



JOB SATISFACTION CONTRACT OF SERVICE WORKERS IN THE GOVERNMENT

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Abstract:

This study investigates and analyzes the increasing population of COS in the government and the level of satisfaction despite the lack of privileges and benefits of a regular employee. Quantitative data was gathered from the 267 respondents using a modified questionnaire that underwent a series of validity and reliability tests. The three major variables considered in determining the level of COS job satisfaction were compensation and benefits, workload, and support from management. The respondent's profile was grouped according to age, sex, average personal monthly income, civil status, highest educational attainment, length of service, and work category. The overall level of job satisfaction is high in terms of compensation and benefits, workload, and support from management. Still, a slight deviation due to the remarkably low rating surfaced in salary and benefits. The research found a significant difference in the level of job satisfaction based on compensation and benefits, workload, and support from management, except when grouped according to age, civil status, and length of service. This research recommends that concerned offices processing the salary create a comprehensive process flow, define clearly the deadlines for submission of the required documents, and ensure the timely release of the COS salaries.

Keywords: Satisfaction, contract of service, government, compensation and benefits, workload, support from management

Introduction:

Nature of the Problem

Hiring Contract of Service (COS) workers addresses the workforce shortage in National Government Agencies and Government-Owned or Controlled Corporations (GOCCs). These workers—individuals, firms, or organizations—are contracted to perform specific tasks for up to one year, with a possible renewal. In this dissertation, COS refers to individuals with specialized skills who work with minimal supervision, ensuring their tasks do not overlap with regular employees.

Consequently, COS workers do not have an employee-employer relationship with the agency, and their services are not considered government service. They also do not receive benefits such as the Personnel Economic Relief Allowance (PERA), Representation and Transportation Allowance (RATA), or bonuses. Commission governs COS contracts on Audit (COA) regulations, not Civil Service laws (CSC-COA-DBM Joint Circular No. 1, 2017). As of June 30, 2022, 642,077 government workers were employed under COS or job order agreements (Reyes, 2022). The rise in COS workers reflects the expansion of government programs and the shortage of permanent positions.

Montouri et al. (2022) wrote that job satisfaction contemplates the quality of life relating to social relationships, family connections, and perceived health status, which may significantly affect the individual's job performance, work absenteeism, and attrition, leading to severe psychological conditions. The existing situation of COS workers from the lens of compensation and benefits, work description and responsibilities, and the long-term plan and programs of the government remained unclear and unpromising. The fact that these workers are working full-time and most of the time fill in the supposed tasks of a regular employee deserves special attention. The nature of having no employee-employer relationship became the basis of the coverage of the compensation and other privileges the government may provide.

The researcher was a COS in January 2017, and only in January 2022 that the department employed her as a contractual employee. Contractual employees are temporary, yet the researcher is passionate and aims to land a regular position. Working in the government provides substantial learning, growth, and opportunities to exhibit the



individual's potential. The culture and ethics of the employees and being a full-pledged public servant are the factors considered to remain working for the government.

Current State of Knowledge

Emotions and feelings play an essential role in determining whether job satisfaction is favorable or unfavorable; it is a factor in why an employee decides to stay or leave the job. The author (Bourne, 2020) detailed the ingredients of job satisfaction. For Bragas et al. (2020), when job satisfaction is coupled with motivation and organizational commitment, it will produce effective and efficient employee performance. Employees who are happy and content with their roles in the organization are more likely to work with enthusiasm and dedication. In addition, employees are driven to work when they feel that their contribution to the organization is recognized, which makes them stay for years.

Flexible work arrangement (FWA) is the alternative mode of scheduling working days in a week, and it became prevalent during a pandemic to avoid disruption of services or, worse, closure of businesses. When an employee chooses a schedule to meet the demands of personal and career life, work-life balance is achieved. The study of Atobishi and Nosratabadi (2023) revealed that when management focused on providing strong priority in improving the work-life balance, it promoted job satisfaction of employees. A policy of making arrangements for technological support available during remote work increases employee satisfaction at work. Further, limited communication inversely affects the job satisfaction of employees working remotely. Communication is essential in providing information and instructions; thus, when compromised, it may cause misunderstandings and low-quality output.

Toropova et al. (2021) studied the relationship between job satisfaction, school working conditions, and teachers' characteristics in the grade eight teachers in mathematics in Sweden. The result showed that in school working conditions, the factors affecting the increase in job satisfaction were workload, cooperation, and disciplined students in school. The teacher characteristics showed significantly high job satisfaction in female teachers with training and development. Moreover, there was a distinct relationship between teacher and job satisfaction in male teachers, while those teachers with low self-efficacy were satisfied when the students were disciplined.

Creating a positive and supportive workplace is critical in enhancing employee well-being, job satisfaction, and performance (Liang, Y., Arca, E. M., & Bautista, M., 2024). Generally, factors affecting job satisfaction of either regular or contractual employees of government agencies are work status, salary, benefits, and incentives; however, other related literature contradicts these factors as they may find them insignificant in determining job satisfaction. An additional study on job satisfaction with a contract of service is suggested for a better understanding and to provide them with what they fairly deserve (Reyes, 2021).

Jae Won Choi (2021) conducted a study to create a human resource policy on irregular workers with less trustworthiness and job satisfaction. The results showed that irregular workers need good communication to increase job satisfaction and organizational commitment. It also indicates that job satisfaction intercedes with good organizational communication and commitment. Getting the correct information through good organizational communication made irregular workers confident and assured that their actions were within the organization's boundaries. Some may be qualified for the job, but the position is unavailable, or they may be overqualified. The research also showed that employees stayed longer in the company because of familiarity with their jobs, co-workers, and day-to-day operations. Employees are driven to work hard when their contributions are recognized and dissatisfied when there are no career growth and development opportunities.

Ahn et al. (2021) assessed the factors that caused burnout, workload, resources, and work engagement. The results indicate that burnout is directly related to workload and time pressure, while the resources are inversely related to burnout but positively related to work engagement. It is recommended that management provides an intervention plan to provide the necessary resources and re-evaluate the workload and deadlines to minimize employees' stress. Zwan, Hessels, and Burger (2020) wrote that freelancers' life satisfaction is similar to those of self-employed, employers, and wage workers, except that freelancers are significantly satisfied with their free time. Consequently, freelancers are less stressed at work than wage workers because they control the number of working hours. Freelancers have the benefits of enjoying the workplace because, most often, they are permitted to work from home and have a work-life balance. Regarding income satisfaction, wage workers showed higher satisfaction because of the uncertainty and riskiness of freelancing jobs.

Theoretical Underpinnings

Basumallick (2021) transcribed job satisfaction as an immeasurable indicator of an individual's positive emotional response toward his experiences with the present job, which varies from employee to employee. The Motivator-



Hygiene Theory (Herzberg, 1959) explains that job satisfaction and dissatisfaction are not contradictory but go differently.

It is a common perception that competitive salaries and privileges, as well as renowned and multinational companies, are among the main factors that would provide satisfaction to an employee. According to Herzberg's theory, employees with high and competitive remunerations leave the company because of burnout and unhappiness with the working environment. Few belong to the lowest rank receiving low compensation but opt to stay in the company because they are contented and pleased with the job. Self-fulfillment and self-worth can be manifested regardless of what role one may have in the organization. How an individual perceives his role and importance in the organization may be his deciding factor in staying in the company.

The increasing number of COS workers contemplated the insufficient required workforce to plan, organize, and implement the functions and mandates of the government. Recently, Pres. Ferdinand R. Marcos Jr. extended the services of COS and JO workers until December 31, 2025, and ordered all agencies to review the existing unfilled Plantilla positions (Esguerra, 2024). Undeterred by the substantial difference in the privileges and other benefits, COS workers prolong their involvement in the government. It only shows that compensation, benefits, and other privileges are the determinants of continuously working in the government. In this study, the researcher aimed to determine the level of job satisfaction of the COS workers in the government in the three areas and how it changed when compared to the variables.

Objectives

This study aimed to determine the level of job satisfaction of contract service workers in the government for the Calendar Year 2022-2023 as the basis for an intervention plan. Specifically, this study sought to answer the following questions: 1) the level of job satisfaction contract of service workers according to the area of compensation and benefits, workload, support from management; and 2) the significant difference in the level of job satisfaction of contract service workers when grouped and compared according to the abovementioned variables.

Methodology:

This section presents the research design, locale of the study, respondents, data gathering instrument, validity and reliability of the device, data gathering procedure, analytical schemes, and statistical tools.

Research Design

This research aimed to determine the level of job satisfaction of the contract of service workers in the government for the Calendar Year 2022 as a basis for an intervention plan. The researcher employed descriptive research in this study, which Christensen et al. (2015) defined as a type of research method that focuses on describing a phenomenon, event, or situation. It answers how, what, when, and where, except the why. Moreover, it aims to gather more information on particular characteristics within a specific field. Its purpose is to provide a picture of situations (Cristobal, 2017).

The descriptive research design helped determine the job satisfaction level of service workers' contracts in the government. First, descriptive research defines the characteristics of the respondents. It aids in understanding the respondents' attitudes, traits, and behavior to assess job satisfaction. Second, this quantitative method quantifies information in the statistical analysis of the population sample. Thus, it measures data trends. Based on the demographics of the respondents, the researcher determined the areas where the level of job satisfaction was prominent. Third, descriptive research was used to conduct a comparison. Thus, it helped the researcher understand the level of job satisfaction of the different groups of respondents compared to the areas of compensation and benefits, workload, and support from management. Lastly, descriptive research aids the analysis conducted at various periods to ascertain similarities or differences. Some repeated the studies based on the same conditions to draw trends.

Study Respondents

The respondents were gathered from the latest record of the Human Resource Division of the active contract of service workers in the head office as of October 15, 2022. From the total population of 863, 267 COS were selected as the respondents in this research. These workers were categorized accordingly based on the qualifications set by the agency, namely, utility/driver, administrative assistant, technical assistant, and senior technical assistant. The researcher used the convenience sampling technique due to the large number of populations, the confidentiality of the respondents' information subject to the Data Privacy Act, and the limitations of the number of respondents physically reporting to the agency because of the pandemic restrictions. The survey was conducted within ten (10)



days, and the percentage of the sample collected on that specific day was used to complete the required number of respondents.

Instruments

The study used a survey questionnaire modified from the study conducted by Mainit (2022) containing two parts: Part I deals with the profile of the respondents. Part II contains the line items that determine the level of job satisfaction with the service workers' contract in the government agency's head office. The three (3) areas considered in determining the level of job satisfaction of the COS workers were compensation and benefits, workload, and support from management. The researcher used Google Forms to disseminate the survey questionnaires to the respondents. A link was given to access and take the survey online. There were ten (10) questions each on job satisfaction, and the results were exported through MS Excel. The data gathering instrument was subjected to validity (4.63-excellent) and reliability (0.935-excellent). All of them were interpreted as worthy and good; respectively.

Data Gathering Procedure

The researcher drafted a set of questionnaires about the job satisfaction of government contract service workers. The questions were detailed and categorized according to areas of job satisfaction, namely, compensation and benefits, workload, and support from management. At the same time, the questions were reviewed and analyzed. Before the validation, the researcher secured approval from the Director of Planning Service before conducting the survey. While waiting for approval, the researcher coordinated and requested assistance from the Personnel Division in conducting the study. Upon validation of questionnaires by the three (3) jurors, the researcher used Google Forms to disseminate and collect the survey results. An initial survey of thirty (30) respondents was conducted to assess the instruments' reliability. The Cronbach's Alpha method determines the instrument's reliability index. The convenience sampling technique was applied in this research due to the large population of respondents, the confidentiality of the information, and the limited timeframe and availability of the respondents due to COVID-19 pandemic restrictions. Descriptive research was used to analyze the data in this study. The statistical tools used in this research were frequency, percentage, mean, and Mann-Whitney U Test.

Data Analysis and Statistical Treatment

Objective No. 1 employed descriptive-analytical scheme and mean to determine the respondents' job satisfaction level in compensation and benefits, workload, and support from management.

Objective No. 2 employed the comparative analytical scheme and the Mann-Whitney U test scheme to determine if there was a significant difference in the level of job satisfaction when respondents were grouped and compared according to the abovementioned variables.

Ethical Consideration

Ethical considerations are the guiding principles of the research designs and practice (Bhandari, 2018). Research activities deal with understanding real-life phenomena, examining behaviors, and improving the ways of living. It is essential to observe ethical considerations in research to protect the rights of the participants/respondents, boost research validity, and uphold scientific integrity. The first ethical consideration is confidentiality. Careful and diligent handling of personal information was employed during the conduct of service brought by the nature of the relationship of the government agency with the respondents. Most significantly, the survey took place under the jurisdiction of the government agency. The researcher hid any personal information of the participants. The information collected was handled and stored correctly to avoid a link to any other data of an individual. Secondly, given the nature of the relationship between the contract of service and the government agency, the respondents may choose to write their names or remain unnamed or anonymous. Personal information specifically identifiable to an individual was disclosed without consent and should be disposed of or kept correctly. Third, survey questions were carefully evaluated and ensured for the betterment of the service contract and the government agency. Any information or activity in this research that could harm any individual or institution was excluded and not performed. Fourth, the survey's purpose, benefits, and risks were disclosed and well-known to the respondents. The researcher secured the approval of the study from the authorized offices in the department before commencing the activity.

Results and Discussion

This section presents, analyzes, and interprets the data that were gathered consistent with its predetermined objectives.

Table 1



Level of Job Satisfaction of Contract of Government Service Workers in Compensation and Benefits

Area	Mean	Interpretation
A. Compensation and Benefits		
<i>As contractual workers, how frequently do you experience the following items in your job and workplace? (Bilang kontraktwal na manggagawa, gaano kadalas mo nararanasan ang mga ito sa iyong gawain at opisina)</i>		
1. I am compensated fairly. (Ako ay nabayaran nang patas.)	4.33	High Level
2. I work five (5) days a week. (Nagtatrabaho ako ng Limang (5) araw sa isang linggo.)	4.90	Very High Level
3. I work on an 8-hour shift every day. (Nagtatrabaho ako ng 8 oras na shift araw-araw.)	4.90	Very High Level
4. I am entitled to overtime pay and am compensated for overtime jobs during regular days, Saturdays, and Sundays. (Ako ay binabayaran ng overtime pay sa mga regular na araw, Sabado at Holidays.)	4.47	High Level
5. I receive my salary on time. (Natatanggap ko ang aking suweldo sa oras.)	2.41	Low Level
6. The department provides an annual orientation to all newly hired contractual workers. (Ang departamento ay nagbibigay ng taunang oryentasyon sa lahat ng bagong tanggap na kontraktwal na manggagawa.)	3.55	High Level
7. The department provides the necessary support during the pandemic. (Ang kagawaran ay nagbibigay ng kinakailangang suporta sa panahon ng pandemya.)	3.97	High Level
8. Questions on basic pay and other remunerations are well explained. (Mahusay na ipinaliwanag ang mga tanong sa suweldo at at iba pang kabayaran sa aking serbisyo.)	3.73	High Level
9. Guidelines on the on the hiring and renewal of contracts are clearly explained. (Ang mga alituntunin sa pagkuha at pag-renew ng mga kontrata ay malinaw na ipinaliwanag.)	3.99	High Level
10. As contractual workers, I take part on the activities given to regular employees of the department. (Bilang kontraktwal na manggagawa, ako naisasama sa mga aktibidad na para sa mga regular na empleyado nang kagawaran.)	3.84	High Level
Overall Mean	4.01	High Level

Table 1 shows the level of job satisfaction of contract service workers in compensation and benefits with an overall mean of 4.01, interpreted as a high level. Item number 2, "I work five (5) days a week", and item number 3, "I work on an 8-hour shift every day," both obtained the highest mean of 4.90, interpreted as a very high level. In contrast, item number 5, "I receive my salary on time," registered the lowest mean of 2.41, interpreted as a low level.

DepEd Office Order No. OSEC-2023-023 (2023) states that a COS worker shall observe the eight (8) hour workday and the forty (40) hours worked a week like a regular employee, consistent with the according to Article 83 of the Labor Code of the Philippines. The result also implies that the respondents are satisfied with the work hours in a week yet unsatisfied with the release of payment of salaries. If the problem of delayed payments persists, the COS may no longer be satisfied with the agency and may look for another job.

Consequently, this will have a more significant impact on the entire agency because of the non-compliance with the Anti-Red Tape Authority (ARTA) Law and provisions of the citizen's charter on the processing and payment of payroll and other obligations (DepEd Citizen's Charter Handbook, 2021).

The delay in the release of salary was caused by the lack of a clear and definite cut-off date for processing the submitted Daily Time Record (DTR). The agency does not employ a backed-up system; no one fills in to perform the task when the staff is assigned on leave or travel.

The findings agreed with the study (Katete et al., 2020) that teachers experiencing late and non-payment of salaries and benefits have detrimental effects on their teaching performance and delivery of quality education.

Consequently, this will have an enormous impact on the entire agency because of the non-compliance with the Anti-Red Tape Authority (ARTA) Law and provisions of the citizen's charter on the processing and payment of payroll and other obligations (DepEd Citizen's Charter Handbook, 2021).

Table 2

Level of Job Satisfaction Contract of Government Service Workers in Workload



Area	Mean	Interpretation
B. Workload		
<i>As contractual workers, how frequently do you experience the following items in your job and workplace? (Bilang kontraktwal na manggagawa, gaano kadalas mo nararanasan ang mga ito sa iyong gawain at opisina)</i>		
1. I feel that my workload is reasonable (Pakiramdam ko ay kaya kong mapamahalaan ang aking trabaho.)	4.41	High Level
2. My superior distributed evenly the task to the entire team. (Pantay-pantay na ipinamahagi ng aking superior ang gawain sa buong pangkat.)	4.17	High Level
3. I believe that my supervisor regularly reviews the employee's workload. (Naniniwala ako na regular na sinusuri ng aking superbisor ang workload ng mga empleyado.)	4.22	High Level
4. I feel that my workload didn't cause me stress over the year. (Hindi ko nararamdaman na ang aking trabaho ay nagdulot sa akin ng stress sa buong taon.)	3.55	High Level
5. I feel that I don't have an excessive workload. (Hindi ko nararamdaman na mayroon akong labis na trabaho.)	3.63	High Level
6. I feel that flexible working hours helps me plan my daily activities. (Pakiramdam ko ay nakakatulong sa akin ang flexible na oras ng pagtatrabaho na magplano ng aking mga pang-araw-araw na gawain.)	4.56	Very High Level
7. The department provided me with a work life balance. (Naipagkakaloob nang kagawaran ang balanseng personal na buhay at trabaho.)	3.90	High Level
8. My supervisor gives me the freedom to choose the system I want to complete my work. (Binibigyan ako ng ng kalayaan na pumili ng sistemang gusto ko upang tapusin ang aking trabaho.)	4.22	High Level
9. I feel that my supervisor communicates his expectations of my work. (Ipinapahayag ng aking superbisor ang kanyang mga inaasahan sa aking trabaho.)	4.33	High Level
10. I feel the support from the department regarding my workload (Nararamdaman ko ang suporta mula sa kagawaran patungkol sa aking trabaho.)	3.98	High Level
Overall Mean	4.10	High Level

As shown in Table 2, the level of job satisfaction of contract service workers in workload reveals that the overall mean is 4.10, interpreted as a high level. Item number 6, "I feel that flexible working hours helps me plan my daily activities, obtained the highest mean of 4.56, interpreted as a very high level, while item number 4, "I feel that my workload did not cause me stress over the year," listed the lowest mean of 3.55 interpreted as high level.

The department has issued DepEd Order No. 23 s. 2018, "Implementation of the Flexible Working Hours for the Non-teaching Personnel." the COS attained the balance of demands between work and career over personal life. This implies that the workers feel that the workload may cause them stress over the year when there is miscommunication or unclear instructions—misunderstandings and disagreements at work cause stress, which may affect the performance and satisfaction of employees.

The result of the study is consistent with the findings of Fitriyanto (2020), which state that workload when adequately communicated and distributed, encourages work-life balance for the individual and eliminates stress at work. In addition, the individual is allowed to create their working techniques. This will increase the level of job satisfaction and have a positive impact on the performance and delivery of outputs.

Table 3
Level of Job Satisfaction Contract of Government Service Workers in Support from Management

Area	Mean	Interpretation
C. Support from Management		
<i>As contractual workers, how frequently do you experience the following items in your job and workplace? (Bilang kontraktwal na manggagawa, gaano kadalas mo nararanasan ang mga ito sa iyong gawain at opisina)</i>		
1. The department provides me with adequate working facilities and equipment. (Naibibigay sa akin ng kagawaran ang sapat na mga pasilidad at kagamitan sa pagtatrabaho.)	4.01	High Level
2. I feel that the department promotes positive working environment. (Nararamdaman ko na ang kagawaran ay nagtataguyod ng positibong kapaligiran sa pagtatrabaho.)	4.09	High Level



3. The department ensures that respect is being observed in the workplace at all times. (Tinitiyak ng kagawaran na ang paggalang ay sinusunod sa lugar ng trabaho sa lahat ng oras.)	4.29	High Level
4. My supervisor regularly monitored my performance and feedback are clearly communicated. (Regular na minomonitor ang aking gawain at malinaw na ipinapaalam ang mga puna.)	4.24	High Level
5. The department provides different modes of open communication within the organization. (Ang kagawaran ay naglaan nang ibat ibang pamamaraan para sa bukas na komunikasyon para sa lahat.)	4.09	High Level
6. My supervisor acknowledges my contribution to the organization. (Kinikilala ng aking superbisor ang aking kontribusyon sa organisasyon.)	4.22	High Level
7. The department has made initiatives in providing the necessary privileges it could offer to the contractual workers. (Ang kagawaran ay gumawa ng mga hakbangin sa pagbibigay ng mga kinakailangang pribilehiyo na maiaalok nito sa mga kontraktwal na manggagawa.)	3.64	High Level
8. The policies and guidelines are clearly communicated to the employees. (Ang mga patakaran at alituntunin ay malinaw na ipinapaalam sa mga empleyado.)	3.94	High Level
9. The department puts a high value on their employees' satisfaction and well-being. (Ang kagawaran ay nagbibigay ng mataas na kahalagahan sa kapakanan ng kanilang mga empleyado.)	3.85	High Level
10. The department handled the complaints appropriately and provided measures to protect the welfare of the contractual workers. (Pinangangasiwaan ng kagawaran ang mga reklamo nang naaangkop at nagbigay ng mga hakbang upang protektahan ang kapakanan ng mga kontraktwal na manggagawa.)	3.67	High Level
Overall Mean	4.00	High Level

Table 3 presents the level of job satisfaction of contract service workers in support from management, indicating an overall mean of 4.00, interpreted as a high level. Item number 3, "The department ensures that respect is being observed in the workplace at all times," attained the highest mean of 4.29, interpreted as a high level, while item number 7, "The department has made initiatives in providing the necessary privileges it could offer to the contractual workers" registered the lowest mean score of 3.64 interpreted as high level.

This inferred that although COS are regular department employees, they are highly respected, unabused, and treated indifferently within the bureau, service, or division. Item no. 7 implies that COS felt indifference to the existing privileges they were receiving. Even though the government is aware of the significant difference, no definite actions have been taken. Based on the regular positions created by the Department of Budget and Management to be filled up, the agency remains unfilled but is provided with budget appropriations and allotment yearly.

The findings correlate with Nabilla et al. (2023), who wrote that organizational trust positively and significantly impacts employees' job satisfaction and performance by engaging in the company's activities. Employees' confidence in the mission, values, leadership, and management plans will promote more significant innovation and reduce work conflict and productivity.

Table 4
Difference in the Level of Job Satisfaction Contract of Government Service Workers in Compensation and Benefits

Variable	Category	N	Mean Rank	Kruskal Wallis H	Mann Whitney U	p-value	Sig. level	Interpretation
Age	Younger	155	122.91		6961.000	0.006	0.05	Significant
	Older	112	149.35					
Sex	Male	126	144.41		7571.000	0.037	0.05	Significant
	Female	141	124.7					
Civil Status	Single	169	126.37		6992.000	0.034	0.05	Significant
	Married	98	147.15					
Average Personal Monthly Income Highest	Lower	157	160.72		4440.500	0.000	0.05	Significant
	Higher	110	95.87					
	Lower	70	183.82		3407.500	0.000	0.05	Significant



Educational Attainment	Higher	197	116.30			
Length of Service	Shorter	198	127.34	5511.500	0.017	Significant
	Longer	69	153.12			
Work Category	Administrative Assistant I & II	68	144.66	62.774	0.000	Significant
	Technical Assistant I & II	105	110.15			
	Senior Technical Assistant I, II, III & IV	37	86.15			
	Utility or Driver	57	196.27			

Table 4 reveals the difference in the level of job satisfaction of contract service workers in compensation and benefits when grouped according to age, sex, civil status, average personal monthly income, highest educational attainment, length of service, and work category with computed p-value 0.006, 0.037, 0.034, 0.000, 0.000, 0.017, and 0.000 which are less than the level of significance 0.05.

Thus, the hypothesis stating no significant difference in the level of job satisfaction of contract of service workers in compensation and benefits when grouped according to the above variables is rejected. This suggests that all the variables identified and used in this study affect the level of job satisfaction of contract service workers in terms of compensation and benefits.

When the COS are grouped according to age, the older obtained a higher mean of 149.35 than the younger with a mean of 122.91. This implies that the younger group is more bothered by the delayed salary payments than the older group. The group of younger COS is those under 35 years' old who belong to the Millennial group, who, according to Ngotngamwong (2019), are the generations having a higher turnover rate of job attritions. Furthermore, the study indicates that the cited reasons for leaving the jobs under this generation include the need for higher compensation, no career growth opportunities, poor organizational culture, and the job itself.

On the other hand, according to sex, male respondents attained a higher mean of 144.41 against female respondents at 124.7. The male respondents believed that delayed payments of the salary have an impact on giving financial support to their family. His role is vital to ensure that everything the family needs and beyond the basics must be provided.

The study's findings are supported by an article by (Wilcox, 2015), which states that men who get married work harder and earn more money than single peers. Men are more motivated to increase their income by working long hours strategically and avoiding absenteeism and instances that will compromise the work.

When grouped according to civil status, married attained a higher mean of 147.15 over single with 126.37. Single respondents are more affected when payment of salaries is delayed than married respondents. It is a normal conception that married individuals are most likely to be affected. The result of this study can be related to (Bukhari et al. (2023), where single women face various social pressures. It was pointed out that these social, economic, and demographic factors caused the delayed marriage in women. Aside from her struggles, single women are also burdened by problems in the family. One typical instance is when an unmarried woman must provide financial support for her family and her siblings' education.

Meanwhile, when grouped according to average personal monthly income, the lower have a greater mean of 160.72 compared with the higher of 95.87. This implies that lower average income earners are motivated to work hard to get better payoff and receive respect and good treatment from the surrounding people. This result aligns with the study (Estacio, 2021), which states that a janitor's positive attitude leads to high-quality output, and efficient performance depends on the relationship with other employees. The feeling of belongingness, providing them with training that will improve their work ethics, rewards and incentives, and giving feedback on their performance boosts the values and morale of the janitors to work hard and perform at their best.

The respondents with lower and higher educational attainment attained a mean rank of 183.82 and 116.30, respectively, with a Mann-Whitney statistic result of 3407.500 and a p-value of 0.000. The hypothesis is rejected because the p-value is lower than the significance level equal to 0.05. This implies that COS with higher educational attainment tends to demand a more competitive remuneration and assured security of tenure. The services rendered are not considered government services. Thus, COS is not assured of retirement benefits. The interpretation is congruent with Parwez (2021), who emphasized that workers with a high educational background, lengthy and relevant work experience, and high skill are likelier to receive high and competitive compensation and benefits. Moreover, according to Riza et al. (2016), individuals who gain more experience relevant to the job tend



to transfer and work with organizations that offer higher pay because they are not pleased with the existing privileges and remunerations.

Furthermore, the shorter and longer lengths of service obtained a mean of 127.34 and 153.12, respectively, with a Mann-Whitney statistic result of 5511.500 and a p-value equivalent to 0.017. The p-value is lower than the significance level; therefore, the hypothesis is rejected. The result suggests that employees stay longer in the organization because they are acquainted and comfortable with the task and the working environment. It promotes effective and efficient performance because the employee understands and is proficient with the day-to-day responsibilities. The findings have the same interpretation as Baqi and Indradewa (2021), which revealed that when employee stay longer in the company, they are more familiarized with the operations, thus increasing their confidence toward work and positively affecting their job satisfaction.

Finally, the work category of the COS has obtained the following mean rank: utility or driver – 196.27, administrative assistant – 144.66, technical assistant – 110.15, and senior technical assistant – 86.15. The Mann-Whitney statistic rating is 62.774, while the p-value is equivalent to 0.000, which is lower than the significance level. Thus, the hypothesis is not accepted. This implies that those under the Utility/Driver category are the most satisfied among all the COS. This group is frequently allowed to render overtime work at a maximum of 50% of the monthly salary using the rates based on CSC guidelines applied to regular employees. Generally, COS may render overtime work based on the regular daily hours without premium. The department has established a reward framework that drives the COS to become more productive and efficient. The findings correlate with the study (Zaraket et al., 2017) of 250 blue-collar workers who are highly motivated to perform their jobs because the human resource management provided a decent financial rewards framework based on the current predominant rates. Such rewards increase the employees' execution level in their duty and the deciding factor to either stay or leave the organization.

Table 5
Difference in the Level of Job Satisfaction Contract of Government Service Workers in Workload

Variable	Category	N	Mean Rank	Kruskal Wallis H	Mann Whitney U	p-value	Sig. level	Interpretation
Age	Younger	155	127.32	27.928	6644.000	0.096	0.05	Not Significant
	Older	112	143.25					
Sex	Male	126	145.9	27.928	7384.000	0.017	0.05	Significant
	Female	141	123.37					
Civil Status	Single	169	126.34	27.928	6987.000	0.033	0.05	Significant
	Married	98	147.2					
Average Personal Monthly Income	Lower	157	152.52	27.928	5728.000	0.000	0.05	Significant
	Higher	110	107.57					
Highest Educational Attainment	Lower	70	160.64	27.928	5030.000	0.001	0.05	Significant
	Higher	197	124.53					
Length of Service	Shorter	198	134.71	27.928	6690.000	0.798	0.05	Not Significant
	Longer	69	131.96					
	Administrative Assistant I & II	68	155.36					
Work Category	Technical Assistant I & II	105	118.78	27.928		0.000	0.05	Significant
	Senior							
	Technical Assistant I, II, III & IV	37	93.01					
	Utility or Driver	57	163.16					

Table 5 discloses the difference in the level of job satisfaction of contract of service workers in workload when grouped according to sex, civil status, average personal monthly income, highest educational attainment, and work category with computed p-values 0.017, 0.033, 0.000, 0.001, and 0.000 which are less than the level of significance 0.05. Meanwhile, when grouped according to age and length of service, the computed p-values, 0.096 and 0.798, are higher than the significance level of 0.05.



The group, younger and older COS, attained a mean of 127.32 and 143.25, respectively, with a Mann-Whitney statistic result of 7644.000 and a p-value of 0.096. Therefore, the hypothesis is accepted. Thus, there is no significant difference in the level of job satisfaction when the COS is based on age and workload.

On the other hand, the male has a higher mean rating than the female, with 145.90 and 123.37, respectively. The Mann-Whitney result equals 7384.000 and has a p-value of 0.017, less than the significance level of 0.05. Thus, the hypothesis is rejected. This implies that when the respondents are grouped according to sex, the males are highly satisfied when the working hours are flexible, and the workload does not cause them to feel stressed over the year. The finding is congruent with the study (Ko et al., 2018), where male respondents positively correlate motivation for personal life, motivation for productivity, peer behavior, and career disadvantages when the management provides flexible work arrangements. Long work hours are predominant in Korean labor groups, where men are regarded as the family's breadwinners. In addition, as breadwinners, men are more productive at work than women, who usually leave work to focus on raising the children. FWA is more career advantageous to women because it is regarded as a welfare program of Korea for working women.

Meanwhile, when the respondents were classified according to civil status, married couples gained a higher mean of 147.20 than single couples, which was 126.34. The Mann-Whitney statistic result was 6987.00, and the p-value was equal to 0.033, which is lower than the level of significance of 0.05. Therefore, the hypothesis is rejected. It signifies that married workers are delighted when the management provides flexible working hours. The result of the study (Ruppanner et al., 2018) showed that married women have positive job satisfaction when companies offer flexible work to accommodate the competing demands of work and personal life. A working mom can raise children and attend to their needs. Thus, in a country where flexible work is substantial to an organization, working mothers would like to report to work at their desired hours.

When the COS is grouped and compared according to the average personal monthly income, lower attains a higher mean rank of 152.52 compared to a higher average personal monthly income of 107.57. The Mann-Whitney results showed a rating of 5728.00 and a p-value equal to 0.000, which is lower than the significance level of 0.05. Thus, the hypothesis is not accepted. This implies that CoS in the department with a lower average income earner has higher job satisfaction than those with a higher one. The lower APMI group takes advantage of the overtime given by the department. Further, they can render overtime using flexible working hours if they are within the required overtime hours and the guidelines' corresponding provisions. The result of the study is the outcome of Joint Circular no. 1 (COA-DBM, 2022), where the agencies are authorized to develop policies in instituting flexible work arrangements (FWA) to ensure efficient performance in delivering public service and protection of government employees, including the COS.

In addition, the lower and higher educational attainment of the COS obtained a mean rank of 160.64 and 124.53, respectively. The Mann-Whitney result is 5030.000, and the p-value is equivalent to 0.001. The significance level is higher than the p-value; thus, the hypothesis of this research is rejected. This denotes that groups with lower educational attainment felt their workload was reasonable compared to those with higher educational attainment, who were more satisfied with flexible working hours. The study indicates that those with lower API may have suitable skills and competence in the task assigned.

Meanwhile, those groups with HEI may have the minimum educational requirements but may not have the highly technical skills, causing them to feel that the workload is not entirely reasonable. The findings correlated with the study by Zuraida (2020), where employees whose educational background is not suitable for the assigned work experienced a higher workload and were believed to have low job satisfaction. Further, job satisfaction negatively correlates with employees' workload and inappropriate educational background. If an employee is unfamiliar with a task requiring specific knowledge or competence, the job would take much time to accomplish. In other words, workload does not only mean having too many tasks but also considering the capabilities of the person doing the job.

Moreover, when the COS is grouped and compared according to the length of service, the mean rank for shorter and longer periods is 134.71 and 131.96. The p-value equals 0.798, while the Mann-Whitney rating is 6690.000. The hypothesis of this research is accepted because the p-value is more significant than the significance level. It only indicates that the highest educational attainment has no impact on assessing the level of job satisfaction of the COS in terms of workload.

Finally, among the work categories, utility/driver earned the highest mean of 163.16, followed by administrative assistant-155.36, technical assistant-118.78, and senior technical assistant-93.01. The Mann-Whitney statistic result is 27.928, and the p-value is 0.000. The hypothesis of this research is rejected and interpreted as "significant" because the significance level is higher than the p-value. The outcome of the data gathering in workload, utility, or driver, which is the lower earner, lower educational attainment, and the lowest among the work categories, consistently showed that they are the most driven, motivated, and highly satisfied. This infers that the department has balanced the workload for these groups.



On the other hand, the senior technical assistant showed low job satisfaction. This group is given dissimilar and mismatched roles simultaneously, causing overlaps or duplicating the work of another worker, otherwise known as role conflict. The study is supported by Corre et al. (2018). Upon investigating the effect of workload, role conflict, and interpersonal relationships on the work-life balance among government employees in Metro Manila, the results showed that workload is not correlated with work-life balance, unlike role conflict, which is negatively correlated to work-life balance.

Table 6

Difference in the Level of Job Satisfaction Contract of Government Service Workers in Support from Management

Variable	Category	N	Mean Rank	Kruskal Wallis H	Mann Whitney U	p-value	Sig. level	Interpretation
Age	Younger	155	129.26		7945.000	0.237		Not Significant
	Older	112	140.56					
Sex	Male	126	146.87		7261.000	0.010		Significant
	Female	141	122.5					
Civil Status	Single	169	131.06		7784.500	0.413		Not Significant
	Married	98	139.07					
Average Personal Monthly Income	Lower	157	155.35		5282.500	0.000		Significant
	Higher	110	103.52					
Highest Educational Attainment	Lower	70	167.06		4581.000	0.000	0.05	Significant
	Higher	197	122.25					
Length of Service	Shorter	198	132.51		6535.000	0.591		Not Significant
	Longer	69	138.29					
Work Category	Administrative Assistant I & II	68	155.51	39.004		0.000		Significant
	Technical Assistant I & II	105	115.82					
	Senior Technical Assistant I, II, III & IV	37	87.01					
	Utility or Driver	57	172.32					

Table 6 divulges the difference in the level of job satisfaction of contract of service workers in support from management when grouped according to sex, average personal monthly income, highest educational attainment, and work category with computed p-values 0.010, 0.000, 0.000, and 0.000 which are less than the level of significance 0.05. Meanwhile, when grouped according to age, civil status, and length of service, the computed p-values, 0.237, 0.413, and 0.591, are higher than the significance level of 0.05.

The group of younger and older COS attained a mean of 129.26 and 140.56, respectively, with a Mann-Whitney result of 7945.000 and a p-value equivalent to 0.237. The results indicate that the p-value is more significant than the significance level. Thus, the hypothesis is accepted and interpreted as "not significant." This implies that the younger and older COS do not affect the level of job satisfaction in support from management.

In addition, the male and female COS obtained a mean of 146.87 and 122.50, respectively, with a Mann-Whitney rating of 7261.000 and a p-value of 0.010. The result shows that the significance level is higher than the p-value; therefore, the hypothesis is rejected. This implies that males are delighted when respect is always observed. Respect is earned, not given. Thus, it is not an automatic entitlement because of someone's status, position, or age. It is earned by confidence, honesty, integrity, or an admirable attitude or personality. Men commonly exhibit more confidence than women because of their firm and masculine personalities. According to the article by Kay and Shipman (2014), men are more assured than women, and confidence matters more than competence to succeed. Women generally outnumbered men in any organizations and groups. They may also possess the proper education, competence, and personality, yet women work diligently, and men are still on top, promoted, and highly paid.

Moreover, the mean for the single and married COS is 131.06 and 139.07. The Mann-Whitney rating is 7784.500, and the p-value is 0.413. The p-value is more significant than the level of significance. Thus, the hypothesis is



accepted and interpreted as "not significant." Therefore, the level of job satisfaction is not affected by the civil status of the COS in the aspect of support from management.

Meanwhile, the above table indicates the mean of the lower and higher average personal monthly income of the COS is 155.35 and 103.52, respectively. The Mann-Whitney rating is 5282.500, and the p-value is 0.000. The interpretation is "significant" because the hypothesis is accepted. This suggests that lower-income people appreciate that their performance is regularly monitored and that feedback is communicated. Positive feedback encourages an individual to extend extra effort into the usual routine on the job. They become more innovative and initiate changes to make their task easy and more efficient. In effect, positive feedback promotes cognitive and positive behavioral attitudes towards work. The timely appraisal of the employee's performance and giving feedback is vital when designing job crafting. It is a self-initiated process where the employee designs his job to align with his preferences, skills, interests, and goals. Thereby improving the quality of his work and creating valuable contributions to the organization. According to Demerouti et al. (2020), when the management allows the employees to craft their tasks, it facilitates adaptation to unexpected organizational changes. The appraisal result can be used as an input or resource to develop a well-defined and effective job crafting.

The group of lower and higher educational attainment of COS gained a mean of 167.06 and 122.25, respectively. The Mann-Whitney statistic results in 4581.000, and the p-value equals 0.000. The significance level is higher than the p-value. Thus, the hypothesis is rejected. This implies that groups with lower educational attainment are positively satisfied at work when respect is always given to them. Utility drivers are typically perceived as workers with low education and skill levels, but their job entails more labor. Often, they rank at the lowest level in an organization. Thus, when they experience respect and good relationships with their co-employees, such feelings give them self-worth and importance in the organization. The result correlates with the study of Saari et al. (2022) revealed that when blue-collar workers are satisfied with these four basic psychological needs: autonomy, competence, relatedness, and beneficence, they become committed, engaged, and satisfied. To improve the competence of the workers, the management may develop a plan to enhance their skills and capabilities.

On the other hand, the mean rank for the shorter and longer length of service of the COS is 132.51 and 138.29, with a Mann-Whitney statistic result equal to 6535.000 and a p-value of 0.591. The decision is to accept the hypothesis, giving an interpretation of "not significant." This indicates that the shorter and longer lengths of service have no impact on determining the level of job satisfaction of COS in terms of support from management.

Lastly, the table shows that the utility or driver gained the highest mean of 172.32, succeeded by administrative assistant - 155.51, technical assistant - 115.82, and senior technical - 87.01. The Mann-Whitney shows a rating of 39.004 and a p-value equal to 0.000. The hypothesis is rejected because the significance level is higher than the p-value. The utility or driver exemplified a high level of job satisfaction among the work categories in support of management. The result of the study implies that among all the work categories, those under the utility or driver are highly satisfied when the supervisors acknowledge their contributions to the organization. They perceived that these contributions provide a sense of purpose that impacts the overall well-being of an individual. The outcome correlates with the article (Bryce, 2021), which indicates that meaningful jobs are directly related to organizational commitment. Employees believe that when the management is committed to successfully delivering the organization's mission, they become more involved and engaged in its activities. It creates a sense of self-fulfillment and self-worth.

Conclusions:

Based on the result of the study, the following conclusions are hereby drawn:

The nature of a contract between a service worker as self-employed or a non-employer-employee relationship with the department has caused disparity in the various aspects of remunerations and privileges. Despite the condition, the COS exhibits positive satisfaction by scoring commendably high across all the variables in compensation and benefits, workload, and support from management.

Among all the items listed in the checklist, "I receive my salary on time" under compensation and benefits consistently registered the lowest ratings in all the variables. The evaluation of the process flow for the payment of services rendered took 9-16 working days before the final payout, provided all the requirements were complete and complied with. For the daily time record to be accepted and processed, it should reflect either 15 days or 30 days but not less than 15 days unless resigned from the agency. Advance payment does not apply to COS because it is impractical to reimburse when they leave without proper notification (OO-OSEC-2023-001). The agency has no clear policy stating the definite cut-off date to be observed when submitting daily time records. While the Anti-Red Tape Act governs timely payment processing, there were instances observed that delays still occur.

Recommendations:



Considering the findings and conclusions derived from the study, where the focus is on compensation and benefits, particularly on the late processing of the salary, which registers a "low-level rating, the researcher recommended the following action plan.

The Office of the Undersecretary of the Bureau of Human Resources and the Office of the Undersecretary for Finance, through the Chiefs of the concerned divisions, may conduct a collaboration session to develop and issue a comprehensive process flow, complete with clear and specific deadlines for the receipt and processing of payroll documents to ensure the timely and efficient release of salaries.

Additionally, revisit the staffing complement of the agency, where unfilled positions may be filled up, prioritizing hiring the contract of service workers.

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