

Job Satisfaction of Contractual Employees in Selected Business Establishments in Camarines Norte

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Abstract- This study determined the Job Satisfaction of Contractual Employees in Selected Business Establishments in Camarines Norte. It employed descriptive-correlational method of research using survey questionnaire. Assessment was made on the profile of the respondents, the level of job satisfaction of the contractual employees in terms of: salary; working relationship with co-employees; working relationship with immediate supervisor; personal and professional development; and decision-making in job performance. The challenges encountered by contractual employees relative to their job satisfaction and the intervention that may be proposed to address the challenges encountered by contractual employees were also identified and discussed. The primary data were obtained from 158 respondents from 7 fast food chains in Camarines Norte. The findings revealed that most of the respondents were 23 years old, male, single and has been working in the company for 13 to 24 months. Further, the research revealed that the respondents rated all of the indicators in determining the job satisfaction very satisfactory. The tabulated results on the ranking of common challenges encountered by contractual employee's shows that inadequate salary due to increasing cost of living ranked number one among the challenges and Micro management style in the organization ranked the lowest of number ten.

I. INTRODUCTION

Job satisfaction is the degree of “favorableness or unfavorableness with which employees view their work. It refers to a worker’s general attitude towards his/her job. Satisfaction in the workplace is valuable to study for the reasons that increased satisfaction is related to increased productivity, and promoting employee satisfaction has inherent humanitarian value. In addition, job satisfaction is also related to other positive outcomes in the workplace such as

increased organizational citizenship behaviors, increased life satisfaction, decreased counterproductive work behaviors, and decreased absenteeism. Each of these outcomes is desirable in organizations, and as such shows the value of studying and understanding job satisfaction (Weiss et al. 2015).

In the Philippines, the rapid development and expansion of the fast food industry has generated many internal management problems such as a low level of employee job satisfaction has brought difficulties to increasing service quality. The factors affecting employee’s satisfaction in current fast food restaurants include long working hours, work pressure, low level of treatment, bad working environment, less promotion opportunities, work unfairness, and low salary level.

It is in this context that the researcher pursued a study on the level of job satisfaction of contractual employees working in fast-food industry in Camarines Norte in terms of salary, working relationship with co-employees, working relationship with immediate supervisor, personal and professional development, and decision-making in job performance. These variables were among the factors affecting job satisfaction in the fast-food chain industry. Thus, a thorough study on the job satisfaction of contractual employees in selected business establishments in Camarines Norte is imperative to identify the challenges encountered by the contractual employees, and propose interventions to address these challenges.

II. METHODOLOGY

This part presents the research method employed in this study.

- **Methods of Research**

This study used the descriptive-correlational method of research. This method analyzed and established the

correlation of significant relationship between two or more variables, concepts, factors, problems, and phenomena (Green, 2013). In this research, the descriptive method was applied in the analysis of the following major points of the study such as profile of the respondents in terms of age, sex, civil status, classification of contractual employee, and the number of years in the company.

Moreover, the study answered the satisfaction of contractual employees in the selected business establishments in Camarines Norte in terms of salary, working relationship with co-employees, working relationship with supervisor, personal and professional development, and decision-making in job performance. Hence, the researcher identified the problems encountered by contractual employees relative to job satisfaction. The respondents rated the problems encountered. The last part of the questionnaire was the open-ended question to the respondents in their recommendations to address the problems encountered by the employees.

- Description of Respondents

The respondents in this study were the contractual employees of seven (7) fast food chains in Daet, Camarines Norte such as Jollibee Daet Pimentel, Jollibee Daet Bayan, Greenwich Daet, McDonalds Hypermarket Daet, Chowking Chow Van, Grace Land Daet, and Kenny Rogers. The qualifiers in the selection of these respondents were their status of employment in selected fast food chains.

- Data Gathering Procedure

The researcher asked permission from the manager/s of the selected fast food chains for the data collection process. Letters of request were sent to both managers and respondents of the study. Moreover, the Data Privacy Act was observed in the conduct of this study by keeping the identities and responses private and confidential. They were also oriented on the specific purpose of subjecting them to surveys and interviews. The survey-questionnaires used in this study were subjected to three salient processes which include the validation, reliability testing, and dry-run. After meeting the ethical considerations of the study, the researcher personally administered and distributed the survey questionnaire to the respondents. They were guided in answering the questionnaire to immediately

answer any clarifications about the survey form, and to get a 100 percent retrieval rate.

- Statistical Treatment of Data

This study utilized questionnaire in gathering the data needed to determine the Job Satisfaction on Contractual Employees in Selected Business Establishments in Camarines Norte. Descriptive statistics was employed in this research for statistical treatment of data. For the first objective, the data as to the profile of respondents were statistically treated using frequency count and percentage. The frequency count and weighted mean were employed in the treatment of gathered data. Moreover, correlational statistics such as Contingency Coefficient and Somer's Delta were applied for the third objective regarding the test for significant relationship between the profile of the respondents and their level of satisfaction. Frequency count and ranking were used in the fourth objective to identify the problems encountered by the contractual employees of the selected establishments in Camarines Norte.

III. RESULTS AND DISCUSSION

This part presents the results of the data analysis in response to the problems covered by this study

- Profile of the Respondents

The respondents of this study are described in terms of age, sex, civil status, classification of contractual employee and number of years in the company which are shown in table 1 to 5.

Age. Table 1 shows the profile of the respondents in terms of age. Twenty-nine point one (29.1%) percent or 46 respondents are 23 years old while 20 percent or 33 respondents are 25 years old and above. There are 17.1 percent or 27 respondents who are 24 years old. Further, 15.8 percent or 25 respondents are 20 years old while 8.2 percent or 13 respondents are 21 years old. Five point seven (5.7%) percent or 9 respondents are 22 years old while 3.2 percent or five respondents are 19 years old.

Table 1
Profile of the Respondents in Terms of Age

Age	Frequency	Percentage(%)
19	5	3.2
20	25	15.8
21	13	8.2
22	9	5.7
23	46	29.1
24	27	17.1
25 and above	33	20.9
Total	158	100

The data shows that the contractual employees of fast food chains in Camarines Norte is composed of 23 years old. This is because after graduating college which roughly falls under this age, young professional opted to work in any job available.

Sex. Table 2 shows the tabulated data on profile of the respondents based on sex which is 51.3 percent or 81 respondents are males while 48.7 percent or 77 respondents are females. It can be noted that although majority of the respondents are males, there are no wide margin on the number of respondents as to their sex.

Table 2
Profile of the Respondents in Terms of Sex

Sex	Frequency	Percentage (%)
Male	81	51.3
Female	77	48.7
Total	158	100

This means that more male respondents consist the contractual employees in fast chain chains in Camarines Norte. This implies that male has greater employability in fast food chain industries in Camarines Norte.

Table 3
Profile of the Respondents in Terms of Civil Status

Civil Status	Frequency	Percentage (%)
Single	144	91.1
Married	14	8.9
Total	158	100

This implies that most of the respondents are single which fall within the bracket of young professionals who are actively looking for work. Furthermore, anecdotal evidence has shown that the fast-food chain industries are inclined to hire single employees because of their flexibility to work when it comes to schedule since most of them operate beyond the usual office hours such as graveyard shift. Single employees are also available during work on weekends and holidays.

Classification of Contractual Employees. Table 4 shows the tabulated data of respondents' profile based from status of employment. Seventy-nine point one (79.1%) percent or 125 respondents work full time while twenty point nine (20.9%) percent or 33 respondents work part time as working students.

Table 4
Profile of the Respondents in Terms of Classification of Contractual Employee

Classification of Contractual Employee	Frequency	Percentage (%)
Full Time	125	79.1
Working Student	33	20.9
Total	158	100

This implies that the majority of contractual employees in the fast-food chain industries are working full time. This is because this job requires skills that can be mastered by the employees through time. They also are investing on the training of the employees on trainings and development, thus it will be beneficial for the company if they will hire an employee on the full time basis. The result further implies that the fast-food chain allocates a portion of their workforce to working students as a part of their corporate social responsibility to provide employment to students.

Table 5
Profile of the Respondents in Terms of Number of Months in the Company

Length of Tenure	Frequency	Percentage(%)
Less than 6 months	45	28.5
6-12 months	53	33.5
13-24 months	36	22.8
25 months and above	24	15.2
Total	158	100

It implies that one third of the total respondents have been working in the company from 6 -12 months. This is because fast-food chains are giving their employees at least six months of contract in the company. This has long been the practice of fast-food chain industry in Daet Camarines Norte.

Salary. Table 6 shows the tabulated data from the answers of the respondents on the level of job satisfaction of contractual employees in terms of

salary. It presents that night differential pay being provided by the employer appeared to be the highest in terms of level of satisfaction with weighted mean of 4.51. Salary rate is in accordance with the existing labor code (Rules and Regulations) got the lowest weighted mean of 3.94. The average mean is 4.20 which can be interpreted as Very Satisfied.

- Level of Job Satisfaction of Contractual Employees in Selected Business Establishments in Camarines Norte

Tables 6 to 10 present the data on the level of job satisfaction of contractual employees in selected business establishments in Camarines Norte in terms of salary, working relationship with co-employees, working relationship with supervisors, personal and professional development, and decision making in job performance.

Table 6
Level of Job Satisfaction of Contractual Employees in Terms of Salary

Indicators	Weighted Mean	Interpretation
Salary rate is in accordance with the existing labor code (rules and regulations).	3.94	VS
Overtime pay for services is rendered beyond working hours.	4.29	VS
Salary is in accordance with the job description of the employee.	4.17	VS
Release of salary is on time.	4.10	VS
Night differential pay is being provided by the employer.	4.51	CS
Overall Weighted Mean	4.20	VS
<i>Legend:</i>	<i>4.50-5.00</i>	<i>Completely Satisfied</i>
	<i>3.50-4.49</i>	<i>Very Satisfied</i>
	<i>2.50-3.49</i>	<i>Satisfied</i>
	<i>1.50-2.49</i>	<i>Moderately Satisfied</i>
	<i>1.00-1.49</i>	<i>Not at All Satisfied</i>

The table shows that the indicator “night differential is given by the employer” got the highest weighted mean. This is because of the atypical work arrangement in the fast-food industry. Most of the fast-food operate beyond usual office hours. On graveyard shift, most of the time during the closing hours, service

crews work an additional two hours, full time contractual employees are given night differential pay for their rendered service during closing and graveyard duties.

Working Relationship with Co-Employees. Table 7 shows the tabulated data from the answers of the respondents on the level of job satisfaction of contractual employees in terms of working relationship with co-employees. It presents that “willingness and desire to work together, support, and

help each other as a team” got the highest weighted mean of 4.10. “Cooperation with one another in the work place” got the lowest weighted mean of 3.44. The overall weighted mean is 3.75 which can be interpreted as Very Satisfied.

Table 7
Level of Job Satisfaction of Contractual Employees in Terms of Working Relationship with Co-Employees

Indicators	Weighted Mean	Interpretation
Cooperation with one another in the work place is highly observed.	3.44	S
Trust and confidence in the workplace are evident with co-employees	3.60	VS
Support from one another is felt in the workplace	3.91	VS
Willingness and desire to work together and support and help each other as a team is evident.	4.10	VS
Exchange of information relative to job performance is being observed	3.70	VS
Overall Weighted Mean	3.75	VS
<i>Legend:</i>	<i>4.50-5.00</i>	<i>Completely Satisfied</i>
	<i>3.50-4.49</i>	<i>Very Satisfied</i>
	<i>2.50-3.49</i>	<i>Satisfied</i>
	<i>1.50-2.49</i>	<i>Moderately Satisfied</i>
	<i>1.00-1.49</i>	<i>Not at All Satisfied</i>

This implies the camaraderie of employees in the fast-food chain industries due to the output-input nature of jobs. Work in fast food industries requires the output of employees as an input of their co-workers for

example in the Kitchen settings the food product will have to through different stations before the product goes out of the kitchen to be billed by the cashier and served by the waiter.

Table 8
Level of Job Satisfaction of Contractual Employees in Terms of Working Relationship with Immediate Supervisor

Indicators	Weighted Mean	Interpretation
Atmosphere of team work in the workplace is being promoted.	3.41	S
Suggestions and feedbacks of employees are considered.		
Questions and concerns are being addressed by the employer/manager/supervisor.	3.74	VS
Constant and timely communication with the employees is provided.	3.66	VS
Workplace grievances are being acted upon by the supervisor promptly.	3.84	VS
	3.93	VS

	Overall Weighted Mean		3.72	VS
<i>Legend:</i>	4.50-5.00	Completely Satisfied	CS	
	3.50-4.49	Very Satisfied	VS	
	2.50-3.49	Satisfied	S	
	1.50-2.49	Moderately Satisfied	MS	

This implies that the grievances relative to job performance in the fast-food industries were being acted upon. This is because in this industry, hierarchy and seniority are being observed. There are also mechanisms to resolve conflict within the workplace. In fast-food chains, conflicts were brought to the

manager and supervisors immediately, understanding the importance of good working relationships between employees. The management sees to it that the conflicts are resolved as they rise.

Table 9
Level of Job Satisfaction of Contractual Employees in Terms of Personal and Professional Development

Indicators	Weighted Mean	Interpretation	
Trainings in relation to job specifications are being addressed by the management.	4.04	VS	
Feedbacks on job performance are being discussed by immediate supervisor.	3.89	VS	
Contributions to the organization of the employees are recognized thru giving of awards or commendation.	4.08	VS	
Trainings are provided by the company for employee’s personal development.	4.20	VS	
Trainings are provided by the company for professional development.	4.15	VS	
Overall Weighted Mean	4.07	VS	
<i>Legend:</i>	4.50-5.00	Completely Satisfied	CS
	3.50-4.49	Very Satisfied	VS
	2.50-3.49	Satisfied	S
	1.50-2.49	Moderately Satisfied	MS
	1.00-1.49	Not at All Satisfied	NAS

This implies that contractual workers in the fast-food chains are given ample time for trainings on their specific tasks. This led to the satisfaction of respondents in terms of personal and professional development. “Feedback on job performance as an indicator” got the lowest mean. This is because in the fast-food industry, feedback as an instructional and motivational tool is not given importance due to the fast-phase working environment. Managers and supervisors are focused on the output or sales as a parameter of successful daily business days.

Decision Making in Job Performance. Table 10 shows the tabulated data from the answers of the respondents on the level of job satisfaction of contractual employees in terms decision-making in job performance. It presents that “employees are given the opportunity to use new technologies in maximizing job performance” got the highest weighted mean of 4.32. “Employees are given the chance to decide on matters relative to their job performance” got the lowest weighted mean of 3.59. The average weighted mean is 3.97 which can be interpreted as Very Satisfied.

This implies that the employees in the fast-food chains are maximizing technologies relative to their job performance. This is because this industry in its quest for higher output is now using sophisticated machines as opposed to the traditional method. This led to the higher satisfaction of the respondents in the said indicator. The findings further imply that the

employees are not involved in the decision-making in their job performance this is because most of the processes in the fast-food chain industry were standardized and the employees are expected to perform what is in the manuals and guidelines.

Table 10
Level of Job Satisfaction of Contractual Employees in Terms of Decision-making in Job Performance

Indicators	Weighted Mean	Interpretation
Employees are given a chance to conform on the result of performance rating.	3.96	VS
Employees are given the chance to maximize their skills and talents to contribute success on the operation of the company.	4.22	VS
Employees are given the opportunity to use new technologies in maximizing job performance.		
Employees are given the chance to work independently.		
Employees are given the chance to decide on matters relative to their job performance.	4.32	VS
	3.75	VS
	3.59	VS
Overall Weighted Mean	3.97	VS
<i>Legend:</i>	<i>4.50-5.00</i>	<i>Completely Satisfied</i>
	<i>3.50-4.49</i>	<i>Very Satisfied</i>
	<i>2.50-3.49</i>	<i>Satisfied</i>
	<i>1.50-2.49</i>	<i>Moderately Satisfied</i>
	<i>1.00-1.49</i>	<i>Not at All Satisfied</i>
		<i>CS</i>
		<i>VS</i>
		<i>S</i>
		<i>MS</i>
		<i>NAS</i>

The findings are inclined to various related studies on the importance of employee empowerment. Employee empowerment is a process of giving authority to the employees to make necessary important decisions on their own about their day-to-day activities. They are expected to perform their work more effectively and efficiently than non-empowered employees.

- Common Challenges Encountered by Contractual Employees Relative to Job Satisfaction

Table 12 shows the tabulated results on the ranking of common challenges encountered by contractual employees relative to job satisfaction. Based on the

table, inadequate salary due to increasing cost of living ranked number 1 among the challenges. Furthermore, the items the employees are not entitled to overtime pay, night differential pay, holiday pay, and other mandated benefits, lack of trainings relative to job specifications of the contractual employee, lack of trainings relative to personal and professional development, and poor working relationship between employees and the management ranked second to fifth respectively. Furthermore, the presence of conflict between the employees and the management, lack of trainings relative to job specifications of the employee, lack of trainings relative to personal and professional growth of the employees. They are not involved in the decision-making relevant to job performance and

micro management style in the organization ranked from six to ten respectively.

Table 12
Challenges Encountered by Contractual Employees Relative to Job Satisfaction

Challenges	Sum of Rank	Rank
Employees are receiving inadequate salary due to increasing cost of living.	337	1
Employees are not entitled to overtime pay, night differential pay, holiday pay, and other mandated benefits.	467	2
Working relationship with co-employees is not evident in the workplace.		
Conflict with co-workers is present in the workplace.	1032	6
Poor working relationship between employees and the management.		
Presence of conflict between the employees and the management.	1173	9
Lack of trainings relative to job specifications of the employee		
Lack of trainings relative to personal and professional growth of the employee	951	5
Employees are not involved in decision making relevant to job performance.	1128	8
Micromanagement style is present in the organization.	563	3
	603	4
	1091	7
	1406	10

This implies that the most challenges encountered by the respondents are those relative to salary, remuneration, and benefits. This is supported by the study conducted by Janicijevic (2019) which stated that the job itself, compensation, supervision, promotion, working conditions, and the work group and relations within it influence job satisfaction. Furthermore, the same study cited that pay or salary is the main objective of the employees to work. There is always a positive relationship between pay and job performance which also affects job and organizational behavior. The perceived equality or fairness of one’s pay can be more important issue than the actual amount.

The indicator “micromanagement style is present in the organization” got the lowest weighted mean. This implies that the managers of fast-food chains do not practice micromanagement, and that the employees are empowered with regard to their job performance.

This is evident in the fast-food chain industries because of the ample trainings provided to the employee.

- Proposed Intervention to Address the Challenges Encountered by the Contractual Employees in Selected Business Establishments in Camarines Norte

Considering the challenges encountered by the contractual employees, the following proposed interventions were deduced as shown in Table 13. Specific activities were identified in each challenge encountered. Although most of the challenges enumerated needs, a holistic solution to the proposed interventions will serve as an immediate action to address the challenges. The proposed intervention will be done through the coordination and partnership with the Provincial Office of the Department of Labor and Employment (DOLE), the Provincial Employment

Services Office (PESO) of the Provincial Government of Camarines Norte, and the extension service of Camarines Norte State College.

To address the challenges encountered by the employees on inadequate salary because of the increasing cost of living, training on financial management and budgeting for the newly hired employees is proposed, apart from the usual topics being discussed which focuses on the history of the company and rules and regulation. The training on financial management and budgeting for the employees can be done semi-annually. This aims for the employees to be knowledgeable of financial management, budgeting skills, and practices. In terms of the challenges encountered by the employees on overtime pay, night differential pay, holiday pay, and other mandated benefits an information and education campaign on DOLE guidelines for the employers through the human resource department is also deemed necessary. This can be done annually, in coordination with the Human Resource Development Service of the Department of Labor and Employment (DOLE). The proposed interventions may also be done in coordination with the extension service of Camarines Norte State College. Since among the employees of the fast-food chains are working students, the CNSC may conduct seminars and symposiums for the employers in order to address the challenges encountered by the contractual employees in the fast-food chains. This aims to ensure that the human resource department is aware of the latest memorandums and guidelines of DOLE on employment facilitation, employment regulations, and workers' protection and welfare.

On the challenges encountered relative to lack of trainings of employees on their job specification, a training and capacity building on the technical task of the employee is proposed, This can be done twice a year. This aims to periodically train employees on

their job specifications. Subsequently, it is also suggested that the job specifications of the employee be written in a manual. Moreover, a mentorship program for the new employees is also necessary to address this challenge, a senior employee can train the new employee on the technical aspect of his/her job through this, the employee can have hands-on learning experience.

Furthermore, to address the lack of trainings relative to personal and professional growth of the employee, a training on personality and career development is necessary. This aims to empower the employees towards their employability. This can be done semi-annually. In terms of poor working relationship between employees and the management as well as absence of good working relationship in the workplace, annual team building activities is proposed. This can be done during the annual general meeting. The annual team building activity aims for a positive working relationship in the workplace.

studies on the subject, Tim Khelai (2006) reports, "All studies show positive shifts occurring in the middle years, particularly between ages 40 and 50." Coupled with that, teachers usually find themselves with increased responsibilities and just as much, if not more, to do. One of the more consistent findings has been that there is a positive relationship between job satisfaction and age Weiler (1985) cited by Labadia (2010) sought to determine the relationship of demographic variables as age an not lower than men's, given that women's jobs are often inferior in terms of pay, autonomy, and promotional opportunity. Using the data set on the work orientation from the 1997 International Social Survey Program, showed that in traditional culture negatively affects Kuwaiti women's level of job satisfaction. There have been few empirical men and there were no practical differences in fairness' perceptions and job satisfaction between men and wome

Table 13

Proposed Intervention to Address the Challenges Encountered by the Contractual Employees in Selected Business Establishments in Camarines Norte

Challenges	Objectives	Activities	Responsible Department	Time frame	Expected output
Employees are receiving inadequate salaries due to the increasing cost of living.	To enable the employees to cope with the increasing cost of living	Training on financial literacy and budgeting	Human Resource Management	Semi-annually	Employees are educated on financial management and budgeting.
Employees are not entitled to overtime pay, night differential pay, holiday pay and other mandated benefits.	To explain to the employer the existing rules and regulations on remuneration of employees	Information and education campaign on DOLE guidelines	DOLE	Annually	Employers are aware of the existing DOLE guidelines on employees' remuneration and benefits.
Lack of trainings relative to job specifications of the employee	To provide the employees with skills necessary for their job performance	Training on job specifications and mentorship program	Human Resource Management	Semi-annually	Trained employees on their job specifications Manual for employees
Lack of trainings relative to personal and professional growth of the employee	Personal and professional development of the employees	Training for personality development and career development	Human Resource Management	Semi-annually	Empowered and equipped employees for their employability
Poor working relationship between employees and the management	Harmonious relationship between the employees and the management	Team building activities	Human Resource Management	Annually	Positive working relationship in the workplace
Working relationship with co-employees is not evident in the workplace	Harmonious relationship between colleagues	Team building activities	Human Resource Management	Annually	Positive working relationship in the workplace
Employees are not involved in decision making relevant to job performance.	To increase the morale of the employees	Training / seminar on organizational development and visioning	Human Resource Management	Annually	Employees are involved in the attainment of the goals of the organization

Presence of conflict between the employees and the management	To resolve the conflicts in the workplace	Regular backing activities	feed	Human Resource Management	Monthly	Communication between the employees and the management
Conflict with co-workers is present in the workplace.	To resolve the conflicts in the workplace	Regular backing activities	feed	Human Resource Management	Monthly	Communication between the employees
Micromanagement style is present in the organization.	To provide the managers and supervisors with leadership skills	Leadership trainings		Human Resource Management	Annually	Managers and supervisors are equipped with leadership and management skills

To address the challenges encountered by the employees relative to decision-making relevant to job performance, annual training on organizational development and visioning is proposed. This is to ensure that the employees and the management are in consonance with attaining a certain goal. The training can also be done during the annual general meeting. The conflict between the employees, the management, and the co-workers can be addressed through regular feedbacking activity. This can be done during the monthly meeting. Lastly, the presence of micromanagement in the organization can be addressed through leadership trainings for the supervisors and managers. This aims to equip them with leadership and management skills. The leadership training can be done annually and can be a part of regular activity of the organization.

IV. FINDINGS

Based from the gathered data, the findings of the study were as follows:

1) The respondents were mostly 23 years old with a frequency of 46 or 29.1 percent while 19 years old respondents got a frequency of 5 or 3.5 percent. Most of the respondents were males with a frequency of 81 or 51.3 percent while the female respondents comprise 48.7 percent of total respondents with a frequency of 77. In terms of civil status, most of the respondents were single with a frequency of 91.1 percent or 144 respondents. Some of the respondents were married, having a total of 8.9 percent or 14 respondents. Thirty-three point five (33.5%) percent of the respondents has been working in the company

for 6 to 12 months with a frequency of 53 respondents while 22.8 percent or 36 respondents have been in the company for 13 to 24 months.

2) The level of job satisfaction of the respondents in terms of salary was rated “very satisfactory”. Under its sub-indicator, the highest rated was night differential pay provided by the employer while the lowest was the “salary is in accordance with the existing labor code (rules and regulations). In terms of working relationship with co-employees, the indicator got an overall weighted of mean of 3.75 or interpreted as very satisfactory. Under its sub-indicators “Willingness and desire to work together, support, and help each other, as a team is evident” got the highest weighted mean got the highest rating of 4.10. The job satisfaction in terms of working relationship with immediate supervisor was rated “very satisfactory” having a weighted mean of 3.72. Under its sub-indicators “workplace grievances are being acted upon” got the highest rating of 3.93 while the sub-indicator “Atmosphere of team work in the workplace is being promoted” got the lowest rating of 3.41.

The job satisfaction in terms of employees’ personal and professional development was rated “very satisfactory”, with an average weighted mean of 4.07. Under its sub-indicator “Trainings are provided by the company for employees’ personal development” got the highest rating of 4.20 while the “Feedbacks on job performance are being discussed by immediate supervisor” got the lowest rating of 3.89. Lastly, the job satisfaction of the respondents in terms of decision-making in job performance has an average

weighted mean of 3.97 or very satisfactory. Under its sub-categories, “employees are given the opportunity to use new technologies in maximizing job performance” got the highest weighted mean of 4.32. “Employees are given the chance to decide on matters relative to their job performance” got the lowest weighted mean of 3.59.

3) As to the test for the significant relationship between job satisfaction of the respondents and their profile as to age, sex, civil status, status of contractual employee, and length of tenure in the company, results of the study show that age of the respondents has significant relationship with their job satisfaction in terms of salary, relationship with co-employees, relationship with supervisor, personal and professional development, and decision making in job performance. The variables considered have an inverse relationship with the age profile of the respondents. Further, it was found that the sex profile of the respondents was dependent on their level of job satisfaction. Furthermore, the status as a contractual employee whether full-time or working student also obtained a significant relationship in the level of job satisfaction in terms of salary, relationship with co-employees and supervisor, personal and professional development, and decision-making in job performance. The results revealed that their job satisfaction is dependent on the status of being full-time contractual employee, thus, obtaining a significant relationship in the variables considered.

Finally, the profile on length of tenure has no significant relationship on job satisfaction along the indicators except for salary. The other indicators show significant relationship, thus, leading to the findings that no significant relationship exists along the variables.

Generally, the profile of the respondents has significant relationship on their level of job satisfaction. Thus, the hypothesis that there is no significant relationship exists between the profile and the level of job satisfaction of the respondents was rejected.

4) The tabulated results of the ranking of common challenges encountered by contractual employees relative to job satisfaction showed that inadequate

salary to increasing cost of living ranked number 1 among the challenges and Micro-management style in the organization ranked the lowest as number 10.

5) The proposed interventions to address the challenges encountered by contractual employees were to increase the salary of the contractual workers based from the existing DOLE guidelines, communication with the management, provision of mandatory benefits to the contractual employees, and regularization of qualified contractual employees.

CONCLUSION

In the light of the findings of the study, the following conclusions of the study were drawn.

1. Most of the respondents were 23 years old, males, single, full time contractual employees, and have been in the company for 6 to 12 months.
2. The respondents rated all of the variables on job satisfaction “very satisfactory” along salary, working relationship with co-employees, working relationship with supervisor’s personal and professional development, and decision-making in job performance.
3. There is a significant relationship between the profile of respondents and the level of job satisfaction specifically the age of the respondents was inversely related to the variables. Sex and status of employment profile were dependent to the variables. Length of tenure in the company is dependent only in one variable, the salary of the contractual employee. The rest of the variables have no significant relationship with the length of tenure of the employees.
4. The problem most encountered by the respondents relative to contractualization was inadequate salary due to the increasing cost of living while the problem least encountered by the respondents was the micro-management style.
5. In addressing the challenges encountered by the respondents relative to contractualization, there is a need for the increase of the salary of the contractual workers based on the existing DOLE guidelines, communication with the management, provision of mandatory benefits to the contractual employees, and regularization of qualified contractual employees.

RECOMMENDATION

After a thorough analysis of the data gathered in the study, the following proposed interventions are highly recommended.

1. The employers may ensure that salary of the contractual employees shall be in accordance with the existing minimum wage in the province. Contractual employees shall also be given benefits as prescribed by the Labor Code of the Philippines. In addition, employer must have a clear program for incentives and benefits of the employees.
2. The employer may implement programs to establish and maintain a positive working relationship in the workplace.
3. Employers may invest in personal and professional development of the employees specifically on knowledge and skills relative to their job performance. Furthermore, a program for the personal development of the employees shall also be implemented. This aims to increase the employability of the contractual employees in case they opted to look for other employment opportunities.
4. The employer may empower their employees such as the employees must be consulted in the decision-making process on matters affecting their job specifications and job performance.
5. Future researchers may conduct a study focusing on the impact of contractualization on job satisfaction as an extension of this research.

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