

# EMPIRICAL INQUIRY ON THE LEVEL OF JOB SATISFACTION AMONG EMPLOYEES IN ONE UNIVERSITY OF SOUTHERN PHILIPPINES AMID COVID-19 PANDEMIC

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**ABSTRACT.** *This study empirically inquired about the job satisfaction level among Caraga State University Cabadbaran City employees during the COVID-19 Pandemic. The study findings will be the basis for any management intervention that would resolve issues on job satisfaction in the future. It sought to address subpar job performance, job withdrawals, and the bad-tempered and hostile workforce in the university. It makes use of verifiable data on job satisfaction and whether it affects the employees' job performance in order to achieve the target research objectives. The study revealed that the university employees involved in the survey were generally satisfied with their job even during the COVID-19 Pandemic. Their satisfaction can be attributed to the different government initiatives aimed to help employees during this time of crisis, particularly the passing of Republic Act 11469, also known as the "Bayanihan to Heal As One Act" of 2020. Implementing the different work schemes also contributed to their satisfaction with their current jobs.*

**Keywords:** COVID-19, Employees, Empirical inquiry, Job satisfaction, Pandemic.

## 1. INTRODUCTION

Employees' job satisfaction can be defined as a measure of workers' contentedness with their job, whether or not they like the job or individual aspects or facets of employment, such as the nature of work or supervision. If somebody is satisfied with his current position, his performance in that particular job is also very satisfactory. It shows job satisfaction's motivational effects, which can be measured in cognitive, affective, and behavioral aspects.

The Philippines may soon manage a bad-tempered, if not hostile, workforce as JobStreet.com's 2017 Job Happiness Index, which is based on a survey of 7,000 Filipino employees, fell to 4.97 from 5.25 in 2017 [1]. The country's lower level of job happiness is primarily driven by millennials or those born from 1981 to 1995, who continue to be the unhappiest generational group among Filipino employees. Millennials make up almost a fifth of the Filipino workforce today, the second biggest generational group [2].

Griffin [3] in his study about the impact of the Pandemic on employees' job satisfaction, highlighted that employees worked harder during this global Pandemic than before the Pandemic. Based on the findings, over half of all employees who participated in the survey (54%) say it has gotten "somewhat harder" or "much harder" to do their job effectively compared to the results before the Pandemic. The mandate of remote work and the limited ability to travel and meet in person has forced companies to be creative and utilize new technologies to be productive. This can impact workers' job difficulty (or perceived difficulty) level.

Caraga State University Cabadbaran Campus in Cabadbaran City, a component city of the province of Agusan del Norte, situated on the island of Mindanao, Philippines, value the quality of work performance among its hired personnel. The university's administration believes in a significant correlation between job performance and job satisfaction. Employees are supposed to perform better if they are satisfied with all aspects of the job at hand. In short, job satisfaction equates to high job performance. However, the state of job satisfaction among its employees still needs to be tapped.

With the above notion, the researcher deemed it necessary to study job satisfaction among employees in Caraga State

University Cabadbaran City, as most of its workforce are millennials. This study also needs to be conducted to assess the effect of the COVID19 Pandemic on employees' work satisfaction. The findings of this study would be significant to the administration to avoid managing a bad-tempered, if not a hostile, workforce in the future. Findings will serve as inputs for future intervention programs to address job satisfaction issues.

### *Objectives of the Study*

This study sought to determine the level of job satisfaction among employees of Caraga State University Cabadbaran City during COVID-19 Pandemic in terms of the following parameters:

- Nature of Work;
- Work Compensation;
- Interpersonal Relationship;
- Work Environment; and
- Personal Growth and Career Development.

Online learning is still finding its way to respond to education. Researchers are trying to explore the advantages and challenges of recent e-learning initiatives from the perspective of various stakeholders. Students' voices are essential on this issue [5]. Due to the abovementioned facts, this study explored the learner's perspective on the implementation of online learning in one university in the southern Philippines. Findings will be used as the basis for further improvement.

## 2. METHODOLOGY

### *2.1 Research Model*

This study utilized a descriptive model of research. This model is a scientific method of analysis that involves observing and describing the behavior of a subject without influencing it in any way. From its name alone, the descriptive model tends to explore, describe and interpret the existing conditions or relationships, opinions that are held, a process going on, evident effects, or developing trends.

### *2.2 Locale of the Study*

This research was conducted at Caraga State University Cabadbaran Campus (CSUCC), located at T. Curato St., Cabadbaran City, Agusan Del Norte. It was formerly known as the NORMISIST – Cabadbaran Campus and Northern

Mindanao College of Arts, Science, and Technology. It is a satellite campus of the Caraga State University-Main Campus, a public institution of higher learning run by the Government of the Philippines [4].

### 2.3 Participants of the Study

The participants of this study were the randomly selected sample of 111 out of 160 employees of the Caraga State University Cabadbaran City Campus, regardless of their employment status. They were made to answer the questionnaire based on how satisfied they were in their present job condition. Unit heads and other high-ranking officials were not included as participants in this study to minimize bias, as they were directly or indirectly involved in implementing policies and activities relative to university work.

### 2.4 Instrument

The study utilized and adapted the Minnesota Satisfaction Questionnaire. Copyright 1967. Further, such instruments were validated through test-retest sampling for the slight revision that was thought to be the best applicable to the current setting. Although it's an old instrument, it is still helpful in present-day situations. Based on a study [5], "No instruments were found to measure responsiveness." Thus, they could not confirm the responsiveness of job satisfaction instruments when used as evaluative tools". However, by combining the different content of the existing job satisfaction instrument, the researcher believed that it could increase the reliability and validity of the results.

The revised instrument used in this study is composed of job satisfaction questions consisting of four (4) major categories. The categories are the Nature of Work, Work Compensation, Work Environment, and Personal Growth and Career Development. The instrument was also converted into a Google form since conducting a face-to-face survey still needs to be permitted in the city due to the COVID-19 Pandemic recommended by the Inter-Agency Task Force (IATF) in the Philippines.

### 2.5 Data Gathering Procedure

The adapted and modified job satisfaction questionnaire was transformed into a Google form ready for an online survey mode to gather the needed data successfully. The researcher adopted an online method of surveying as face-to-face is still not allowed during the conduct of the study. The Google Form was used as a survey instrument requiring selection and responses from the participants who are selected employees of the university. In data gathering, the researchers wrote a letter asking permission from the chancellor through the respective deans of the colleges and the Human Resources head to conduct a survey. The letter was sent via e-mail after prior notice to the concerned head of office through phone calls. After the letter asking permission was approved, the researcher asked the Human resource head of the university for a master list of the employees, regardless of employment status, with their e-mail addresses. Upon getting the master lists, the researcher conducted a random sampling using the lottery method to determine the sample participants for this study.

### 2.6 Statistical Treatment of Data

The gathered data were evaluated and statistically analyzed using the following statistical tools:

1. *Frequency and Percentage*. It's a technique of representing raw data streams as a proportion (a part in 100 - percent) for a

superior understanding of the respondent samples in this study. It is calculated by dividing the frequency in the category by the total number of participants and multiplying it by 100%.

2. *Weighted Mean*. The responses to the questionnaire on the level of job satisfaction among CSUCC employees were analyzed using the weighted mean. A weighted mean is average. Instead of each data point contributing equally to the final norm, some data points contribute more "weight" than others. The weighted mean equals the arithmetic mean if all the weights are equal.

3. *Standard Deviation*. A standard deviation is a statistical tool that measures the dispersion of a dataset relative to its mean and is calculated as the square root of the variance. If the data points are further from the mean, there is a higher deviation within the data set; thus, the more spread out the data, the higher the standard deviation. This was used to determine the standard deviation of the responses on the level of job satisfaction of the participants.

### 2.7 Scoring Procedure

Assigned are set of hypotheticals mean with corresponding interpretations and verbal descriptions to have a concrete understanding of the data being analyzed:

Range	Interpretation	Verbal Description
3.50 – 4.00	HS	Highly Satisfied
2.50 – 3.49	S	Satisfied
1.50 – 2.49	D	Dissatisfied
1.00 – 1.49	HD	Highly Dissatisfied

## 3. RESULTS AND DISCUSSION

*Objective:* Determine the level of job satisfaction among employees of Caraga State University Cabadbaran City during COVID-19 Pandemic in terms of the following parameters:

### 3.1 Nature of Work?

**Table 1. Level of Job Satisfaction in terms of Nature of work**

Nature of Work	SD	Mean	VD
1. Suitability and Interest in Job	0.53	3.61	HS
2. Ability to improve skills and knowledge from my job.	0.57	3.58	HS
3. Ability to command dignity and respect from the job.	0.53	3.56	HS
4. Ability to do the best of my work.	0.54	3.63	HS
5. Ability to live a happy life with the realization of aspirations.	0.58	3.48	S
6. Provision of required information for doing the work.	0.58	3.43	S
7. Requirement of physical effort and previous experience to do my job.	0.56	3.32	S
8. Encouragement is given for self-thinking while at work	0.60	3.48	S
9. Importance is given to my ideas to do things better.	0.60	3.44	S
10. Dissemination of information about what is going on.	0.61	3.39	S
11. Respect and encouragement were given for my efforts.	0.60	3.44	S
12. Attachment towards my current job.	0.58	3.54	HS
<b>Grand Mean</b>	<b>0.47</b>	<b>3.49</b>	

Table 1 presents the job satisfaction level among Caraga State University Cabadbaran City employees in terms of the nature of work. Findings show that the participants are satisfied, as indicated by the grand mean of 3.49 with a standard deviation of 0.47. Specifically, the respondents are highly satisfied with the following: the ability to do the best for their work (3.63), suitability and interest in the job (3.61), ability to improve skill and knowledge from the job (3.58), ability to command dignity and respect from the job (3.56), and attachment towards their current job (3.54). These findings implied that Caraga State University Cabadbaran City employees are satisfied with the recent work they are assigned. The level of a person's work, or performance, is often directly connected to the nature or type of work assigned to the employee. Better matching workers with jobs may improve performance. The findings above clearly manifest that Caraga State University employees are essentially assigned to the correct nature of work, thus making them more productive and, of course, satisfied with their current job.

**3.2 Work Compensation**

**Table 2. Level of Job Satisfaction in terms of Work Compensation**

Work Compensation	SD	Mean	VI
1. I get a decent income for the job I perform.	0.58	3.51	HS
2. Sufficiency of income to meet family expenses.	0.63	3.34	S
3. Availability of scope for schemes of financial rewards.	0.63	3.25	S
4. Availability of scope for schemes of non-financial rewards.	0.60	3.28	S
5. Clarity and ability to understand the pay and allowance system followed by the management.	0.59	3.39	S
6. Clarity and ability to understand the incentive system followed by the management	0.62	3.37	S
7. Method of distinction between the best and fewer performers.	0.66	3.18	S
8. Provision of chances to gain something through the pay and incentive system.	0.61	3.27	S
9. Link between performance and rewards maintained by the existing system.	0.62	3.28	S
10. Availability of scheme to augment the meager income of employees.	0.62	3.28	S
<b>Grand Mean</b>	<b>0.55</b>	<b>3.31</b>	<b>S</b>

The table above exhibits job satisfaction among Caraga State University Cabadbaran City personnel concerning compensation. The overall results show that the participants are also satisfied with their salary, with a grand mean of 3.31. Specifically, the participants are highly satisfied with getting a decent income for their job 3.51. The rest of the items under this category were rated satisfied by the participants. Compensation plays a vital role in attracting, motivating, and retaining talented employees. Compensation encourages effective employees to remain in employment for more extended periods [6].

Furthermore, it argued that special awards help keep workers on the job and ultimately promote dedication, loyalty, and job satisfaction [6]. According to data from a prior study, salary and work satisfaction are positively correlated. Based on the findings above, university personnel are satisfied with their current compensation with a grand mean of 3.31. Their satisfaction can be attributed to the yearly increase in salary based on Salary Standardization Law (SSL) implemented by the government in four (4) tranches. Another contributory factor might be the Republic Act (R.A.) No. 11469, or the Bayanihan to Heal as One Act enacted by Congress and signed into law by President Duterte on March 24, 2020 [7]. The said law grants fiscal incentives to public and private health workers, including the following: i. Special risk allowance; ii. Hazard pay of 5% to 25% of the basic monthly salary based on the salary grade of public health workers; iii. Philippine Health Insurance Corporation (PhilHealth) coverage for all medical expenses if they are positive for COVID-19; iv. P100,000.00 monetary award if they contract severe COVID-19 infection while in the line of duty, beginning retroactively from February 1, 2020; v. P1,000,000.00 monetary award if they die while fighting the COVID-19 Pandemic, also retroactive to February 1, 2020; To the persons under investigation (PUIs), and persons under monitoring (PUMs), the law states that PhilHealth shall fully cover treatment costs for COVID-19 patients. The law also ensures the protection of low-income households through an emergency subsidy of P5,000.00 to P8,000.00 per month for two (2) months, based on prevailing regional minimum wage rates, subject to the conditional cash transfer (CCT) and rice subsidy. The Department of Social Welfare and Development is the government agency tasked to distribute these grants. [8]

**3.3 Work Environment**

**Table 3. Level of Job Satisfaction in terms of Work Environment**

Work Environment	SD	Mean	VI
1. Availability of a pleasant physical environment.	0.64	3.48	S
2. Provision of Personal Protective Equipment (face mask, face shield, disinfectants, etc.) at the workplace.	0.64	3.37	S
3. Adequacy of working (floor) area to work efficiently.	0.65	3.38	S
4. Comfortability of the working hours.	0.60	3.47	S
5. Efficiency of the equipment and tools at the workplace.	0.63	3.28	S
6. Implementation of safety guidelines of the Inter-Agency Task Force (IATF) in the organization.	0.64	3.41	S
7. Provision of safety facilities for COVID 19 at the workplace.	0.66	3.38	S
8. Comfort in working in the existing environment.	0.62	3.42	S
9. Provision of sanitary facilities.	0.64	3.34	S
10. Provision of Work from Home (WFH) scheme during Pandemic.	0.64	3.43	S
<b>Grand Mean</b>	<b>0.54</b>	<b>3.39</b>	<b>S</b>

As shown in the table above, during the COVID-19 Pandemic, university personnel are satisfied in their working

environment was satisfied, with a grand mean of 3.39. The work environment of an employee is one of the most crucial factors which influence the level of job satisfaction as well as motivation at work. Social, organizational, and physical factors are the impetus for tasks and activity, consequently impacting workers' performance. Employees' productivity is determined excessively by the environment in which they work. The utmost significant empirical evidence indicating an organization's deteriorating working conditions has to do with the truncated job satisfaction rate [9]. The findings above clearly show that the current working environment of the university personnel is satisfactory. It is due to the initiatives of the school to provide health and safety facilities for COVID-19, such as an automatic temperature checker and alcohol dispenser. It also includes a washing and sanitizing area at the gate, adequate working space to maintain physical distancing, flexible working hours, and a Work from Home scheme based on the guidelines released by the Philippine Civil Service Commission to protect workers during this time of Pandemic. The university also implements remote work options, particularly for the faculty, with the provision of the Learning Management System that promotes full online classes. The university prioritizes the operational needs of the personnel during the COVID-19 Pandemic.

### 3.4 Personal Growth and Career Development

**Table 4. Level of Job Satisfaction in terms of Personal Growth and Career Development.**

Personal Growth and Career Development	SD	Mean	VI
1. Availability of schemes for personal growth and development.	0.65	3.33	S
2. Dissemination of schemes for personal growth and development.	0.66	3.29	S
3. Conduct of program for personal growth and development.	0.65	3.24	S
4. Assignment to other jobs to learn new skills.	0.62	3.28	S
5. Conduct workshops and seminars for further development.	0.66	3.28	S
6. Involvement of employees in HRD activities and decision-making process.	0.68	3.11	S
7. Opportunities provided for feedback and counseling facilities.	0.65	3.19	S
8. Interest is shown by the superiors in the development and growth of their subordinates.	0.65	3.28	S
9. Selection criteria followed for promotions.	0.71	3.16	S
10. Encouragement is given to acquire additional qualifications through part-time and correspondence courses.	0.63	3.20	S
<b>Grand Mean</b>	<b>0.59</b>	<b>3.24</b>	<b>S</b>

It can be gleaned from the table above that the level of job satisfaction among the Caraga State University Cabadbaran City university personnel with regard to personal growth and career development is satisfied, with a grand mean of 3.24. Specifically, the participants are satisfied with the availability of schemes for personal growth and development, the interest shown by the superiors in the development and growth of their subordinates, the conduct of workshops and seminars for

further development, and opportunities provided for feedback and counseling facilities. Successful organizations exist because of their competitive edge. To maintain their status, organizations need talented and engaged employees. A critical approach is providing the opportunity for professional growth and career development. It strives to improve not only employees' performance but also every stage of the work process as well as their attitudes, behaviors, and overall situation. The findings above manifest that the university continues to provide its employees with opportunities for career advancement for personal growth.

### 4. CONCLUSION

Based on the findings, it can be concluded that the participants involved in the survey were satisfied with their job during the COVID-19 Pandemic. Their satisfaction can be attributed to the different government initiatives aimed to help employees during this time of crisis, particularly the passing of Republic Act 11469, also known as the "Bayanihan to Heal As One Act" of 2020. The law outlines several government initiatives to combat the effects of the COVID-19 Pandemic. As cited by Arante [10] in his study, contented employees are naturally happy and productive. Job happiness and organizational commitment are essential factors in how employees perform their jobs. This means job satisfaction is directly proportional to job performance.

### 5. RECOMMENDATION

In light of the conclusions, the following recommendations were offered:

1. The study may be extended beyond Caraga State University Cabadbaran City for an enormous scope of results that can be inferentially analyzed.
2. A follow-up study on job performance in relation to job satisfaction may be undertaken to ascertain the theory that job satisfaction is directly proportional to job performance.

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