

Proposed Action Plan to Increase the Work Contentment of the Teaching and Non-Teaching Personnel in Private Institutions

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Abstract - The issue of work contentment or job satisfaction brings a great deal of investigation and opinion accompanied by a vast store of written material. As been observed that teaching and non-teaching personnel are applying for job in abroad and local government institution, this research was initialized. This study investigated the work contentment of the teaching and non-teaching personnel in the selected higher educational institutions as the basis for the development of a proposed management plan for employee productivity and retention plan. Frequency and percentage, Average weighted mean based on the Likert scale, and interviews were used. Based on the result of the study, the majority of the respondents did not see much prospects in the future in the current organization where alary is the number one reason why employees in the private organization intend to transfer of employment. It is concluded that the proposed action plan can improve the level of job satisfaction and reduce the employee attrition rate of the teaching and non-teaching personnel. The private institutions should find a way to solve employee attrition the soonest time possible in order to sustain the operation of the company.

Keywords – work contentment, job satisfaction, action plan

INTRODUCTION

Work contentment or Job satisfaction is the positive evaluation on one's job. Employees may want to work in organizations where there is mutual trust between their managers and them [1], [2]. In the Philippine government setting, job satisfaction might not be an issue because of salary and pay [3], [4]. While it is known that salary can vary from private institutions to government institution, there has been a general belief that managers can make or break organizations and that employees may not quit their jobs but may choose to leave their managers [5].

This study contributes to the existing knowledge base of organizational researchers by providing a broad picture of a wide range of variables affecting job satisfaction of the teaching and non-teaching personnel of higher educational institution in one city in Pangasinan. This study covers only private institutions, employees from government institutions such as

State Universities and Local Universities are not included in the study.

Statement of the Problem

This study investigated the work contentment of the teaching and non-teaching personnel in the selected higher educational institutions as the basis for the development of a proposed management plan for employee productivity and retention plan.

Specifically, it sought to answer the following questions: First, what is the profile of the teaching and non-teaching personnel in the selected higher education in Dagupan City? Second, what are the career plans/interventions of the teaching and non-teaching? Third, what is the reasons given by the teaching and non-teaching personnel relative to the forecited plans. Lastly, based on the findings, what action can be proposed for implementation by concerned authorities to enhance the job satisfaction of the teaching and non-teaching

personnel of the higher education in Dagupan City.

MATERIALS AND METHODS

In this research study, the researcher adopted a quantitative method of research. It also used questionnaires because it yields information that is more systematic for all participants. The sample involved in the study is composed of 217 teaching and non-teaching personnel of selected higher education institution in the city of Dagupan City, Philippines.

Frequency and Percentage were used in the first problem which is the profile of the respondents. Average weighted mean was also used in determining the interpretation based on the Likert rating scale used.

Table 1 Likert Rating Scale

Scale	Range	Interpretation
5	4.51 - 5.00	Extremely Agree
4	3.51 - 4.50	Agree
3	2.51 - 3.50	Neutral
2	1.51 - 2.50	Disagree
1	1.00 - 1.50	Extremely Disagree

The researcher also utilized an interview in order to understand the sentiments of the personnel and lastly table matrix was created for the proposed action plan.

RESULTS AND DISCUSSION

Profile of the Respondents in Terms of Age

From the total respondents, there were unequal in distribution in terms of age, as shown on table, majority of the respondents age ranging from 30 – 34 which composes 25% of the total sample population, followed by age ranging from 25 – 29 at 24%, followed by age ranging by 35 – 39 which is about 19%, while age ranging 40 years and above represents the lowest among the surveyed population. the majority of the respondents were from the middle age group whereas only a small percentage was from the older group.

Table 2 Shows the Age of the Respondents

AGE	Frequency	Percentage
20 – 24	38	18
25 – 29	51	24
30 – 34	54	25
35 – 39	42	19
40 above	32	15
Total	217	100

Profile of the Respondents in Terms of Gender

The table shows that more than half of the respondents surveyed shows female dominance with 57% as shown on the table, Female is more dominated in the education industry than males based on the observation of the sample population.

Table 3 Shows the Gender

Gender	Frequency	Percentage
Male	94	43
Female	123	57
Total	217	100

Profile of the Respondents in Terms of Civil Status

The table shows the profile of the surveyed respondents based on marital status, based on the table showed a large portion of the population are single which is about 124 respondents out of 217 or which is about 57% while 93 out of the 217 respondents or 43% were married.

Table 4 Civil Status

Marital Status	Frequency	Percentage
Single	124	57
Married	93	43
Total	217	100

Highest Educational Attainment of the Respondents

The table below shows the profiles of the respondents in terms of educational attainment. As shown on the table, the majority of the surveyed population are highly educated

earning a master's degree based on their respective field. Only a small portion or about 20% of the population have gained a doctorate degree. It can be said that based on these figures, a greater part of the academicians gives weight in continuing education.

Table 5 Educational Attainment

Educational Attainment	Frequency	Percentage
Degree	76	35
Masters Level	98	45
Doctorate Level	43	20
TOTAL	217	100

Monthly Basic Income of the Respondents

The table describes the respondents in terms of their basic monthly income. As prescribed by the labor commission of the government most of the respondents are receiving below P10,000 as a full-time employee who represents 84% of the total sample population. This is followed by employees earning below P11, 000 to P15, 000 which is about 12% and P16,000 to P20,000 for about 4% of the sample population. On the other hand, none of the surveyed sample population were receiving a salary rate of P21, 000 to P25, 000, this maybe be explained by the labor commission prescribed salary rate for provincial employees.

Table 6 Monthly Basic Income

Income (in terms of Peso/Mo.)	Frequency	Percentage
Below 10,000	182	84
11,000 – 15,000	27	12
16,000 – 20,000	8	4
21,000 – 25,000	0	0
Above 26,000	0	0
Total	217	100

As the table shows, the salary in the private institutions are lower than the government sector. Based on the follow up interview from the selected respondents, salary plays a great role in job satisfaction and work contentment. If the employer would increase the salary and can be similar to the government sector, the turnover rate will be low.

Career Plans of the Teaching and Non-Teaching Personnel

Based on the result of the study, the majority of the respondents didn't see much prospects in the future in the current organization. Based on the interview conducted, salary is the number one reason why employees in the private organization intend to transfer of employment. While others verified that despite they want to transfer employment, qualification and adjustment is another factor. Despite the majority of them probably look for a new job in the following year, it shows that the majority are neutral or undecided if they will quit their job.

Table 7 Career Plan

Career Plan		
I will probably look for a new job in the following year	3.75	Agree
I may quit my present job next year	3.45	Neutral
I do not see much prospects in the future in this organization	4.00	Agree

At work, the majority of the respondents were uncertain whether they are happy about their work, or their job provides meaning.

Reasons Given by the Teaching and Non-Teaching Personnel Relative to the Fore cited Plans

In this section, respondents were asked regarding their perspective on the forecited action plan for job satisfaction.

Table 8 Reasons Given by the Teaching and Non-Teaching Personnel

Reasons	Frequency	Percentage
Develop and attract employee value proposition	57	27
Aid employees find career path within the organization	56	26
Build competencies within the context of organizational strategy	43	20
Motivate employees across a diverse population within the company	56	26
Total	217	100

The table shows the reasons given by the teaching and non-teaching personnel relative to the fore cited plans. About 27% of the respondents claim that companies must develop and attract employee value proposition, while 26% of the population claim that companies should motivate employees across a diverse population within the company and aid employees to find career path within the organization.

Proposed Employee Retention Work Plan to Improve Job Satisfaction of the Teaching and Non-Teaching Personnel of the Educational Institution

Organizations often face issues that require well-developed action plans and problem-solving approaches. The data gathered from the survey guided the researcher in the formulation of the proposed action plan herein presented that can be utilized by the educational institution to attract excellent employees and dwindle the level of the employee attrition rate.

Table 9 Proposed Action Plan to Increase the Job Satisfaction of the Teaching and Non-Teaching Personnel

Areas of Concern	Objectives	Deliverables	Activities	Responsible Individual(s)
Develop and implement retention plan	To develop an attractive employee value proposition.	Develop a recruitment and retention committee or assign these tasks to different individuals. Involve senior management team.	1. <i>Create retention monetary, bonus and leave plan.</i> 2. <i>Create a brand for the company – an outstanding working place.</i>	
Career Development	To help employees find a career path in your Organization, but first, you must identify their career goals and developmental needs.	Identify additional competencies and/or critical skills that are recommended. Such opportunities are intended to enhance the employees' effectiveness in his or her current job or prepare the employee for future career development opportunities as identified in the performance appraisal. Develop policies and procedures for continuing education.	3. <i>Coaching subordinates or peers</i> 4. <i>Communication techniques.</i> 5. <i>Train employees in technical, mechanical and or interpersonal skills and how to help them grow personally and professionally.</i> 6. <i>Provide the employee with an opportunity for continuing education</i>	Involves middle management in planning employee career development plan to ensure the longevity of activities including human resources personnel. Routinely discuss career plans with each staff member then provide development opportunities based on the employee based on their skills, interest, and goals — human resources department.

Executive Coaching	Build Competencies within the context of organizational strategy. 1. <i>To increase an individual's effectiveness as a leader.</i> [6] 2. <i>To help create a climate of learning, trust, and teamwork in a specific department or company-wide</i> [6]	Train managers to become more effective.	1. <i>Manage change: Personal strategies and the Change Process.</i> 2. <i>Team skills</i> 3. <i>Stress management</i> 4. <i>Conflict resolution</i> 5. <i>Time management</i> 6. <i>Relate to the employee on a personal level; is the employee happy and content?</i>	Set up monthly breakfast meetings with the company managers and supervisors to discuss a variety of issue. Management should promote cooperation through teamwork and create trust by practicing by open communication
Employee Motivation	To motivate across a diverse population of employees to achieve optimal and enduring performance	Create a total reward structure that includes more than compensation. Design new rewards and recognition program to support a culture of performance improvement	1. <i>Performance evaluation</i> 2. <i>Promote recreational and cultural activities</i> 3. <i>Develop recognition activities.</i>	Human resources personnel and company executives should consider quarterly or bi-annual evaluations and provide necessary employee remunerations.
New Hire Orientation and onboarding plans	To ensure that all employees receive a warm welcome and an appropriate introduction To transfer organizational knowledge quickly and minimize new hire downtime by accelerating the ramp process to productivity.	Create a culture of engagement for the newly hired employees.	1. <i>Setting expectations</i> 2. <i>New employee orientation</i>	Human resources personnel should create an events bulletin board. Allow time for announcing upcoming community events and staff meetings.
Monitor turn-over for each department	To sustain enough human resources, supply for the operation of the organization	Determine if vacancies are due to controllable issues	1. <i>Do exit interview and give emphasis on why employees resign.</i> 2. <i>Constant hiring</i>	

The researcher based on the survey conducted identified five major areas of concern relative to the satisfaction of job among the teaching and non-teaching personnel of educational institution in the City of Dagupan.

The first major area in keeping good employees that needs attention is to develop and implement a retention plan. First, the human resources department along with the management should determine the employees want and don't want. In order to know what to track, it is important first to learn what the different groups of employees and determine what motivate and what energizes the employees.

The second major area of concern that needs to be focused on is employee career development. Encouraging the employees to reach their career goals not only makes individuals' work lives more satisfying, but it

also helps ensure the success of any organization. The management should support career development opportunities by allotting time and money for classes and training, and other professional development opportunities.

The third major area of concern is executive coaching; this involves or personal development coaching. Coaching encourages employees to work in a team environment, maximizing people's strength and minimizing their weaknesses. In a teamwork environment, people understand and believe that thinking, planning, decisions, and actions are better when done cooperatively.

The fourth area of concern in this proposal is employee motivation. Motivation is important for an organization, as this will help achieve the personal goals of the employee. The more motivated the employees are, the more empowered the team will be, the more

adaptability and creativity among employees. Motivation will lead to an optimistic and challenging attitude in the workplace.

Among the key areas of the proposed action plan, new hire orientation and onboarding plans are identified to be one of the factors that contribute to the satisfaction of an employee.

The last area of concern within the scope of this proposed action plan is the monitoring of employee turn-over. Employee turnover rate is a rate at which an employer gains and loses employees. Simply said it is "how long employees tend to stay." The human resource department should ensure enough supply of human resources to sustain the operation of the organization.

CONCLUSIONS AND RECOMMENDATION

In light of the foregoing study, it is concluded that the proposed action plan can improve the level of job satisfaction and reduce the employee attrition rate of the teaching and non-teaching personnel.

The proposed measures must be implemented and will serve as a reference for reducing the number of employee attrition rate and improve employee productivity through job satisfaction. Monitor the implementation of the proposed measures. Update and modify as deemed necessary. The private institutions should encourage their employees to work in a team environment in order to improve the level of employee productivity. The private institutions should find a way to solve employee

attrition the soonest time possible in order to sustain the operation of the company.

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