
2	The SDG 3 includes specific targets aimed at reducing maternal and child mortality rates.	2.95	High Level
3	The provision of universal access to essential health services is a fundamental objective of SDG 3.	3.04	High Level
4	The goals of SDG 3 encompass pandemic preparedness and the implementation of immunization programs.	3.04	High Level
5	The integration of workplace wellness programs is recognized as a contributing factor to the achievement of SDG 3.	3.12	High Level
General Assessment		3.05	High Level

**Legend:** 3.50 – 4.00 = Very High Level 2.50 – 3.49 = High Level 1.50 – 2.49 = Low Level 1.00 – 1.49 = Very Low Level of Awareness

Table 1 shows a high level of employee awareness of SDG 3 – Good Health and Well-being, with an overall mean of 3.05. Employees were most aware of the role of workplace wellness programs in achieving SDG 3 (WM = 3.12, High

Level), while awareness of maternal and child mortality targets ranked lowest (WM = 2.95), though still interpreted as High Level.

**Table 2:** Level of Awareness on SDG in terms of SDG 4 – Quality Education

No.	Indicator	Weighted Mean	Verbal Interpretation
1	SDG 4 stresses the significance of quality education that is inclusive and equitable for all people, regardless of their age group.	3.08	High Level
2	The concept of lifelong learning is recognized as a fundamental component of SDG 4.	3.05	High Level
3	The elimination of gender disparities in access to education is a key objective of SDG 4.	3.04	High Level
4	The provision of quality education is acknowledged as a critical factor in reducing poverty and promoting sustainable development.	3.13	High Level
5	The promotion of skills development for employment and entrepreneurship is a central focus of SDG 4.	3.04	High Level
	General Assessment	3.07	High Level

**Legend:** 3.50 – 4.00 = Very High Level 2.50 – 3.49 = High Level 1.50 – 2.49 = Low Level 1.00 – 1.49 = Very Low Level of Awareness

Table 2 reveals that employees exhibit a high level of awareness of SDG 4 – Quality Education, as reflected by an overall weighted mean of 3.07.

The highest level of awareness pertains to recognizing quality education as a vital contributor to poverty reduction and

sustainable development (WM = 3.13). Although awareness of eliminating gender disparities in educational access registered the lowest weighted mean (3.04), it remains within the high interpretation, indicating consistently strong awareness across all indicators.

**Table 3:** Level of Awareness on SDG in terms of SDG 5 – Gender Equality

No.	Indicator	Weighted Mean	Verbal Interpretation
1	Sustainable Development Goal (SDG) 5 aims to eliminate all forms of gender-based discrimination.	3.15	High Level
2	SDG 5 promotes equal access to leadership positions and decision-making roles for all genders.	3.20	High Level
3	Prevention of gender-based violence is identified as a key target under SDG 5.	3.10	High Level
4	The principle of equal pay for equal work is strongly advocated by SDG 5.	3.11	High Level
5	Integration of gender equality into organizational policies is essential to achieving the objectives of SDG 5.	3.14	High Level
	General Assessment	3.14	High Level

**Legend:** 3.50 – 4.00 = Very High Level 2.50 – 3.49 = High Level 1.50 – 2.49 = Low Level 1.00 – 1.49 = Very Low Level of Awareness

Table 3 shows that employees demonstrate a high level of awareness of SDG 5 – Gender Equality, with an overall weighted mean of 3.14. The highest awareness is observed in recognizing the promotion of equal access to leadership and decision-making roles for all genders (WM = 3.20). Although

the prevention of gender-based violence obtained the lowest weighted mean (3.10), it remains within the high interpretation, reflecting consistently strong awareness across all indicators.

**Table 4:** Level of Awareness on SDG in terms of SDG 8 – Decent Work and Economic Growth

No.	Indicator	Weighted Mean	Verbal Interpretation
1	The Sustainable Development Goal (SDG) 8 promotes productive employment and decent work for all individuals.	3.09	High Level
2	The assurance of safe and secure working conditions is a key objective under SDG 8.	3.09	High Level
3	The pursuit of sustained economic growth and innovation is essential to achieving the goals of SDG 8.	3.08	High Level
4	The creation of employment opportunities is recognized as a significant contributor to poverty reduction under SDG 8.	3.05	High Level
5	The protection of labor rights and the promotion of fair wages are fundamental aspects of SDG 8.	3.08	High Level
	General Assessment	3.08	High Level

**Legend:** 3.50 – 4.00 = Very High Level 2.50 – 3.49 = High Level 1.50 – 2.49 = Low Level 1.00 – 1.49 = Very Low Level of Awareness

Table 4 indicates that employees exhibit a high level of awareness of SDG 8 – Decent Work and Economic Growth, with an overall weighted mean of 3.08. The highest awareness is observed in recognizing the promotion of productive employment and decent work for all, as well as the importance of safe and secure working

conditions (WM = 3.09). Although awareness of employment creation as a contributor to poverty reduction recorded the lowest weighted mean (3.05), it remains within the high interpretation, indicating consistently strong awareness across all indicators.

**Table 5:** Level of Awareness on SDG in terms of SDG 10 – Reduced Inequalities

No.	Indicator	Weighted Mean	Verbal Interpretation
1	The Sustainable Development Goal (SDG) 10 aims to reduce income and social inequalities within and among countries.	3.01	High Level
2	The implementation of inclusive policies plays a vital role in minimizing marginalization and discrimination.	3.07	High Level
3	The establishment of social protection programs significantly contributes to the reduction of inequality.	3.02	High Level
4	SDG 10 promotes equal opportunities for all individuals, regardless of their background or status.	3.05	High Level
5	The formulation and application of economic policies have a direct impact on addressing inequality in the workplace.	3.09	High Level
	General Assessment	3.05	High Level

**Legend:** 3.50 – 4.00 = Very High Level 2.50 – 3.49 = High Level 1.50 – 2.49 = Low Level 1.00 – 1.49 = Very Low Level of Awareness

Table 5 indicates that employees possess a high level of awareness of SDG 10 – Reduced Inequalities, as shown by an overall weighted mean of 3.05. The highest awareness is observed in recognizing the role of economic policies in addressing workplace inequality (WM = 3.09). Although

awareness of SDG 10's aim to reduce income and social inequalities within and among countries registered the lowest weighted mean (3.01), it remains within the high interpretation, reflecting consistently strong awareness across all indicators.

**Table 6:** Level of EDP Implementation in terms of Leadership Development

No.	Indicator	Weighted Mean	Verbal Interpretation
1	Leadership development programs are offered regularly in the organization	3.17	Highly Implemented
2	Managers are provided with training to improve leadership competencies	3.23	Highly Implemented
3	There are structured leadership succession plans in place	3.09	Highly Implemented
4	Emerging leaders are identified and nurtured for future roles	3.16	Highly Implemented
5	Leadership development is aligned with the organization's goals and values	3.14	Highly Implemented
	General Assessment	3.16	Highly Implemented

**Legend:** 3.50 – 4.00: Very Highly Implemented 2.50 – 3.49: Highly Implemented 1.50 – 2.49: Slightly Implemented 1.00 – 1.49: Not Implemented

Table 6 indicates that Employee Development Programs focusing on Leadership Development are highly implemented overall (WM = 3.16). Leadership training for managers emerged as the strongest indicator (WM = 3.23), reflecting strong organizational support. While structured

leadership succession planning scored the lowest (WM = 3.09), it still falls within the highly implemented level, suggesting consistent and effective implementation across all indicators.

**Table 7:** Level of EDP Implementation in terms of Mentoring and Coaching

No.	Indicator	Weighted Mean	Verbal Interpretation
1	The company implements formal mentoring programs for employee growth	3.13	Highly Implemented
2	Employees are given opportunities to be coached by experienced mentors	3.20	Highly Implemented
3	Mentorship is used to support employees' career development	3.14	Highly Implemented
4	Supervisors regularly provide coaching on performance improvement	3.13	Highly Implemented
5	Coaching and mentoring outcomes are evaluated for effectiveness	3.14	Highly Implemented
	General Assessment	3.15	Highly Implemented

**Legend:** 3.50 – 4.00: Very Highly Implemented 2.50 – 3.49: Highly Implemented 1.50 – 2.49: Slightly Implemented 1.00 – 1.49: Not Implemented

Table 7 shows that Mentoring and Coaching under Employee Development Programs are highly implemented overall (WM = 3.15). Opportunities for employees to be coached by experienced mentors ranked highest (WM = 3.20). Although

formal mentoring programs and regular supervisory coaching scored the lowest (WM = 3.13), both remain highly implemented, indicating consistent support for employee development.

**Table 8:** Level of EDP Implementation in terms of Training and Education

No.	Indicator	Weighted Mean	Verbal Interpretation
1	Employees are provided with job-related training regularly	3.05	Highly Implemented
2	Educational programs are made available to support professional growth of every employee	3.10	Highly Implemented
3	Training needs assessments are conducted before program delivery	3.13	Highly Implemented
4	The training sessions are relevant and applicable to job functions	3.20	Highly Implemented
5	Employees receive some feedback or certification after completing training	3.24	Highly Implemented
	General Assessment	3.14	Highly Implemented

**Legend:** 3.50 – 4.00: Very Highly Implemented 2.50 – 3.49: Highly Implemented 1.50 – 2.49: Slightly Implemented 1.00 – 1.49: Not Implemented

Table 8 indicates that Employee Development Programs in terms of Training and Education are highly implemented, with an overall weighted mean of 3.14. The strongest indicator is the provision of feedback or certification after training completion (WM = 3.24), reflecting the

organization's emphasis on structured training initiatives. Although regular provision of job-related training obtained the lowest weighted mean (3.05), it remains within the highly implemented interpretation, indicating consistent implementation across all indicators.

**Table 9:** Level of EDP Implementation in terms of Skills Improvement

No.	Indicator	Weighted Mean	Verbal Interpretation
1	The company provides opportunities to enhance technical skills of every employee	3.14	Highly Implemented
2	Soft skills development (e.g., communication, teamwork) is prioritized	3.20	Highly Implemented
3	Every employee is encouraged to pursue skill-based certifications	3.13	Highly Implemented
4	Skills development is tied to career advancement opportunities of employees	3.13	Highly Implemented
5	Skills enhancement programs are tailored to individual job roles and descriptions	3.11	Highly Implemented
	General Assessment	3.14	Highly Implemented

**Legend:** 3.50 – 4.00: Very Highly Implemented 2.50 – 3.49: Highly Implemented 1.50 – 2.49: Slightly Implemented 1.00 – 1.49: Not Implemented

Table 9 indicates that Employee Development Programs in terms of Skills Improvement are highly implemented, with an overall weighted mean of 3.14. The strongest indicator is the prioritization of soft skills development such as communication and teamwork (WM

= 3.20). Although tailoring skills enhancement programs to individual job roles recorded the lowest weighted mean (3.11), it remains within the highly implemented interpretation, indicating consistent program implementation.

**Table 10:** Level of EDP Implementation in terms of Employee Engagement

No.	Indicator	Weighted Mean	Verbal Interpretation
1	Activities that promote teamwork and motivation are implemented regularly	3.31	Highly Implemented
2	Employees are always involved in every decision-making process	3.13	Highly Implemented
3	Recognition programs are in place to reward performance and contributions of workers	3.19	Highly Implemented
4	Open communication between management and staff is promoted	3.15	Highly Implemented
5	Engagement surveys or feedback systems are conducted and acted upon	3.20	Highly Implemented
	General Assessment	3.20	Highly Implemented

**Legend:** 3.50 – 4.00: Very Highly Implemented 2.50 – 3.49: Highly Implemented 1.50 – 2.49: Slightly Implemented 1.00 – 1.49: Not Implemented

Table 10 indicates that Employee Development Programs in terms of Employee Engagement are highly implemented, with an overall weighted mean of 3.20. The strongest indicator is the regular implementation of activities that foster teamwork and motivation (WM = 3.31). Although employee

involvement in decision-making processes recorded the lowest weighted mean (3.13), it remains within the highly implemented interpretation, indicating consistent program implementation.

**Table 11: Proposed Enhancement Plan**

ENHANCEMENT PLAN PROPOSAL						
For: Company JOM, a Health Maintenance Organization located in Calamba, Laguna						
Title: Enhancement Plan to Improve Awareness on Sustainable Development Goals and Employee Development Program Implementation and the Implementation of the Employee Development Program (EDP)						
<b>I. Objectives</b>						
1. Increase awareness of SDGs among employees.						
2. Create greater alignment between Employee Development Programs and Sustainable Development Goals.						
3. Increase employee involvement in sustainability programs and development programs.						
4. Achieve better health outcomes, education gains, equality, decent work, and inclusivity through organized initiatives.						
5. Enhance communications, monitoring, and evaluation with regards to SDGs and EDP.						
<b>II. Activities, Timeline, Person-In-Charge, Budgetary Requirements, and Success Indicator</b>						
<i>A. Sustainable Development Goals Initiatives</i>						
Key Result Areas	Objectives	Activities	Person In-Charge	Time Frame	Budgetary Requirements	Success Indicator
SDG 3 – Good Health and Well-being	To strengthen workplace health awareness	Conduct quarterly health seminars, mental health guides, local health partnerships	HR & Health Committee	Q1–Q4	₱90,000 annually (Seminar materials, facilitators, wellness kits, logistics)	80% participation
SDG 4 – Quality Education	To promote inclusive and equitable education	Develop SDG-focused training modules, workshops with educational institutions	L&D Team	Q3–Q4	₱100,000 annually (Training modules, educational partnerships, survey tools, rewards)	90% completion
SDG 5 – Gender Equality	To reinforce gender equality and violence prevention	Implement gender sensitivity training, inclusive policy review	HR & Compliance	Q1	₱150,000 annually (Workshop costs, communication platforms, policy review sessions)	90% positive feedback
SDG 8 – Decent Work and Economic Growth	To enhance employment creation and fair labor practices	Organize productivity seminars, safe working conditions, integrate SDG in EDP	HR & Operations	Q2	₱120,000 annually (Meals, wellness activities, facility upgrades, productivity tools)	Productivity metrics improve by 10%
SDG 10 – Reduced Inequalities	To promote diversity and inclusion	Launch diversity programs, inclusive policy campaigns	HR & Management	Q4	₱90,000 annually (Workshops, incentives, diversity campaign materials)	Improved diversity index
<i>B. Employee Development Programs Aligned with SDGs</i>						
Key Result Areas	Alignment with SDGs	Activities	Person In-Charge	Time Frame	Budgetary Requirements	Success Indicator
Leadership Development	SDG 4, SDG 8	Leadership training with sustainability focus, succession planning	HR & L&D	Q1–Q4	₱120,000 annually (Training materials, facilitators, logistics)	80% of identified leaders complete program
Mentoring and Coaching	SDG 5, SDG 10	Formal mentoring integrated with SDG principles	Department Heads	Continuous	₱100,000 annually (Incentives, survey tools, rewards)	70% of mentees achieve growth goals
Training and Education	SDG 4	Monthly SDG-related sessions and technical skills training	L&D Team	Monthly	₱90,000 annually (Workshop costs, communication platforms)	90% training completion
Skills Improvement	SDG 8	Specialized competency workshops aligned with SDGs	HR & Supervisors	Bi-Annual	₱90,000 annually (Meals, wellness activities, facility upgrades)	Skills assessment scores improve by 15%
Employee Engagement	SDG 3, SDG 10	Bi-annual engagement activities promoting SDG awareness	HR & Engagement Committee	Quarterly	₱150,000 annually (Training materials, speakers, safety kits)	Engagement score increases by 15%

**Table 12:**

Area	Description	Indicators of Success	Frequency	Responsible Unit
Expected Outcome 1	Increased employee awareness and understanding of SDGs	Higher awareness levels based on survey results	Annual	HR & L&D
Expected Outcome 2	Improved integration between EDP and SDGs	Alignment observed in training programs and policies	Annual	HR & Management
Expected Outcome 3	Enhanced employee participation in sustainability initiatives	Increased participation rates in SDG-related activities	Quarterly	HR & Engagement Committee
Expected Outcome 4	Strengthened monitoring and evaluation systems	Availability of regular reports and evaluation tools	Quarterly	HR & Compliance
Expected Outcome 5	Established sustainability-driven organizational culture	Positive changes in employee behavior and engagement	Annual	Top Management
Monitoring: Quarterly Reviews	Track implementation progress of SDG and EDP projects	Progress reports, KPI tracking	Quarterly	HR & Project Leads
Monitoring: Annual Report	Summarize results, budget utilization, and success indicators	Completed annual performance report	Annually	Management & Finance
Monitoring: Employee Feedback Surveys	Assess awareness, satisfaction, and participation	Survey results and feedback scores	Semi-Annual / Annual	HR Department

Table 11 presents the key findings on improving employee development and SDG awareness. It shows the need to include SDG topics in employee orientation, provide skills training that supports SDG values, and offer leadership and mentoring programs that promote ethics, responsibility, and sustainable development.

### 3. Discussion

Based on the data gathered from organizations in Calamba, Laguna, the proposed Enhancement Plan was developed in response to the observed gap between employees' awareness of the Sustainable Development Goals (SDGs) and their actual engagement through Employee Development Programs.

Previous studies indicate that increased SDG awareness does not necessarily translate into employee action (UNSSC, 2024), while empirical evidence at the organizational level—particularly in non-urban settings—remains limited (Uddin & Ahmed, 2024) <sup>[2]</sup>. This research addresses this gap by examining how SDG awareness among employees relates to the implementation of Employee Development Programs in local organizations.

The findings show that SDG concepts are not yet fully integrated into employee development activities, which limits their overall effectiveness. Using the results of the study, the enhancement plan provides a practical way to improve training programs by linking them with sustainability goals. This approach can help organizations in the area improve employee skills, increase engagement, and support long-term organizational and community sustainability.

### References

1. United Nations. Progress towards the Sustainable Development Goals: Report of the Secretary-General. 2020. Available from: <https://digitallibrary.un.org/record/3865828?v=pdf>
2. Uddin SF, Ahmed B. Exploring the importance of employee training and development in achieving sustainable development goals. Human Resource Journal. 2024. Available from: <https://www.humanresourcejournal.com/archives/2024/vol6issue1/PartB/6-1-27-795.pdf>
3. United Nations System Staff College. Tackling SDG awareness and action gaps: A challenge and an opportunity. 2024 Jul 19. Available from: <https://www.unssc.org/news-and-insights/blog/tackling-sdg-awareness-and-action-gaps-challenge-and-opportunity>

### How to Cite This Article

Maldo JO. Awareness on Sustainable Development Goals and Employee Development Program Implementation: Basis for Enhancement Plan. Int J Multidiscip Res Growth Eval. 2026 May–Jun;7(3):171–177. doi:10.54660/IJMRGE.2026.7.3.171-177.

### Creative Commons (CC) License

This is an open access journal, and articles are distributed under the terms of the Creative Commons Attribution-NonCommercial-ShareAlike 4.0 International (CC BY-NC-SA 4.0) License, which allows others to remix, tweak, and build upon the work non-commercially, as long as appropriate credit is given and the new creations are licensed under the identical terms.