



MOTIVATION AND JOB SATISFACTION AMONG UNTENURED EMPLOYEES IN THE MUNICIPALITY OF CONCEPCION, TARLAC

Mariel P. David

College of Public Administration and Governance,
Tarlac State University, Romulo Blvd. San Vicente, Tarlac City, Philippines

Abstract: This study evaluated the Motivation and Job Satisfaction of untenured Municipality of Concepcion, Tarlac employees. To answer the problems in the study, the researcher utilized a research strategy known as quantitative correlational research design. The researcher also identified the study's respondents using a purposive sampling design. To assist the agency in continually motivating its personnel, it provided knowledge and expertise on the issues faced by the untenured employees regarding their Motivation and Job Satisfaction. Based on the study's findings, the Municipal Human Resource and Management Office and other organizations identified the most efficient processes that can minimize the adverse effects on employees' motivation and job satisfaction within their current employment status caused by the lack of security of tenure.

I. INTRODUCTION

1.1 Background of the Study

One of the common issues in employment in the Philippines is contractual employment or hiring untenured employees even for an extended period; they were hired for a specific period and task rather than being granted permanent employment status. Hence, from the record of the Philippine Statistic Authority, there were 6.65 million employees under the contractual rate of appointment in the Philippine Government workforce; these untenured employees expressed a desire to work more hours in their current job but were not eligible for overtime pay and other benefits, translating to a 14.1 percent rate (PSA,2023). Most government agencies in the Philippines often use this employment status to reduce labor costs. However, these untenured employees have duties and responsibilities like permanent employees but need more job security and benefits.

Concepcion is a first-class municipality considered one of the largest municipalities in the province of Tarlac. The Local Government of Concepcion was founded in 1863. The continuous growth of investment in the municipality is progressing, and the need for human resources of the Local Government Unit of Concepcion was being addressed. The current number of employees is continuously increasing. As per 2022 from the records of the Municipal Human Resources and Management Office (MHRMO), its total employees scattered per employment status is Permanent – 259, Casual – 150, and Job order – 215 and if you are going to take a look in the total number of employees with casual and job order status of employment, you can be observed that there is a more significant number of employees with no security of tenure.

This study evaluated the motivation and job satisfaction among casual and job order employees of the Local Government Unit of Concepcion. It provided understanding and knowledge of the problems encountered by the untenured employees in terms of their work engagement and motivation and guided the agency in continuously motivating their employees. By the end of this study, the Municipal Human Resource and Management Office, as well as other agencies, were able to identify the most applicable practices that can bridge the gap between employees and the impact of not having the security of tenure on their motivation and job satisfaction within their current employment status.

1.2 Statement of the Problem

The study evaluated the motivation and job satisfaction among untenured employees in the Municipality of Concepcion, Tarlac

Specifically, the study sought to answer the following questions:

1. How is the motivation of untenured employees in the Municipality of Concepcion be evaluated along with:
 - 1.1 Intrinsic
 - 1.2 Extrinsic
2. How is the job satisfaction of untenured employees in the Municipality of Concepcion be evaluated along with:
 - 2.1 Pay
 - 2.2 Promotion
 - 2.3 Supervision
 - 2.4 Fringe Benefits
 - 2.5 Contingent Rewards
 - 2.6 Operating Procedures
 - 2.7 Co-Workers
 - 2.8 Nature of Work
 - 2.9 Communication
3. Is there a significant relationship between the motivation and Job satisfaction of untenured employees in the Municipality of Concepcion?
4. What are the problems encountered by untenured employees of Concepcion?
5. What plan of action can be proposed to address this problem?
6. What are the implications of the study for Public Administration?

1.3 Delimitations of the Study

The study evaluated the motivation and job satisfaction among untenured employees in the Municipality of Concepcion, Tarlac. It assessed the motivation and job satisfaction among these employees and determined if there was a significant relationship between their motivation and job satisfaction based on their profiles. The problems encountered by untenured employees were also identified, and a plan of action was proposed to solve these problems. The study's respondents included Job Order and Casual Employees of the Local Government Unit of Concepcion, Tarlac, who have been in their current employment status for at least two years. The study also examines the effect of not having job security on the respondents and how they cope with this uncertainty. Its goal is to propose a program to the Municipal Human Resource and Management Office to help untenured employees cope with the identified effects they experience.

II. RESEARCH METHODOLOGY

This chapter presents the research method, the study's subjects, methods of gathering data procedures, and data analysis.

2.1 Population and Sample

The respondents of the study included two hundred (200) untenured employees, identified from one hundred (100) Job orders and one hundred (100) Casual Employment status under the Local Government Unit of Concepcion, Tarlac. The statistical process used to identify the number of respondents is the Convenience sampling method (non-parametric).

2.2 Data and Sources of Data

The methods used in gathering data include three (3) instruments: (1) Questionnaire, (2) documentary analysis; and (3) interview to gain appropriate data to obtain significant study results. Survey Questionnaire. Questionnaires were adopted to gather better information and identify untenured employees' motivation and job satisfaction. Documentary Analysis. In this study, the researcher used the submitted data and records of the untenured employees to the Municipal Human Resources and Management Office of the Local Government Unit of Concepcion, Tarlac, to validate the assertions made by the interviewees. Interview. The researcher conducted an interview to identify the problems encountered by untenured employees and obtained comprehensive and trustworthy data.

2.3 Theoretical framework

The study evaluated the motivation and job satisfaction among untenured employees in the Municipality of Concepcion, Tarlac. It assessed the level of motivation and job satisfaction among these employees. It determined if there was a significant relationship between their level of motivation and job satisfaction based on their profiles. The problems encountered by untenured employees were also identified, and a plan of action was proposed to solve these problems. The respondents to the study were composed of one hundred (200) untenured employees of the Local Government Unit of Concepcion, Tarlac, covering the year 2023. Lastly, the implications of the study for Public Administration were identified.

2.4 Statistical tools and econometric models

This section elaborates the proper statistical/econometric/financial models which are being used to forward the study from data towards inferences. The detail of methodology is given as follows.

2.4.1 Survey Questionnaire

Questionnaires were adopted to gather better information and identify untenured employees' motivation and job satisfaction. The researcher asked permission from the owner of the questionnaire thru email, and it was discussed and checked with the statistician before using the questionnaire. The questionnaire contained questions regarding their motivation and job satisfaction as untenured employees of the Municipality and the problems they encountered in their present employment status. The questionnaire was given to the chosen two hundred (200) untenured employees with at least two years and above in service under the Local Government Unit of Concepcion, Tarlac. These questionnaires served as the guideline to determine problems encountered by the respondents that affect their motivation and job satisfaction.

2.4.2 Documentary Analysis

In this study, the researcher used the submitted data and records of the untenured employees to the Municipal Human Resources and Management Office of the Local Government Unit of Concepcion, Tarlac, to validate the assertions made by the interviewees. These documents are a big help to the researcher to analyze and complete the research.

2.4.3 Interview

The researcher conducted an interview to identify the problems encountered by untenured employees and obtained comprehensive and trustworthy data. Furthermore, follow-up questions are also done by the researcher to confirm and check the consistency of the respondents' answers.

2.4.4 Data Analysis

To prepare, analyze and interpret the collected data, such as tables and graphs, the data was categorized. These then go through the following appropriate statistical processing:

2.4.4.1 Frequency count

This was used to record and tally the respondents' responses about their level of motivation and job satisfaction, provides quantitative data as it measures the numerical occurrence of the reactions, and helps the researcher understand the frequency of the responses.

2.4.4.2 Percentage

It represents the data in a more accessible manner as it can be used to compare the response rates of the respondents and analyze the distribution response to various questions.

2.4.4.3 Mean

It represents the "average" that acts as the reference point to determine the deviation of individual data from the average value to obtain a more comprehensive understanding of the data distribution.

2.4.4.4 Pearson

It is the most common way of measuring a linear correlation and the strength and direction of the relationship between two variables. (Turkey,2023)

2.4.4.5 Likert scale

It is a psychometric rating scale used to measure the level of agreement on a given statement or question. The following scale was used to measure the success of the study:

For motivation

Numerical equivalent	Index of Limits	Adjectival Description
7	6.50 - 7.00	Extremely Motivated
6	5.50 - 6.49	Motivated
5	4.50 - 5.49	Slightly Motivated
4	3.50 - 4.49	Neutral
3	2.50 - 3.49	Slightly Not Motivated
2	1.50 - 2.49	Not Motivated
1	1.00 - 1.49	Not Motivated at all

For Job satisfaction

Numerical equivalent	Mean Interval	Adjectival Description
6	5.50 - 6.00	Strongly Satisfied
5	4.50 - 5.49	Satisfied
4	3.50 - 4.49	Slightly Satisfied
3	2.50 - 3.49	Slightly not Satisfied
2	1.50 - 2.49	Not Satisfied
1	1.00 - 1.49	Strongly Not Satisfied

III. RESULTS AND DISCUSSION

3.1 Overall Motivation of Untenured Employees

Table 3.1: Motivation of Untenured Employees

Variables	Mean	Adjectival Description
Intrinsic	5.07	Slightly Motivated
Extrinsic	4.44	Neutral
Overall Grand Mean	4.75	Slightly Motivated

Table 3.1 The overall mean of 4.75 or slightly motivated, which manifests that the overall level of motivation of the untenured employees shows that with their current employment status, most are still motivated to continue their work. These untenured employees continue to be more productive, effective, and work-focused. They continually work to enhance their work and are willing to put in extra effort to accomplish their objectives. They believed that their positive workplace culture influenced them to be motivated employees. These employees are motivated; they frequently display passion, cooperation, and teamwork. The agency benefits from this positivism, which raises employee morale and fosters camaraderie among co-workers. They must recognize the importance of motivation and implement methods to stimulate and maintain it among their workforces. Motivated employees are likelier to be effective, content, loyal, and contribute to the organization's performance. Lastly, keeping personnel motivated for the organization's success and the employees' welfare is essential.

3.2 Overall Job Satisfaction of Untenured Employees

Table 3.2: Job Satisfaction of Untenured Employees

Variables	Mean	Adjectival Description
Pay	4.04	Slightly Satisfied
Promotion	4.13	Slightly Satisfied
Immediate Supervisor	3.78	Slightly Satisfied
Fringe Benefit	3.51	Slightly Satisfied
Appreciation and Recognition	3.43	Slightly Satisfied
Opening Policies	3.10	Slightly Not Satisfied
Co-Workers	4.13	Slightly Satisfied
Job Tasks	3.76	Slightly Satisfied
Communications	4.47	Slightly Satisfied
Overall Grand Mean	3.38	Slightly Satisfied

Table 3.2 Job satisfaction is greatly influenced by the overall work environment. A healthy work culture, effective communication channels, supportive leadership, and a sense of belonging influence employees' perceptions of their jobs. Employees are more likely to be content with their work environment when they feel respected, empowered, and included. In conclusion, employee work satisfaction is essential to the success of an organization. It impacts staff retention, productivity, and overall organizational performance. Organizations may establish a work environment that supports their employees' happiness, engagement, and loyalty by recognizing the factors that drive job satisfaction and implementing measures to address them.

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