

## Job Satisfaction of Academic Employees of Camarines Sur Polytechnic Colleges

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### ABSTRACT

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The study aims to determine the Job Satisfaction of the academic employees of Camarines Sur Polytechnic Colleges. It seeks to determine the profile of the respondents, the level of job satisfaction of academic employees, problems encountered and the significant relationship between the level of job satisfaction of the respondents when grouped according to profile and the recommendations proposed to enhance the level of satisfaction of academic employees. The researchers made use of the descriptive method as the primary gathering tool in the study using percentage technique, rank ordering method and weighted mean formula to compute the profile of the respondents, level of job satisfaction, problems encountered, the significant relationship between the level of job satisfaction of the respondents when grouped according to shape and proposed recommendations. There are 41 regular and contractual service academic employees, and out of 41 respondents, 30 answered the survey questionnaire. Based on the respondent's profile, the findings are that most respondents are twenty-one to thirty years old, the majority are female, and the majority are instructors. The results showed that academic employees' job satisfaction levels are very satisfied. On the problems encountered by academic employees, the Nature of the job is a slightly severe problem. The significant relationship between the level of job satisfaction, the nature of the job, the work environment and the professional growth of the respondents, when grouped according to profile, has no significant relationship between the levels of job satisfaction. The story of job satisfaction in terms of salaries/benefits by the respondents, when grouped

according to profile, position title, and salary grade, has a significant relationship. Regarding job security, the highest educational attainment in salary grade has a meaningful relationship.

### Keywords

Job satisfaction  
Job security  
Nature of the job  
Professional growth  
Work environment

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### Introduction

Since the job is an inevitable part of life, job satisfaction has become a social issue for workers since it closely relates to their physical and mental well-being. One of a worker's goals is finding the ideal job, and knowing what one expects from it is essential. The position gives many people a sense of accomplishment, productivity, and purpose in life. Because job happiness is linked to physical and mental health, it has become a societal concern for employees. Some staff are thought to be sassy. Employees with employment security, career advancement, and a comfortable work-life balance are contented [1],[2].

Human resource is the most vital resource of any organisation. People that form organisations are the ones who make it possible to achieve the organisation's objectives and are the ones responsible for maintaining its existence. Employee satisfaction is a valuable factor in the success of any business. One way to determine whether employees are happy and content in fulfilling their work is through employee job satisfaction measurement.

In the Society for Human Resource Management, 2016 report about the job satisfaction of U.S. employees, workers of all career levels and generations place a high value on compensation and benefit-related factors when determining job satisfaction. Still, nonfinancial factors also weigh heavily on employees' job satisfaction. Most organisations strive for employee satisfaction, but not all attain this goal [3]. Human resource professionals need to know more about the factors that can increase employee satisfaction and how it fits into a company's overall success.

Job satisfaction in any field depends significantly on how conducive the work environment is. The work itself, the pay and the scope for promotion are the only factors impacting job satisfaction. Ref. [4] states that 30 per cent of Filipino employees are unhappy with their jobs. The level of satisfaction marked decrease as employees stay longer in their companies. Another survey conducted by Ref. [5] reveals that despite the wealth of opportunities concentrated in the National Capital Region, more individuals prefer to work in

their location of origin. They like to stay in familiar territory even with the possibility of promising employment prospects in other places; factors such as their preference to remain with their family and friends, work environment and culture fit, and work-life balance come into play.

In the education sector, such as in the Philippines, problems related to job satisfaction also prevail, and this issue calls for closer attention. Ref. [6] states that teachers are generally pessimistic about pay-for-performance. Teachers felt that morale and teacher understanding would be affected negatively, as well as increasing stress levels.

The success or failure of an institution in achieving its targets is dependent on the performance of the employees, both faculty and staff. Suitable working environments and interpersonal dealings, recognition, achievement, authority, and wage are some of the basic needs of the team members. Simple needs satisfaction can motivate them to give their best effort and work harder to accomplish organisational goals and objectives [7],[8].

According to Ref. [9], many well-qualified faculty members resigned from their jobs and transferred to other institutions due to the prevailing unsatisfying working conditions and leadership issues surrounding their universities. Some receive good pay, but their take-home income allows them to stay. Salary is not a guarantee that the workers will remain in their jobs.

Camarines Sur Polytechnic Colleges aims to deliver high-quality education with the satisfaction of academic employees. It will yield not only boost the morale of academics but also enhance their performance and productivity, which is a critical indicator of providing quality teaching and learning. The college continues to align with its vision to provide the best education to the Bicolanos and beyond true quality and excellent education and service.

This research study concentrated on the job satisfaction of the academic employees of Camarines Sur Polytechnic Colleges. Determining the level and aspects that affect an employee's happiness is the primary concern of this study. It aims to resolve the problems encountered by the academic employees of Camarines Sur Polytechnic Colleges in their job, especially during the pandemic, which has been a tough time for everyone. The forced transition to virtual learning creates completely new conditions for education at the CSPC and leads to some changes in the job of academic employees. There has been a rapid, broad need for learning of virtual learning by the faculty, students and college administration to coincide with ensuring the safety of all from the virus. This is particularly challenging because virtual learning in higher education was often marginal to contact understanding before the pandemic.

This study arose from a need to gather facts and information on the current level of job satisfaction in response to the researchers' enthusiasm to find out if there were changes in the job satisfaction of academic employees, given that they are one of the sectors that were greatly affected by the pandemic and therefore to determine the problems encountered by academic

employees. The researchers also undertook this study in response to one of the curricular program accreditor's suggestions to study the job satisfaction of educated employees. This study also provides information questions to acquire different ways to enhance academic employees' job satisfaction. It is also to increase the awareness of the level of job satisfaction of the academic employees and the problems they encounter and to provide/propose appropriate solutions and recommendations to address the issue.

## **Methods**

### **A. Research Method**

The research study used the descriptive method to analyse and interpret the answers to the problem of this study. The illustrative way is extremely useful in getting information from responders and presenting facts on which fair judgment could be made. It is an investigation which describes and interprets. It is concerned with conditions or relationship that exists; factors that prevail, risk and consequences that are going on; effects that are being felt, or trends that are developing [10].

### **B. Respondents of the study**

The respondents are the leading information resource in this study's fulfilment. A copy of the list of Academic Employees of Camarines Sur Polytechnic Colleges was requested by the Office of Human Resource Management researchers, which contributed as the source in distributing the questionnaire. The respondents of this study were all 30 out of 41 regular and contract of-service academic employees of Camarines Sur Polytechnic Colleges under the College of Business Management comprising the four programs: Bachelor of Science in Office Administration, Bachelor of Science in Tourism Management, Bachelor of Science in Hospitality Management and Bachelor of Science in Entrepreneurial Management.

### **C. Data Gathering Tools**

To come up with the results, the research instrument used for gathering the data was the questionnaire through Google Forms. The questionnaire design includes questions requiring the respondents to rank their answers on a scale of 1-4. The questionnaire was designed to help the respondents give their objective on the different questions posed in the study.

### **D. Questionnaire**

The questionnaire is an effective way of quantifying data from a sample group. It is also the most common tool used to gather data. The researchers used a self-made questionnaire to collect all the information that helped realise the study through the question. Preparation of the Questionnaire. In preparing the questionnaire, the researchers reviewed some related literature and studies, which have some learning on the chosen research problem. The questionnaire draft was submitted to the adviser for comments and suggestions. The

researchers prepared a questionnaire composed of four parts. Part I, is consisting the Profile of the respondents, Part II is the level of job satisfaction of academic employees of Camarines Sur Polytechnic Colleges, Part III is the problems encountered by academic employees of Camarines Sur Polytechnic Colleges and Part IV is the recommendation of the respondents to enhance the level of job satisfaction of the employees of Camarines Sur Polytechnic Colleges.

To ensure the validity of the questionnaire, the researchers conducted a dry run on academic employees under the CEAS department. These employees were asked for comments on the questionnaires. This was tested regarding the statements' clarity, relevance, comprehensiveness, and conciseness. After the panellists and their advisers approved the survey questionnaire, the researchers privately administered it to the 41 academic employees of Camarines Sur Polytechnic Colleges. They were oriented about the questionnaire's content and had enough time to answer it through Google Forms. Some follow-ups were initiated to ensure that the respondents answered the research instruments. The researchers retrieved 30 out of 41 questionnaires from the respondents. All submissions were kept strictly confidential.

#### **E. Data Analysis**

The data gathered were analysed, described and presented using frequencies, percentages and verbal interpretation. The research instrument used for collecting the data was a questionnaire. The researchers used the following statistical tools in collecting the data. The researchers use these tools for the analysis and interpretation of the data.

- **Percentage Technique.** Percentage Technique was used in interpreting the data on the personal and professional profiles of the respondents. The frequency was multiplied by 100 and divided by the total number of respondents.
- **Weighted Mean.** This was used to determine the Job Satisfaction of Camarines Sur Polytechnic Colleges and 30es. The weighted mean was utilised to quantify the data and make the interpretation more objective.
- **Likert's Scale** is the most widely used approach to scaling responses in survey research, such that the term is often used interchangeably with a rating scale. There is no safe 'neutral' option, and the researcher gets specific responses (McLeod, 2019). The following four-point scales were used:

**Table 1.** The level of job satisfaction of the Academic Employees

<b>Scale</b>	<b>Range</b>	<b>Verbal Interpretation</b>
4	3.50 – 4.00	Very Satisfied
3	2.50 – 3.49	Satisfied
2	1.50 – 2.49	Moderately Satisfied
1	1.00 – 1.49	Not Satisfied

**Table 2.** The problems encountered by the Academic Employees

Scale	Range	Verbal Interpretation
4	3.50 – 4.00	Very Serious Problem
3	2.50 – 3.49	Moderately Serious Problem
2	1.50 – 2.49	Slightly Serious Problem
1	1.00 – 1.49	Not a Problem

- Kendall’s Coefficient of Concordance ( $W$ ) was used to test the significant agreement between the levels of job satisfaction of the academic employees of Camarines Sur Polytechnic Colleges when grouped according to profile. It is a non-parametric statistic that assesses understanding between different raters and ranges from 0 to 1.
- Rank Ordering Method was used to determine which is first, second or last and indicate its position in a series when the scores have been arranged in order. It was used to rank the respondents’ responses to the proposed recommendations and summary tables.

## Results and Discussion

The job satisfaction of the academic employee is essential; it can significantly impact their overall performance. Keeping the employees satisfied with their job can benefit the institutions’ progress.

### A. Personal profile of the respondents

Along with the respondents' profile regarding age, the highest rank was 21-30 years old, with 50 per cent. Regarding sex, the highest level was the female with 67 per cent, and the least was the male with 33 per cent. In terms of civil status, single is the highest in rank with 50 per cent, and the least was the widow with three per cent. This implies that most academic employees are between 21 and 30. More than one-half of the academic employees are female, and that half are single in status.

### B. Professional profile in terms of highest educational attainment

Based on the findings in the professional profile regarding the highest educational attainment, half of the employees had a Masters’s Degree, with a percentage of 57. While the remaining per cent of the respondents are divided into Bachelor’s Degrees 20 per cent, Doctoral Degrees with 13 per cent and ongoing master’s degrees with ten per cent. Regarding position titles, the instructor level had the most respondents, with a percentage of 86. In contrast, the other portion of the respondents are associate professors and professors all have a rate of 7. In terms of the salary grades of the respondents, academic employees with a salary grade of 12 has the highest rank with a rate of 70. It was followed by academic employees with a salary grade of 13 with a rate of 10, while the remaining respondents had a salary grade of 14 with a rate of 8, and other salary grades had 3 per cent. Regarding the number of years in service, academic employees in 1-5 years got the highest rank of 60 per cent. The academic

employee with 11-15 and 21-25 years of service is the least in position, with a percentage of 3. It implies that academic employees of Camarines Sur Polytechnic Colleges are mostly finished with Masteral Degrees and that most are at the instructor level. The respondents primarily receive a salary grade of 12 and that in 1-5 years of service.

### **C. The level of job satisfaction of academic employees**

Along the level of job satisfaction of academic employees of Camarines Sur Polytechnic Colleges in terms of the nature of the job, the highest rank is employees perceive the policies as fair with a weighted mean of 3.63 and interpreted as very satisfied while the most minor position is employees enjoy the organisational culture with the weighted mean of 3.33 and interpreted as comfortable. Regarding work environment, the highest in class is the institution that operates socially responsible, with a weighted mean of 3.7 and is interpreted as very satisfied. The least in position is the culture and emotional climate of the school is generally positive and supportive, with a weighted mean of 3.33. Regarding salaries and benefits, employees who feel they are being paid relatively have the highest rank with a weighted mean of 3.86 and are interpreted as very satisfied. Academic employees are happy with the administration has clear policies related to salaries, bonuses and other incentives. Regarding job security, the highest rank is job security, which has made the employees productive and increased employees' creativity at work with a weighted mean of 3.63. The least is job security has made employees become punctual with a weighted mean of 3.46 and interpreted as satisfied. Regarding professional growth, the highest rank is given sufficient freedom and authority. It provides opportunities for added responsibility with a weighted mean of 3.63 and is interpreted as very satisfactory. It implies that the respondents are very satisfied with their job in terms of their nature, work environment, salaries and benefits, job security and professional growth.

The data also indicates that Camarines Sur Polytechnic Colleges provides a good working environment for the employees, better salaries and benefits, and ensures job security and professional growth of the academic employees. The respondents were very satisfied with the indicators mentioned below, especially regarding job security and professional development. In contrast, the nature of the job has the lowest weighted mean with a verbal interpretation of satisfied. Ref. [11] argued that being physically present does not mean the employee is comfortable or happy with the current job. An employee should have a connection to the job itself. The feeling of working happily inside and outside the workplace will result in outstanding performance [12].

**Table 3.** Summary of Results on the Level of Job Satisfaction

<b>Indicators</b>	<b>Weighted Mean</b>	<b>Verbal Interpretation</b>	<b>Rank</b>
Nature of the Job	3.49	Satisfied	5
Work Environment	3.53	Very Satisfied	4
Salaries/Benefits	3.54	Very Satisfied	3
Job Security	3.56	Very Satisfied	1.5
Professional Growth	3.56	Very Satisfied	1.5
<b>Grand Mean</b>	<b>3.53</b>	<b>Very Satisfied</b>	

**D. The problems encountered by the academic employees**

Based on the findings of the problems encountered by the academic employees of Camarines Sur Polytechnic Colleges in terms of the nature of the job, the highest in rank is too many duties and responsibilities given to the employment with a weighted mean of 2.6, and is interpreted as slightly serious. Another least slightly serious problem encountered by employees is the amount of work expected from the employee, is making biased employment decisions reasonable with a weighted mean of 2.07. Regarding the work environment, academic employees encountered slightly severe problems in time management, with a weighted mean of 2.3 as the highest rank. In contrast, the least in the rank problem they encountered was a friendly work environment and lack of job-related accountability, with the same weighted mean of 2.07. Regarding salaries and benefits, the respondents slightly encountered the problem of employees receiving the right amount of recognition for their work, with a weighted mean of 2.16. The least in rank are the employees unsatisfied with their benefits, with a weighted mean of 1.9. Regarding job security, the highest grade promotes wrong people, favours or leaves some people behind, with a weighted mean of 2.23. It is a slightly severe problem, according to the respondents. Last in rank is employees are afraid of losing their job, and former employers can sabotage employees' job prospects with a weighted mean of 1.8 which is considered a slightly severe problem encountered by the respondents. Regarding professional growth, most respondents barely faced problems or challenges in balancing the employees' personal lives with work obligations, with a weighted mean of 2.23. The least in rank is the lack of support from the school management, with a weighted mean of 1.77 and interpreted as a slightly severe problem. This implies that the respondents are encountering slightly severe problems regarding the job's nature, work environment, salaries and benefits, job security and professional growth.

Based on the findings, the nature of the job of academic employees of Camarines Sur Polytechnic Colleges is the highest in rank among the five indicators of the problem encountered, which is needed to be addressed by the school to enhance the job satisfaction of the academic employees. The organisation should constantly work on the nature of work commensurate with the qualification and ability of the people who are based on it by putting



the right person in the right place, in addition to the periodic rotation of the employees in different jobs to kill the spirit of monotony at work, and increase their experience and improve their performance, and the extent to which this function contributes to the general productivity of the organisation [13],[14]. The result also indicates that the respondents of this study are secure, with their job being the last in rank. It makes sense because the level of job satisfaction of the academic employees in terms of job security in Camarines Sur Polytechnic Colleges is very high.

**Table 4.** Summary of Results on the Problems Encountered

<b>Indicators</b>	<b>Weighted Mean</b>	<b>Verbal Interpretation</b>	<b>Rank</b>
Nature of the Job	2.42	Slightly Serious	1
Work Environment	2.15	Slightly Serious	2
Salaries/Benefits	2.04	Slightly Serious	3
Job Security	1.93	Slightly Serious	5
Professional Growth	2.03	Slightly Serious	4
<b>Grand Mean</b>	<b>2.11</b>	<b>Slightly Serious</b>	

#### **E. The Correlation Analysis**

The result of the present study revealed that the level of job satisfaction in terms of the nature of the job, the highest educational attainment and position title has a significant relationship with the level of job satisfaction in terms of the heart of the job by the respondents when grouped according to profile with a computed value of 17.00 and 17.44 respectively which reject the null hypotheses. On the other hand, age, sex, civil status, salary grade and number of years in service have no significant relationship with the levels of job satisfaction. Based on the findings, the level of job satisfaction in terms of work environment by the respondents has no meaningful relationship when grouped according to profile. This study also revealed that the respondents' level of job satisfaction in terms of salaries and benefits, when grouped according to shape, position title and pay grade, has a significant relationship with the computed value of 17.44 and 18.05, respectively, and rejected the hypotheses. The age, sex, civil status, highest educational attainment and number of years in service have no significant relationship to the level of job satisfaction in terms of salaries and benefits of the respondents. The highest educational attainment and salary grade has a substantial connection with the level of job satisfaction in terms of job security, with a computed value of 17.18 and a salary grade of 18.04 which rejects the hypotheses. The age, sex, civil status, position title and number of years in service accepted the hypotheses that there is no significant relationship between job satisfaction and job security. There is no meaningful relationship between the levels of job satisfaction in terms of professional growth by the respondents when grouped according to profile.

## **Conclusion**

This research was conducted to know the Job Satisfaction of Camarines Sur Polytechnic Colleges Academic Employees. This study enables us to understand the level of job satisfaction and the problems encountered by the academic employees of CAMARINES SUR POLYTECHNIC COLLEGES. This also provides information necessary to acquire different ways to enhance academic employees' job satisfaction. This study concludes that the academic employees under the College of Business Management of Camarines Sur Polytechnic Colleges are delighted with their nature, work environment, salaries/benefits, job security and professional growth. They enjoy their position as the institution operates in a socially responsible manner and feel they are being paid fairly and provided with a working environment that allows them to grow professionally. They are also happy regarding job security since it makes employees productive and increases their creativity at work. At the same time, they are delighted when they are given sufficient freedom and authority. They are also provided with diverse opportunities and other responsibility that enables them to maximise their talent and potential.

This study also lets us know that academic employees encountered slightly severe problems regarding the nature of the job, work environment, salaries and benefits, job security and professional growth. The respondents needed help due to too many duties and responsibilities entrusted to them. They also need help managing time and promoting the wrong people, favour or leave some people behind. Balancing the employees' personal lives with work obligations is also a problem encountered by the respondents. Furthermore, only professional growth and work environment accepted the hypothesis of this study that there is no significant relationship between the respondents' job satisfaction levels when grouped according to profile. The other indicators, like the nature of the job, reject the hypothesis when the respondents grouped in highest educational attainment and position title. At the same time, in the salaries/benefits, only position title and salary grade rejects the study's hypothesis. In job security, the highest educational attainment and salary quality significantly correlate with the respondents' job satisfaction levels when grouped according to profile.

## **Limitation and Suggestions**

In the clarity of preceding findings and conclusions resulting from this study, the following recommendations are at this moment recommended to enhance the job satisfaction of academic employees:

- Based on the respondent's recommendation, it is highly recommended that the school provide opportunities for employees' career advancement, enhance job benefits, and offer competitive compensation. The employees must also have open communication and strengthen employee relationships.

- The institution should also provide professional development opportunities. It is also recommended that the supervisors always support and give feedback to the subordinates. They also should recognise and reward the academic staff's efforts and results. Another recommendation is to foster job security, and the university should have a fair pay system. Employee satisfaction can be achieved by making a sound career development system and understanding how important the system is designated by the organisation for professional employees.
- Other recommendations drawn from the respondents are that the school or administration must be fair when it comes to promoting regular employees, the supervision must be supported with projects that can produce the quality of the schools, also provide their needs if applicable, and there is a need to amend the policy on the newly hired faculty. Lateral entry should be considered as what other SUCs are adapting.
- From the result of this study, the researchers recommend that Camarines Sur Polytechnic Colleges may continue to pay attention to and continuously improve the performance of their employees. Solve employee problems and allow them to contribute to solving them. To ensure the school's goals, the institution may create an atmosphere of commitment and cooperation for its employees through policies that facilitate employee satisfaction. The college also needs to reduce the duties and responsibilities given to its academic employees. The institution should rule out or at least statistically control for the influence of work schedules to produce more accurate estimates. Giving employees greater control, autonomy and responsibility for their time within the workplace (and externally) is paramount. The institution may institute a standard process for evaluating pay rates and analyse how pay rates differ significantly among individuals in the same jobs. One of the first things to do is to cultivate and promote professionalism in the college. A good defence, they say, is the best defence. Satisfaction of human resources finds close links to highly motivated employees.

### **Conflict of Interest**

The authors declare that there is no conflict of interest.

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