TESDA Governance in the United Arab Emirates (UAE): Evaluating Job Requirement Congruency and its Impact on Salary Growth

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Abstract

This study examined the congruency between Technical Education and Skills Development Authority (TESDA) qualifications and job requirements in the United Arab Emirates (UAE), and determined how such alignment influences salary growth among TESDA-certified Overseas Filipino Workers (OFWs). It also aimed to develop a governance framework that can strengthen international recognition, qualification alignment, and economic mobility. Guided by New Public Governance, Institutionalism, and Policy Implementation theories, the study employed a quantitative-descriptive and correlational research design with a documentary analytical component. Using non-probability purposive sampling, data were collected through structured survey questionnaires from 150 TESDA-certified OFWs who were currently or previously employed in the UAE across construction, healthcare, hospitality, and technical services. Descriptive and inferential statistical analyses were used to assess qualification congruency and salary outcomes. Findings showed a high level of congruency between TESDA qualifications and UAE job requirements, with an overall mean of 4.15, while perceptions of salary growth after certification recorded an overall mean of 4.04. Pearson correlation analysis revealed a significant positive relationship between job-skills alignment and salary increases ($r = 0.63$, $p < 0.01$). Multiple regression analysis further showed that qualification congruency was the strongest predictor of salary growth, with the overall model explaining 51% of the variance in salary growth ($R^2 = 0.51$). The findings indicate that stronger alignment between TESDA-acquired competencies and UAE job requirements is associated with better salary outcomes, although inconsistent employer recognition and limited policy implementation constrain the full value of TESDA certification. The study therefore proposes a governance framework emphasizing curriculum internationalization, employer recognition, digital labor matching, monitoring and evaluation, and stronger international recognition mechanisms.

Keywords: Public Governance; TESDA Qualification Congruency; Salary Growth; Quantitative-Descriptive and Correlational Research; United Arab Emirates