

# Master's Degree Programs of Camarines Norte State College, Philippines: Impact on Its Graduates

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**Abstract-** *This research determined the impact of the master's degree programs offered in the Graduate School such as Master in Business Administration, Master in Public Administration, Master in Management majors in Human Resource Management and Educational Planning and Management on its graduates from 2009 to 2013. Descriptive-survey method supplemented by interview was employed to identify specifically the profile of the graduates of master's degree programs in terms of age, sex, civil status, level of appointment before and after taking the master's degree program, monthly income before and after taking the master's degree program, number of promotions after graduation, and years in service and the impact of the CNSC Graduate School's Master's Degree Programs along professional practice, career development; and employment. Results show that majority of the respondents are in the middle age from 31 -37 years old, married, mostly females, 6-10 years in service and have one promotion after they have graduated from their respective master's degrees. The level of appointment of the respondents has a positive movement from rank and file to supervisory and managerial levels positions. The Graduate School's Master's degree programs provided high impact on the graduates' professional practice, and on employment while average impact on career development.*

**Keywords-** *Master's Degree Programs, impact, graduates*

## INTRODUCTION

Graduate education is valuable both individually and socially. From individual viewpoint, graduate education is an integral stage of human capital accumulation, and usually it is a prerequisite to many desirable and prestigious professions with great economic rewards and high social status such as physician, professor, lawyer, and scientists [1]. Universities and industry have been collaborating for over a century, to ensure that foundations provided among Masters Graduates meet industry expectations [2].

By virtue of R.A. 7352, otherwise known as "The CNSC Charter", the Camarines Norte State College "shall primarily provide higher technological and professional instruction and training in the fields of economics, agriculture, health, engineering, education, management, finance, accounting, forest research and conservation, business and public administration as well as short-term technical and vocational courses. It shall also provide and promote research and extension service, advance studies such as courses leading to the

degree of Master of Arts in Educational Management, Master of Science in Fisheries, Master of Science in Agriculture, Master in Public Administration, Master in Management and such other courses as the Board of Regents may deem necessary." [3].

True to its mandate, under the dynamism of its leaders and their eagerness to promote the welfare of the community, the Camarines Norte State College established in SY 1997-1998 the CNSC Graduate School. [4]. In 1998, by virtue of the enabling new law under R.A. 8292, otherwise known as "the Higher Education Modernization Act of 1997", the new CNSC Board of Trustees passed a resolution approving the first advanced education program, the Master in Public Administration (MPA) [5]. In consonance with the Graduate School's aim to produce graduates who can respond to the needs of the community, the Board of Trustees passed another resolution to offer the Master in Management program majors in Human Resource Management and Educational Planning and Management, which took effect First Semester of SY 2003-2004. Subsequently,

the offering of the Master in Business Administration (MBA) was approved effective first semester of SY 2007-2008 [6]. The status of MBA program noted that all graduate school in Batangas City complied with the standards of the Commission on Higher Education (CHED) and that all universities are ready to face challenges of the global and economic forces [7]. The MBA has contributed to the graduate's professional advancement [8].

With these programs made available to community, the CNSC GS was able to produce the first batch of eight (8) graduates of Master in Public Administration (MPA) at the end of the second semester of SY 2000-2001. There were four (4) Master in Management (MM) graduates during SY 2007-2008 and one (1) from Master in Business Administration (MBA) during SY 2009-2010. The CNSC Graduate School, as of SY 2009-2010, has produced a total of 45 MPA, 21 MM, and 1 MBA graduates.

Managerial procedures and practices are said to be dynamic and in proportion with the fast changing environment of management, business and public administration in the country. As it is the main goal of the CNSC Graduate School to provide accessible and low-cost graduate education for baccalaureate graduates in the locality, it is also aimed at producing graduates who are responsive to the needs of the province and nearby regions, and developing critical thinkers and researchers in various field of specialization. Graduate education being the apex of the educational system plays a very important role in changing the landscape of national development through human resource development. It is imperative that higher education institutions that offer graduate programs should be more responsible in bringing about quality and excellence in their programs so that ultimately it would produce graduates who are relevant and responsive to the local and international standards. After all, it is the Commission of Higher Education's role as "A key leader and effective partner in transforming HEIs towards producing highly competent and productive professionals through dynamic excellent and client oriented services" [9].

Cognizant of these facts, motivated the researcher to find out whether the graduates of master's degree programs acquired sufficient knowledge beneficial in the performance of their work assignments and in introducing changes, strategies and procedures in their workplace and as well as determine if the degrees they

earned attract more career opportunities. The results of this study will guide the institution in establishing measures that will enhance teaching and learning processes toward obtaining quality education and developing competitive graduates. It is in this context that this study on the impact of the CNSC Graduate School's Master's Degree Programs on its Graduates was looked into.

#### OBJECTIVES OF THE STUDY

This research was conducted to determine the impact of the master's degree programs offered in the Graduate School such as Master in Business Administration, Master in Public Administration, Master in Management majors in Human Resource Management and Educational Planning and Management on its graduates from 2009 to 2013.

#### METHODS

This study covered the graduates of four programs such as Master in Business Administration (Thesis and Non-Thesis), Master in Public Administration, Master in Management majors in Human Resource Management and Educational Planning and Management from 2009 to 2013. The objectives of this study were appropriately answered by the use of descriptive-survey method of research. The survey questionnaire was formulated and subjected to dry-run to test the validity and reliability. Frequency and percentage were used to describe the profile of the respondents and weighted mean was utilized to determine the impact of the master's degree programs on its graduates. The total number of 63 graduates was divided to 21 for Master in Public Administration, 13 for Master in Business Administration, and 29 for Master in Management.

Table 1. Distribution of Respondents

Graduate Programs	Population	Respondents
Master in Public Administration	21	20
Master in Business Administration	13	11
Master in Management	29	27
<b>Total</b>	<b>63</b>	<b>58</b>

Primary data were gathered with the use of survey questionnaires which were personally handed to the respondents by the researcher if the former can be easily contacted or through postal- service mail. The

researcher did not rely on e-mail and social media such as Facebook, and others due to lack of reliable internet facility but with a little help from his friends, questionnaires were personally delivered to the respondents if he or she is living and working in distant places. The data gathered were validated using focus group discussion to three to five graduates per program. Triangulation method was also applied by asking information from the identified graduate per program, their employer and peer. Key informant method also, through direct information from the graduate student in relation to the problems raised in the study was used. Secondary data like list of the graduates and records of student's information were obtained from the CNSC Graduate School's Office.

In determining the impact of the masters' degree programs, the following rating scale was used: 5.00, Very High Impact (VHI), 3.00-4.99 High Impact (HI), 3.00-3.99 Average Impact (AI), 2.00-2.99 Low Impact (LI) and 1.00-1.99 Very Low Impact.

## RESULTS AND DISCUSSION

The specific variables used to determine the profile of the three sets of respondents, the graduates of Master in Public Administration (MPA), Master in Business Administration (MBA) and Master in Management (MM), include their age, sex, civil status, level of appointment before and after taking master's degree, monthly income before and after taking master's degree, number of promotions received after graduation and years in service. These data are shown in Tables 2 to 8.

### Profile of the Respondents

Table 2 shows the age profile of the 58 respondents from the different master's degree programs of Camarines Norte State College Graduate School. The data reveal that majority of the MPA respondents belonged to the group whose ages ranged from 31-37 constituted 9 or 45 percent while none or zero percent fell under the age bracket of 24-30. Out of the 11 MBA respondents, there are 4 respondents who are under the age bracket 38-44 with the highest percentage of 37 percent while there is only 1 or 9 percent under the age bracket of 31-37. However, MM has equal number of 10 respondents under the age brackets of 31-37 and 45 years old and above.

Generally, out of the total number of 58 respondents represented by the three programs, 20 respondents are under the age bracket of 31-37 which accounted for 9 MPA, 1 MBA and 10 MM with the

highest percentage of 34 percent while there are only 5 respondents under the age bracket of 24- 40 comprised of 3 MBA and 2 MM with the lowest percentage of 9 percent.

Table 2. Age Profile of the Respondents

AGE	MPA		MBA		MM		TOTAL	
	F	%	F	%	F	%	F	%
24 – 30	0	0	3	27	2	7	5	9
31 – 37	9	45	1	9	10	37	20	34
38 – 44	8	40	4	37	5	19	17	29
45 yrs. old & above	3	15	3	27	10	37	16	28
<b>TOTAL</b>	<b>20</b>	<b>100</b>	<b>11</b>	<b>100</b>	<b>27</b>	<b>100</b>	<b>58</b>	<b>100</b>

The data in the table indicate that people at the of age of 31 -37 are in the mid-career where the tendency is to continue to seek challenge, want to develop new skills and benefit from additional experiences that would further develop their competencies. The results also imply that majority of the employees of private and public organizations usually made their decision to pursue master's studies at such age since they see that professional competition and promotion is getting tough particularly to those who are aspiring for a higher post.

The respondents are composed of male and female whose distribution is presented in Table 3. The table indicates that for MPA program, 9 or 45 percent are male while 11 or 55 percent of them are female. The respondents for MBA composed of 4 or 36 percent male and 7 or 64 percent female while for MM, there are 2 or 7 percent male and 25 or 93 percent female respondents. Overall, 43 or 74 percent of the respondents are female while 15 or 26 are male.

Table 3. Sex Profile of the Respondents

SEX	MPA		MBA		MM		TOTAL	
	F	%	F	%	F	%	F	%
Male	9	45	4	36	2	7	15	26
Female	11	55	7	64	25	93	43	74
<b>Total</b>	<b>20</b>	<b>100</b>	<b>11</b>	<b>100</b>	<b>27</b>	<b>100</b>	<b>58</b>	<b>100</b>

It could be gleaned from the table that both men and women pursued advanced studies though it is evident that there are gender inequalities as female outnumbered the male. This implies that female dominate the male when it comes to master's degrees for aside from the recorded actual data that this group has the large number of graduates of master's degree programs, it is also thought that the role of women in society and gender roles nowadays have changed

significantly, making it more acceptable for women to have a career and also take care of a family.

The data about this profile is presented in Table 4. This table depicts that almost all MPA respondents are married which has 19 or 95 percent of the total number of 20 respondents while single constitutes 1 or 5 percent. On the MBA program, 10 or 91 percent of the respondents are married while 1 or 9 percent is single. Similar result is accounted for MM as there are 23 or 85 percent married respondents while 3 or 11 percent are single and 1 or 4 percent is widow. In general, majority of the respondents of the three programs are married which obtained a frequency of 52 or 90 percent.

Table 4. Civil Status of the Respondents

Civil Status	MPA		MBA		MM		TOTAL	
	F	%	F	%	F	%	F	%
Single	1	5	1	9	3	11	5	9
Married	19	95	10	91	23	85	52	90
Widow	0	0	0	0	1	4	1	1
Others	0	0	0	0	0	0	0	0
<b>Total</b>	<b>20</b>	<b>100</b>	<b>11</b>	<b>100</b>	<b>27</b>	<b>100</b>	<b>58</b>	<b>100</b>

The data show that majority of the respondents are married which imply that they are already responsible and have the capacity to understand and decide on whatever they think will give them professional growth and career change. It could also be observed that people at this stage give their best to their work if they see that their needs which are dictated by their responsibilities in their families and to other people around them will be satisfied. In the same manner, married individuals are usually on guard for possible career opportunities and willing to embrace challenges that will provide them best career advantage. It implies also that those who are not married yet or single respondents, regardless of their age bracket, are not attracted in pursuing their career considering that taking an advance education or a master's degree is an investment of time which, to most singles, is not their priority.

Table 5 shows the level of appointment of the graduates of master's degree programs of the CNSC Graduate School. The result shows the decrease in number of rank and file from 15 to 8 or from 75 percent to 40 percent for those who took MPA program, from 10 to 8 for MBA and from 25 to 23 for MM, which means some were promoted after their graduation or left the agency because they have found a greener pasture. The result also shows that there is an increase in the number of Managerial Level from 2 to 4 for MPA graduates, while there was none for both the MBA and MM graduates. It is however very glaring that the data shows that the number of Supervisory level has increase for all the programs, to wit: from 3 to 8 for MPA graduates, from 1 to 3 for MBA, and from 2 to 4 for MM graduates.

It implies that the master's degree programs are contributory to the promotions of the respondents to higher positions. It implies also that the respondents have increased their self-confidence in looking for jobs with higher pay or salary grade. The results depict that the graduates of MPA program were more attractive to promotions and have been given the opportunity to become managers as compared to MBA and MM programs which do not have any one graduate promoted to managerial position.

Table 6 shows the income level of the respondents on the three programs. It could be gleaned from the data that out of 58 total respondents, 21 of them or 36 percent are in the income bracket of 26,000 and above, while 14 or 24 percent of the graduates are receiving income amounting to 21,000 to 25,999, and 18 or 31 percent belong to income bracket of 16,000 to 20,999. It is however surprising to see that 5 or 9 percent of the respondents are still in the lower bracket which is from 11,000 to 15,999. It is however important to note that out of 58 respondents, there was a remarkable increase in the number of graduates who received above 26,000 which is from 9 to 21, from 5 to 14 for income bracket ranges from 21,000 to 25,999.

Table 5. Level of Appointment Before and After Taking the Master's Degree Program

Level	Before								After							
	MPA		MBA		MM		Total		MPA		MBA		MM		Total	
	f	%	f	%	F	%	F	%	F	%	F	%	F	%	f	%
Rank and File	15	75	10	91	25	93	50	74	8	40	8	72	23	85	39	67
Managerial Level	2	10	0	0	0	0	2	3	4	20	0	0	0	0	4	7
Supervisor Level	3	15	1	9	2	7	6	9	8	40	3	27	4	17	15	26
<b>Total</b>	<b>20</b>	<b>100</b>	<b>11</b>	<b>100</b>	<b>27</b>	<b>100</b>	<b>58</b>	<b>100</b>	<b>20</b>	<b>100</b>	<b>11</b>	<b>100</b>	<b>27</b>	<b>100</b>	<b>58</b>	<b>100</b>

Table 6. Monthly Income Before and After Taking the Master's Degree Program

Income Bracket	MPA		Before				Total		MPA		After				Total	
	f	%	F	%	F	%	F	%	F	%	F	%	F	%	F	%
4,999 & below	1	4	0	0	1	5	2	3	0	0	0	0	0	0	0	0
5,000 - 10,999	6	24	2	17	0	0	8	14	0	0	0	0	0	0	0	0
11,000 - 15,999	5	20	3	25	4	19	12	21	2	9	1	8	2	9	5	9
16,000 - 20,999	7	28	5	42	10	48	22	38	5	22	8	67	5	22	18	31
21,000 - 25,999	2	8	1	8	2	9	5	9	3	13	1	8	10	43	14	24
26,000 & above	4	16	1	8	4	19	9	15	13	56	2	17	6	26	21	36
<b>Total</b>	<b>20</b>	<b>100</b>	<b>11</b>	<b>100</b>	<b>27</b>	<b>100</b>	<b>58</b>	<b>100</b>	<b>20</b>	<b>100</b>	<b>11</b>	<b>100</b>	<b>27</b>	<b>100</b>	<b>58</b>	<b>100</b>

Complimentarily, the income bracket of 16,000 to 20,999 decreased from 22 to 18 and the income brackets 11,000 to 15,999 decreased from 12 to 5, income bracket of 5,000 to 10,999 decreased from 8 to 0, while the bracket 4,999 and below decreased from 2 to 0.

This indicates that the three programs have a high impact on the income or salaries of the respondents. Because, after finishing the degrees, none of the 58 respondents are receiving an income of below 11,000 pesos. In fact, 36 percent of them are already receiving above 26,000 pesos, an increase of number of graduates who received above 26,000 pesos remarkably jumped from 9 to 21 which imply a high impact result to the graduates of all programs.

Table 7 clearly depicts the number of promotions experienced by the respondents after graduation. Looking at the table, there are 11 respondents or 46 percent have been subjected to 1 promotion while 1 or 5 percent of the respondent has 5 promotions. Out of 11 MBA respondents, 5 of the respondents or 48 percent has 1 promotion while 1 or 9 percent of the respondent has 5 and 2 promotions. For MM respondents, 16 or 60 percent has 1 promotion while 2 or 7 percent has 3 promotions. Overall, the highest result which obtained 31 or 54 percent has 1 promotion while the least registered a frequency of 2 or 3 percent has 5 and 3 promotions.

Table 7. Number of Promotions after Graduation

Indicator	MPA		MBA		MM		TOTAL	
	F	%	F	%	F	%	F	%
0	3	15	4	36	9	33	17	30
1	11	55	5	46	16	60	31	54
2	5	25	1	9	0	0	6	10
3	0	0	0	0	2	7	2	3
4	0	0	0	0	0	0	0	0
5	1	5	1	9	0	0	2	3
<b>Total</b>	<b>20</b>	<b>100</b>	<b>11</b>	<b>100</b>	<b>27</b>	<b>96</b>	<b>58</b>	<b>100</b>

Seventy percent of the respondents on the different programs were promoted after they have graduated from their respective master's degrees. In this manner, it can be inferred that a holder of master's degree increased the chance of being promoted since the highest educational is one of the criteria in the selection for promotion. It is therefore implied that finishing the master's degree is vital in the government service. In the event that a higher position becomes vacant the master's degree holders have the "edge" in the competition. This means that in the promotion process those applicants or employees with master's degree will have to be far more likely to get the promotion because of the edge. This means also that in the Merit Selection Plan of the agency, master's degree is given more points far more than the baccalaureate degree [10]. This also implies that in a short period of five years, 2009-2013, the graduates were already benefited by the fact that 2 out of 58 respondents were lucky enough to have been promoted 5 times in a row, which means 1 promotion every year was given to these 2 employees.

There were, however, 17 out of 58, or 30 percent of the total respondents who did not have the chance of getting any single promotion which implies that, since the respondents are from different agencies, private and government, it must be considered that promotion depends on the availability of vacant position and the size of the organization. Compared to large agencies, small organizations, particularly private ones and government agencies in the municipalities and Barangays, have less number of employees and therefore have also less occurrence of vacancy. Promotion, therefore, can happen only when there is a position vacated, either as a result of retirement, resignation or transfer of employee to another agency. Promotion can also happen when there is a newly created position or when there is an approved staffing modification.

**Table 8. Years in Service**

Indicator	MPA		MBA		MM		TOTAL	
	F	%	F	%	F	%	F	%
Below 1 year	0	0	1	9	0	0	1	2
1 - 5 years	3	15	2	18	3	11	8	14
6 - 10 years	4	20	4	37	12	44	20	34
11 - 15 years	6	30	3	27	4	15	13	22
16 - 20 years	5	25	1	9	5	19	11	19
21 years and above	2	10	0	0	3	11	5	9
<b>Total</b>	<b>20</b>	<b>100</b>	<b>11</b>	<b>100</b>	<b>27</b>	<b>100</b>	<b>58</b>	<b>100</b>

Table 8 describes the number of years that the respondents show their skills and capability in their respective work. As indicated in the table, the highest result of 6 or 30 percent of the MPA respondents account for the year bracket of 11-15 years in service while the least is 2 or 10 percent which is under the year bracket of 21 years and above. Meanwhile, about 4 of the MBA respondents or 37 percent are 6 to 10 years in service while only 1 or 9 percent of the respondent belongs to year brackets of below 1 year and 16 to 20 years in service. On MM respondents, highest result of 12 or 44 percent belongs to 6 to 10 years in service while the lowest which is 3 or 11 percent belong to year brackets of 1 to 5 and 21 years and above in service. Out of the total of 58 respondents in all programs, 20 or 34 percent of them are in service for 6 to 10 years while only 1 or 2 percent belongs to below 1 year in service and 5 or 9 percent are in the service of more than 20 years.

The result indicates that their years of stay in the service determine the necessity to take up master's

degree if these respondents are still in the position that provides opportunity for a career movement. It can be gleaned from the result that the highest number of respondents belongs to the 6 to 10 years bracket due to the fact that these respondents are still in the middle age, the right time to pursue their advance education. Those who are in the bracket of 20 years in the service and above or 9 percent of the total respondents are already in the high positions or no longer young enough to have the desire to seek career advancement. More often, the eagerness of the employees to pursue their career with the purpose of getting promoted is very high not during their early years in the service but after 5 years or more in the service because during that time they have already acquired enough experience and knowledge about their job which are helpful in their discussions particularly in writing their thesis.

**Impact of Master's Degree Programs Along Professional Practice, Career Development and Employment**

The impact of the Graduate School Master's Degree Programs in terms of professional practice, career development and employment are presented in Tables 9 to 11.

Table 9 illustrates the impact of master's degree program along professional practice. It displays that MPA program obtained a high impact rating in all the nine indicators in which the highest weighted mean of 4.80 is on enhanced professional credibility while the lowest is on more job opportunity which obtained a weighted mean of 4.00 interpreted as average impact. Meanwhile, the indicator with the highest weighted mean for MBA program is applied knowledge on the job with a weighted mean of 4.21 while more job autonomy is the lowest which obtained a weighted mean of 3.71 interpreted as average impact.

**Table 9. Impact of Master's Degree Program along Professional Practice**

Indicators	MPA		MBA		MM		OVERALL	
	WM	I	WM	I	WM	I	WM	I
a.) Increased personal confidence	4.72	HI	4.14	HI	4.31	HI	4.39	HI
b.) More systematized work performance	4.40	HI	3.93	AI	4.15	HI	4.16	HI
c.) Academic knowledge applied on job	4.44	HI	4.21	HI	4.08	HI	4.24	HI
d.) Confidence is built in dealing with clienteles	4.60	HI	4.00	HI	3.92	AI	4.17	HI
e.) Enhanced professional and effective communication with co-workers and superior	4.44	HI	4.00	HI	4.23	HI	4.22	HI
f.) More job autonomy	4.00	HI	3.79	AI	4.00	HI	3.93	AI
g.) Enhanced professional credibility	4.80	HI	4.07	HI	4.31	HI	4.39	HI
<b>Average weighted mean</b>	<b>4.48</b>	<b>HI</b>	<b>4.02</b>	<b>HI</b>	<b>4.14</b>	<b>HI</b>	<b>4.21</b>	<b>HI</b>

However, the data in the table for MM show that increased personal confidence and enhanced professional credibility, both obtained the highest weighted mean of 4.31 which means high impact while the lowest weighted mean of 3.92 interpreted as average impact is on confidence is built in dealing with clienteles. Overall, the indicators pertaining to increased personal confidence and enhanced professional credibility obtained the highest weighted of mean of 4.39, however, more job autonomy obtained the lowest weighted mean of 3.93 interpreted as average impact.

The above result shows that graduates of all programs especially MPA have increased their self-confidence which implies that because of their being master's degree holders, it has developed in them trust or faith not only in their ability in work but also in dealing with clienteles. It also resulted to doing their work more systematic which more likely improved their work performance, which can be attributed to the fact that they are applying their knowledge acquired in the graduate studies. It is also very glaring that the respondents have enhanced their professionalism and became good communicators with their co-workers and superior. They, however, feel that they are given less autonomy in their job based on the results, particularly in the MBA program, although based on the round table discussions and interviews, their superiors have noticed the difference that after they have finished their master's degree they do not need constant supervision anymore but rather they are confident enough to do their work and to decide matters pertaining to their work in accordance with their best judgment. With the premises, the respondents' professional credibility is optimized. On the over-all, the graduate programs resulted to a high impact on the respondents Professional Practice.

Table 10 exhibits the impact of master's degree program along career development. The data in the

table show that more opportunities for growth and develop new competencies got the highest weighted mean of 4.04 or high impact while pursue doctorate program got the lowest weighted mean of 3.72 or average impact. Among the indicators for MBA program, the highest weighted mean of 4.21 interpreted as high impact belongs to more opportunities for growth meanwhile the lowest weighted mean of 3.64 interpreted as average impact belongs to pursue doctorate program. However, the data in the table for MM show that job flexibility has a high impact which obtained a weighted mean of 4.15 while pursue doctorate program obtained a weighted mean of 3.19 interpreted as average impact. All in all, more opportunities for growth got a weighted mean of 4.10 interpreted as high impact while pursue doctorate program obtained a weighted mean of 3.52 interpreted as average impact.

Career development is the lifelong process of managing learning, work, leisure, and transitions in order to move toward a personally determined and evolving preferred future [11]. In educational development, career development provides a person, often a student, and focus for selecting a career or subject to undertake in the future. The results shown in the above tables depict that the Master's Degree Programs provided high impact on the career development of the respondents in terms of creating more opportunities for growth as employees or workers and job flexibility which mean that because of the respondents' increased knowledge, administrative skills and leadership abilities, more opportunities for the betterment of their career will be available along the way. However, the results present the fact that most of the respondents are not any more interested in pursuing doctorate degree which imply that master's degrees like the MPA, MBA and MM are enough to provide them greater opportunities in their career development.

Table 10. Impact of Master's Degree Program along Career Development

Indicators	MPA		MBA		MM		OVERALL	
	WM	I	WM	I	WM	I	WM	I
Promotion to higher position	3.84	AI	4.00	HI	4.00	HI	3.95	AI
More opportunities for growth	4.04	HI	4.21	HI	4.04	HI	4.10	HI
Greater earning potential	3.92	AI	3.86	AI	3.85	AI	3.88	AI
Greater work responsibilities and challenges	3.76	AI	3.93	AI	4.00	HI	3.90	AI
Job flexibility	4.00	HI	3.93	AI	4.15	HI	4.03	HI
Pursue doctorate program	3.72	AI	3.64	AI	3.19	AI	3.52	AI
Develop new competencies	4.04	HI	3.79	AI	3.88	AI	3.90	AI
<b>Average weighted mean</b>	<b>3.90</b>	<b>AI</b>	<b>3.91</b>	<b>AI</b>	<b>3.87</b>	<b>AI</b>	<b>3.90</b>	<b>AI</b>

Table 11. Impact of Master's Degree Program along Employment

Indicators	MPA		MBA		MM		OVERALL	
	WM	I	WM	I	WM	I	WM	I
More competitive	4.32	HI	4.07	HI	3.96	AI	4.12	HI
More career options	4.08	HI	4.07	HI	3.81	AI	3.99	AI
Aid in changing career	4.04	HI	3.71	AI	3.81	AI	3.85	AI
Higher credential	4.32	HI	4.36	HI	4.00	HI	4.23	HI
Lower risk of unemployment	4.20	HI	4.14	HI	3.73	AI	4.02	HI
Average weighted mean	4.19	HI	4.07	HI	3.87	AI	4.04	HI

Table 11 shows the impact of master's degree program along employment. It exemplifies that all the indicators for MPA posted high impact results and the highest weighted mean of 4.32 is on the indicators more competitive and higher credential while the lowest is on aid in changing career which obtained a weighted mean of 4.04. The indicator pertains to higher credential for MBA obtained the highest weighted mean of 4.36 or high impact while more competitive and more career options got the lowest weighted mean of 4.07 or average impact. Under MM, higher credential obtained a weighted mean of 4.0 or high impact while lower risk of employment obtained a weighted mean of 3.73 or average impact. In summing up, higher credential which obtained the highest weighted mean of 4.23 or high impact, however, aid in changing career obtained the lowest weighted mean of 3.85 or average impact.

The result shows that, on the overall, the indicators that gave highest impact of the Graduate School's Master's Degree Programs is their higher credential. It is glaring that that the higher credentials of the respondents contributed as the highest impact rather than using them as aid in changing career. Therefore, the programs are helpful to the students in terms of employability to those who are seeking for better employment opportunity and as additional credentials to those who are employed, for their future.

#### CONCLUSIONS AND RECOMMENDATIONS

The Graduate School's Master's degree programs such as the Master in Business Administration

(MBA), Master in Public Administration (MPA) and Master in Management (MM) majors in Educational Management (EM) and Human Resource Management (HRM) provided high impact on the graduates' professional practice, and on employment while average impact on career development. These programs being offered in the Graduate School have to be revisited for the general purpose of comparing the curricula with that of other universities offering the same programs. These should be made more attractive to the clientele especially the MMEM if it would be re-designed to suit the needs of the prospective enrollees to appropriate program that would deal purely with Master in Education and Master in Human Resource Management. The MBA program should be enhanced in order to suit the industry needs in terms of managerial skills, capabilities and entrepreneurial ability of the graduates. The MBA Program must be designed in such a way that its very objective is to develop the managerial capability of the students who are engaged in business and most importantly to those who are connected with the private companies. The MPA program must be enhanced in such a way that the students will be trained in terms of leadership capability, policy analysis, administration and supervision.

Revision of curricular subjects must be given consideration to make it responsive to the present needs of the students and to provide very high impact in terms of professional practice and career development of the graduates. Further, an investigation on the academic factors that contribute to the graduates' skills and capabilities will provide results to enhance the impact of master's degree programs on the graduates.

Future research should employ test for differences between the profile of the respondents and their work performances as well as the differences on the impact of master's degree programs along professional practice, career development and employment.

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