

Antecedents of motivation, job satisfaction and organizational citizenship behavior of contract of service employees in SAMARICA: A basis for human resource intervention

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Abstract

The central problem of this study was to determine the predictors of motivation, job satisfaction, and organizational citizenship behaviors (OCB) of the Contract of Service employees of Local Government of Unit (LGU) of San Jose, Magsaysay, Rizal, and Calintaan (SAMARICA). A mixed-exploratory methodology was utilized. The qualitative method was used to determine the challenges of the contractual employees while a quantitative research design was used to examine the level of motivation, job satisfaction, and OCB. The general evaluation was performed through 296 Contract of Service employees in the local government units of SAMARICA area. Job characteristics, compensation and benefits, and training and development emerged from the thematic analysis. These themes were used to predict respondents' attitudes and behavior in the workplace. Job characteristics and compensation and benefits were the only two antecedents that significantly predicted employees' internal motivation. Employees' integrated motivation was predicted only by compensation and benefits. Similarly, job characteristics and training and development were discovered to be predictors of identified motivation. Finally, job characteristics were the sole predictor of external motivation. Contract of service employees valued training and development and job characteristics the most in demonstrating internal job satisfaction. Employees valued job characteristics, compensation and benefits, and training and development when seeking external job satisfaction. It was revealed that job characteristics and training and development predicted altruism; job characteristics and compensation and benefits predicted conscientiousness, and job characteristics predict civic virtue. Finally, job characteristics as well as training and development were found to be predictors of employees' sportsmanship.

Keywords: motivation, job satisfaction, organizational citizenship behaviors, contract of service, LGU, SAMARICA

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1. Introduction

The End of Contract (ENDO) is one of the hottest issues on the labor front of the Philippines as the majority of the companies in the country wish to reduce the unit of labor cost and achieve flexibilization. Moreover, this brought a considerable increase in the unemployment rate in 2020 to 17.7% amid COVID-19. This is because the first resort of the companies that they wanted to downsize are contractual workers having no security of tenure (Neil, 2020). Labor contractualization has become an ever-growing issue in different parts of the world, such as the Philippines (Malalis & Lagsa, 2013). Many companies have adopted this kind of work arrangement to achieve a cost-efficient and flexible organization. This began in 1974 in the Philippines. During the Marcos regime, the late president signed the Philippine Labor Code of 1974 and adopted this kind of employment practice. It was promulgated in 1974, P.D. No. 442 or the Labor Code of the Philippines which defined workers simply as "any member of the labor force, whether employed or unemployed." It provided for different kinds of special workers: apprentices, learners, and probationary employees (Department of Labor and Employment, 2017).

The problem of labor contractualization is critical in the Philippines. Since 1974, the number of contractual employees in the Philippines has overgrown. It is estimated by the Civil Service Commission (2017) survey that 669,347 out of around 1.7 million workers in the government were temporary workers. The Labor Code of the Philippines permits employers to hire non-permanent workers for a maximum of 6 months. In this kind of system, workers will be engaged in not more than six months of work arrangement. Also, they can continue to work in the same organization if employers renew them after the end of the stipulated duration of the contract. This type of arrangement prevents workers from regularization and prevents them from receiving benefits such as bonuses and paid leaves (Department of Labor and Employment, 2017).

In the United States, contractualization is defined as contingent work. The use of this term emphasizes the "conditional, transitory, and insecure nature of certain kinds of work, including part-time, temporary, employee leasing, self-employment, contracted out and home-based employment" (Wilkin, 2012). Contractual employment is viewed as a form of precarious employment by the International Labor Rights Forum, in which employees "fill permanent job needs but are denied permanent employment rights" (International Labor Rights Forum, 2013). Rubery et al., (2018) described precarious work as the absence of a typical work relationship (i.e., a direct employment relationship between the employer and its employees), which is tasked with protecting workers against pure monopolization. Part-time work, transitory labor, dependent self-employment or "own account work," and subcontracted work are all elements of precarious work. Precarious employment is also linked with flexible work hours, short-term contracts, a dearth of limited social protection, and poor compensation

However, in the Philippines, workers under contractualization practice are referred to as contractual workers or Contract of Service employees. Meanwhile, Civil Service Commission (2017) gave a more encompassing definition of a Contract of Service, being a focal point of this study, as "the engagement of the services of an individual, private firm, other government agency, non-governmental agency or international organization as a consultant, learning service provider or technical expert to undertake special project or job within a specific period.". They can be hired through various flexible employment hirings agreements, such as outsourcing or subcontracting labor, deploying agency-hired and third-party-managed personnel on corporate property, and direct hiring (Ofreneo, 2013). The directly hired Contract of Service employees assumes the job and responsibilities directly to the company where they work. The Contract of Service covers piecework or intermittent job of short duration not exceeding six (6) months daily.

The government sectors play a significant role in the development of the country. The planning and implementation of the civil service system do not only involve money and method but also the attitudes of those who will be part of the implementation – both permanent and temporary workers. Despite their contribution to the organization, temporary workers have been regarded as secondary workers. Organizations have used them in response to an ever-changing business environment and the attainment of long-term organizational goals and objectives (De Jong, 2014). With this, Contract of Service employees in government sectors was the critical feature of this study. Being able to motivate workers, regardless of their contract type, seems to contribute to the organization's efficiency since it relates to workers' commitment and perception of Human Resource Policies (Sobral et al., 2019). However, research on this subject in the context of temporary workers has been minimal and limited (Lopes & Chambel, 2014).

Along with this, successful organizations need employees who will do more than their usual job duties and provide performance beyond expectations. Several studies revealed that the two commonly used topics in employee attitudes and behaviors are Organizational Citizenship Behavior (OCB) and job satisfaction. This is so because a positive relationship between OCB and job satisfaction was established in the study of Lomoya (2019). Even so, studies from the perspective of Contract of Service employees in the Philippines received less attention. Public sector workers impact the quality of public service. The pervading values and attitudes of the people reflect public administration, as people are the critical factors in improving the nation's condition and the attainment of actual development. Keeping in view the dire importance of motivation, job satisfaction, and organizational citizenship behavior this study focuses on predicting the antecedents of the workers' attitudes and behaviors in the context of the Contract of Service employees working in the government units.

1.1 Statement of the Problem

This study investigated the extent to which various antecedents predict motivation, job satisfaction, and organizational citizenship behavior in the organization among contract of service employees working in the local government units in SAMARICA. Specifically, it sought to answer the following questions: (1) What are the challenges encountered by the Contract of Service employees of the Local Government Units in SAMARICA? (2) What is the extent of challenges encountered by the Contract of Service employees of the Local Government Units in SAMARICA in terms of job characteristics; compensation and benefits; and training and development? (3) What is the level of motivation of Contract of Service employees in terms of internal motivation; integrated motivation; identified motivation; and external motivation? (4) What is the level of job satisfaction of Contract of Service employees in terms of internal; and external satisfaction? (5) What is the level of organizational citizenship behavior of Contract of Service employees in terms of altruism; conscientiousness; courtesy; civic virtue; and sportsmanship? (6) Do job characteristics, compensation and benefits, and training and development predict motivation? (7) Do job characteristics, compensation and benefits, and training and development predict job satisfaction? (8) Do job characteristics, compensation and benefits, and training and development predict organizational citizenship behavior?

1.2 Significance of the Study

The broad classes of users who would benefit from the study include the following: First, the findings of the study will be useful to LGUs because those will serve as their guides in formulating better human resource policies that will aid the contractual workers in achieving their personal goals. Since organizations need employees to help them reach organizational objectives, they need to attract and retain their valuable employees to succeed. Second, this study will be beneficial to human resource managers of organizations because the results will be the bases for the improvement of their personnel policies. This will help them pool virtuous human resources and keep the workforce motivated, satisfied, and committed to their respective work. A need for a variety of programs to ensure a high standard of performance is of utmost importance.

Third, for the employers, knowledge of the diversity among levels of motivation, job satisfaction, and

organizational citizenship behavior will be acquired through this study. This will provide an understanding of the work attitudes of the employees. Employers can deal with employees differently according to the strongest identified level of motivation, job satisfaction, and organizational citizenship behavior. Fourth, regarding the contract of service workers, since most of the research focuses on regular employees, this study will help them in communicating their common challenges and objectives to their employers. Fifth, to the law-making body, the result will contribute to making fair and equitable work-arrangement policies or developing a work-life balance for Contract of Service employees. They will be able to formulate laws that are sufficient to address the growing need for the protection of these workers. This study will provide opportunities to institutions whose manpower are in the same boat as the respondents. This will guide them in developing strategies for the productivity of their employees. Perhaps the greatest beneficiary of this study is society itself because it will have better services, more capable citizens, and an overall climate of cooperation among employees. Lastly to future researchers. The findings of this research will serve as reference material and a guide for future researchers who wish to conduct a study related to the topic.

1.3 Scope and Delimitation of the Study

This study investigated the extent to which various antecedents predict motivation, satisfaction, and organizational citizenship behavior in the organization of the Contract of Service employees in SAMARICA. The predictors of motivation, job satisfaction, and organizational citizenship behavior were limited to job characteristics, compensation and benefits, and training and development. The mentioned predictors are human resource practices that would likely influence organizational performance (Pradhan et al., 2017). This is consistent with the objective of the study in providing HR managers with deeper acumens into the underlying mechanisms between HR practices and employee behavior and attitudes. Lastly, this research was conducted among directly hired Contract of Service employees in the Local Government Units of San Jose, Rizal, Calintaan, and Magsaysay in the province of Occidental Mindoro in the year 2022. As of this writing, the Contract of Service employees in the Local Government Unit of San Jose is 410, while in the Local Government Unit of Magsaysay is 383. The Local Government Unit of Calintaan is composed of 262 workers, while the Local Government Unit of Rizal has 135 contractual workers. The results of the study could not be extrapolated to other employment hirings practices, such as agency hiring, subcontracting, and outsourcing arrangements.

2. Methodology

Research Design - The present study used a mixed-exploratory research design. The descriptive method intends to provide information on the existing issues in the present times. It describes the status of the variable under investigation such as the level of motivation, job satisfaction, and organizational citizenship behavior. A predictive methodology was employed to predict motivation, job satisfaction, and organizational citizenship behavior using job characteristics, compensation and benefits, and training and development as predictors.

Sampling Procedure - A letter of request signed by the researcher and adviser was forwarded to the human resource officer of the government institution. The letter aimed to provide the researcher with the necessary data for the conduct of the study, specifically, the total number of Contract of Service employees in San Jose, Magsaysay, Rizal, and Calintaan in the Province Occidental Mindoro. The accumulated data from the LGUs were utilized to come up with the sample size of the research.

Respondents of the Study - The Contract of Service employees working in the Local Government Unit of Municipality of San Jose, Magsaysay, Rizal, and Calintaan in Occidental Mindoro was the sample population of the study and there is 1,272 total population in this study. To select a representative sample, a Raosoft Sample Calculator with a 5% margin of error was used. Also, a stratified sampling technique was applied. The number of each sector was divided by the total population multiplied by the sample size calculated by Raosoft. Therefore, the sample size of this study is equal to 296.

Research Instrument - Since the study used a mixed-exploratory method design, both interview guide questions and survey questionnaires were applied. An interview guide question was used to explore the challenges encountered by the respondents under Contract of Service employment. This type of survey was used when there is a specific target population involved (Sincero, 2012). In the context of quantitative research design, the researcher used a questionnaire to gather the data. The modified questionnaires were used in the study. One example is the Minnesota Satisfaction Questionnaire – Short Form. The purpose of the questionnaire was to allow employees to express how they feel about their current jobs, as well as what they are and are not satisfied with. Another questionnaire that the researcher utilized was the Motivation at Work Scale in determining the level of respondents' internal, integrated, identified, and extrinsic motivation. This questionnaire is composed of 20 items and can be answered by the respondents. Lastly, the questionnaire developed by Williams and Anderson (1991) in assessing the organizational behavior of employees was used.

To measure the organizational citizenship behavior of Contract of Service employees a Likert-type modified questionnaire was used. Each item has 5-point responses: (1) strongly disagree (2) disagree (3) neither agree nor disagree (4) agree (5) strongly agree. Job characteristics refer to the structure of an employee's work that directs them to extrinsic and intrinsic motivation. The study adopted a questionnaire anchored on the job diagnostic survey to measure the five core job characteristics (skill variety, task identity, task significance, autonomy, and feedback). Compensation and benefits refer to the monetary and non-monetary perks that a company provides to its employees in exchange for their services (Raj et al., 2013). The researcher used a 10-item questionnaire with a scale of 5 for the level of agreement. Sal and Raja (2016) define training as the process of enhancing an individual's existing skills, knowledge, exposure, and talents. Development, on the other hand, is those opportunities that will help employees to grow. Both lead to the productivity of the employees. The researcher used a 10-item questionnaire with a scale of 5 for the level of agreement.

Test validation and reliability indexes were carried out before the utilization of the questionnaire. The completed questionnaire framework was given to experts in the field of the study to determine its face and content validity. In the study, content validity was used to indicate that the items in the survey questionnaires accurately represent the concept to be analyzed (Faghihi & Allameh, 2012). The researcher sought the help of professors from the Divine Word College of San Jose - Graduate School and Occidental Mindoro State College, a Local Government Operations Officer, and the Human Resource Officers to assess the accuracy and relevance of the questionnaire items. All necessary suggestions for instrument improvement were considered. With the assistance and support of experts to establish the face and content validity of the survey instrument, the majority of statements in each construct were found to be highly relevant.

Thirty respondents were asked to answer the items in the questionnaire. The inter-item reliability test of the instrument was done using the test-retest method with an interval of one week allotted for the second administration of the test. The Cronbach's Alpha measure was computed based on the standardized items in determining internal consistency.

Four main components, namely: motivation, job satisfaction, organizational citizenship behavior, and antecedents were tested for internal consistency and indicated the scores' stability in which the reliability method used was Cronbach Alpha. The motivation instrument with four indicators including internal, integrated, identified, and external motivation underwent a pilot test and with the computed Cronbach's alpha value of 0.988, 0.922, 0.934, and 0.928 respectively. For job satisfaction instrument, it includes two indicators namely intrinsic and extrinsic satisfaction with 0.937 and 0.949 respectively. For the organizational citizenship behavior instrument with four indicators namely: altruism, conscientiousness, civic virtue, and sportsmanship, the computed Cronbach alpha was 0.905, 0.742, 0.918, 0.881, and 0.911 respectively. Lastly, for antecedents instrument with three indicators namely: job characteristics, compensation, and benefit and training and development garnered Cronbach alpha values of 0.943, 0.974, and 0.979 respectively which denotes the high reliability of the instrument.

Data Gathering Procedure - The modified survey questionnaires were produced to the number of copies sufficient to accommodate all the respondents. At the same time, the letter of request to survey the Contract of Service employees was sent to the Human Resource Officer of each organization. The survey questionnaires were given to the Contract of Service employees personally. Before the conduct of the survey and distribution of the questionnaire, a few reminders were communicated to the respondents to help them in answering the survey questionnaire. The employees' consent to participate in the study was confirmed by signing the consent form attached to the survey questionnaire.

Statistical Treatment of the Data - Statistical Package for Social Sciences was used to analyze the data. The intention behind the use of this package was to produce both descriptive and inferential statistics was produced. To identify and analyze the underlying relationship between antecedents and outcome variables, as well as to verify the study's hypotheses, descriptive statistics such as mean and inferential statistics such as regression statistical models were utilized.

3. Results and Discussions

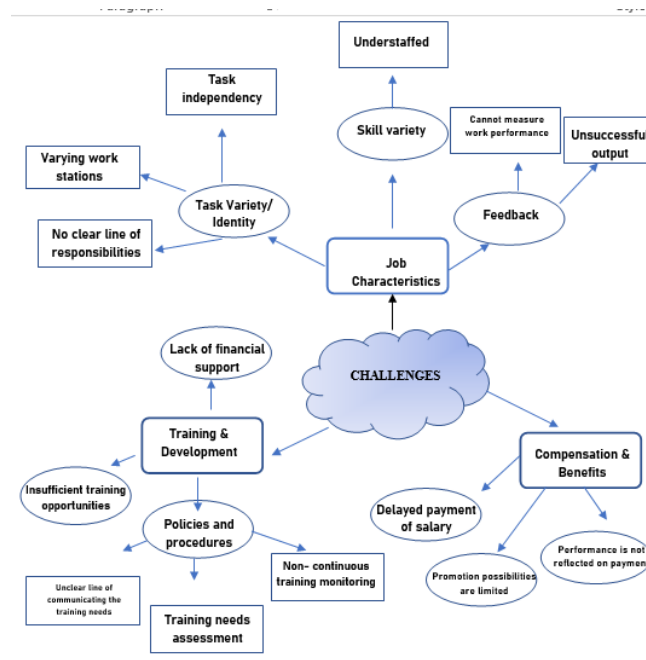


Figure 1. Developed a Thematic Map of Challenges Encountered

Figure 1 shows the challenges of Contract of Service employees of the Local Government Unit in four different municipalities (San Jose, Magsaysay, Rizal, and Calintaan). The interview was done by giving the respondents a set of questions throughout the scheduled period. Thematic analysis was utilized and gives off the following themes: Job Characteristics, Compensation and Benefits, and Training and Development. These identified challenges were part of the experience of the respondents under their Contract of Service employment. This analysis satisfied the first statement of the problem and presents the qualitative part of the study. The quantitative part of the study was presented in the succeeding tables, namely the descriptive and the inferential statistics. A weighted mean was used to answer the respondents' level of motivation, job satisfaction, and organizational citizenship behavior. Additionally, regression analysis was used to determine the predictive power of the predictor variables.

Table 1 presents the descriptive analysis of the Contract of Service employees' extent of challenges in terms of job characteristics, compensation, benefits, and training and development. It is revealed that challenges in terms of job characteristics rated in this area were evaluated to a great extent since all the descriptors have means ranging from 3.51-4.50, resulting in an overall mean of 3.83 with a verbal description of to a great extent. The

study implies that unclear and indirect information about the effectiveness of the employees' performance was noted with a high level of agreement as agreed by the study by Murad et al. (2013). As a result, Wulf et al. (2017), stated that temporary workers who have experienced challenges in job feedback were most likely to have lower levels of job satisfaction and motivation. Also, Probst et al. (2014), in their study revealed that a lack of job feedback can aggravate and frustrate the job.

Table 1

Mean of challenges of contract of service employees in SAMARICA

Challenges of Contract of Service Employees	Mean	Verbal Description
Job Characteristics	3.83	To a great extent
Compensation and Benefits	2.90	Moderate extent
Training and Development	3.41	To a moderate extent

Scale: 1.00- 1.50 To a least extent, 1.51- 2.50 To a less extent, 2.51- 3.50 To a moderate extent, 3.51- 4.50 To a great extent, 4.51-5.00 To a greatest extent

In the long run, these strains may come to be associated with the burnout component of emotional exhaustion among personnel. Furthermore, the information enables them to understand what they are doing correctly and incorrectly, lowering their chances of making major mistakes and failing. A similar study by Dhanraj and Parumasur (2014) analyzed the perception of employees on job characteristics in a textile company in South Africa. The study found out that most of their employees experienced skills variety, while those who experienced task variety comprised 46.8% of the total population. Those workers who are not exposed to a diverse range of job tasks may hamper their development on career prospects.

The major challenges highly reported by the respondents in terms of compensation and benefits were how they are compensated to ensure that they are motivated to give their fullest effort possible and the lack of awareness of the promotion possibilities existing in the institution, both of which obtained the highest mean of 3.40. This means that if the compensation received is higher this will result in better employee motivation in carrying out the tasks assigned. While the lowest mean of 2.59 pertains to the descriptor "The payment I receive in this job does not reflect high achievement." The same finding was revealed in the study of Mwangi (2017) that no respondents agreed when asked if their basic pay was well-balanced compared to the work done. Kallergb (2020) revealed that temporary workers received lower payments than permanent workers doing the same tasks. Furthermore, half of the respondents in the study of Ek and Mukuru (2018) revealed that they are not motivated by the manner of their compensation. On contrary, half of the respondents agreed that their basic pay is a membership-based reward that constitutes the job rate; this is reviewed regularly and may vary depending on the job grade or level of skills.

Similarly to this, Kadir et al., (2019) stressed that employees' performance is dependent on the organization's effort in providing for the needs of their academic staff such as compensation. Additionally, the study of Kawiana et al. (2018) revealed that in new environmental settings, compensation provided by the organization has a significant effect on work motivation. Furthermore, the study's findings suggest that the higher the compensation offered to employees, the more motivated they will feel. Moreover, the employees' rating of the challenges in training and development with a moderate extent since it registered a weighted mean of 3.41. A limited chance of employees participating in training obtained the highest mean of 3.91. The same study was revealed in the study of Van der Klink et al. (2015) that because of employment arrangements, temporary workers received fewer opportunities to enhance their employability than permanent employees. The same result was established in the study of Wilkin (2012) that temporary workers were provided a lesser chance to participate in training and development programs.

The descriptor that employees experience less challenge pertains to unclear operational trainee-selection procedure which obtained the lowest mean of 2.91. Nassazi (2013) found out that training plays a significant role in improving performance as well as increasing productivity. This displayed a difference between the organizations who is committed to training their employees and those that do not train their employees. It is

important to note that effective training programs transform temp employee competencies. It thus not only enhances employees' overall performance to successfully execute their current roles, but it also strengthens workers' knowledge, skills, and attitude required for future jobs, contributing to superior organizational performance. The Balanced Scorecard perspective developed by Kaplan and Norton (1992) emphasizes the contribution of learning and growth in the productivity of the organization. The learning and growth quadrant focuses mainly on the non-tangible assets of the company that adds to the overall value of the organization such as investment in human resources in way of training and development programs. If training and development programs are properly planned and administered, they will produce several important benefits for the organization. It uplifts employee motivation, satisfaction, and general behavior (Khan et al., 2019).

Table 2

Mean of service employees' motivation in terms of internal, integrated, identified and external motivation

Contract of Service Employees' Motivation	Mean	Interpretation
Internal Motivation	2.48	Low Level of Agreement
Integrated Motivation	3.26	Uncertainty
Identified Motivation	4.03	High Level of Agreement
External Motivation	4.19	High Level of Agreement

Legend: 4.20-5.0 – Very High Level of Agreement; 3.40-4.19 – High Level of Agreement; 2.60 – 3.39 – Uncertainty Level; 1.80-2.59 – Low Level of Agreement; 1.0-1.79 – Very Low Level of Agreement

Table 2 reveals the mean level of the contract of service employees in terms of internal, integrated, identified, and external motivation. The commonality of respondents' evaluation in the area was perceived as three out of four descriptors received a low level of agreement interpretation. While the descriptor being a contract of service worker brings me personal fulfillment got a mean of 2.65 with an uncertainty interpretation under internal motivation. The finding corroborates the study of Lopes and Chambel (2014), the level of internal motivation of temporary agency workers was found to be low. Also, Jowett et al. (2013) found that workers' internal motivation is associated with the meaningfulness of the work. Based on the findings, it is safe to conclude that temporary agency workers do not choose the employment arrangement because of its inherent satisfaction such as the pleasure and enjoyment brought by the job (Manganelli et al., 2018).

Even though the findings resulted in the uncertainty of the level of integrated motivation still, integrated motivation ranks second to the lowest type of motivation among temporary workers as also depicted in the study of Lopes and Chambel (2014). This means that employees' desires at this level of motivation include the flexibility required and the freedom to pursue other personal goals at the same time. As such, temporary workers with a high level of integrated motivation tend to go beyond their duties and would likely demonstrate organizational citizenship behavior (Lo Presti et al., 2019).

The employees' level of identified motivation in all descriptors equally obtained a high level of agreement and got an overall weighted mean in this area of 4.03. Specifically, the descriptor I chose to be this type of work because it will allow me to get a permanent job got a mean of 4.07. The result conforms to Feldman et al. (1994) that the majority of the temporary workers are trying to convert their status to a permanent one or they are trying to find a job with greater security. Meanwhile, the descriptor increases the probability to have a better job in the future got the lowest mean of 4.00. A high level of identified motivation has been established in the study of Lopes and Chambel (2014). This means that employees are likely to show a high degree of willingness to perform work because they perceived that their work is worthwhile despite having little to no inherent satisfaction (Ryan and Deci, 2020). As mentioned by Van den Broeck et al. (2013), the higher the identified motivation the higher the engagement of temporary workers in discretionary behaviors.

External job satisfaction refers to the level of satisfaction that temporary workers experience from extrinsic rewards such as pay, benefits, and job security. It can be construed from the data in Table 2 that respondents agreed highly on the descriptors given to assess the level of their external motivation with a mean ranging from 3.40 to 4.19. The descriptor I need to have a salary to live has 4.25 mean, being the highest. In that case, employees opt for temporary work arrangements because of their desired consequence such as money being

earned (Lopes & Chambel, 2014). In a study by Kulkarni and Panchal (2014), it was found that temporary workers' external job satisfaction was influenced by their perception of fairness in pay and benefits. The study suggests that perceptions of fairness and equity are important factors that affect the external job satisfaction of temporary workers. While the descriptor, I cannot possibly be unemployed, registered the lowest mean of 4.12 with a high level of agreement. In a study by Van der Heijden et al. (2015), it was found that temporary workers' external job satisfaction was influenced by the perceived job security and the availability of training and development opportunities. The study suggests that job security and opportunities for personal and professional growth are important factors that affect the external job satisfaction of temporary workers. In addition, Farooq et al. (2020) argued that external motivation correlates with job satisfaction among temporary workers. However, the relationship was partly because of the lack of engagement on the job. In addition to this, Akhmetshin et al. (2018) stated that employees who chose to accept a temporary work arrangement have full awareness of the working condition the contractual employment can provide but chose to trade them off for work experience and income.

Table 3

Mean of contract of service employees' organizational citizenship behavior

Contract of Service Employees' Organizational Citizenship Behavior	Mean	Interpretation
Altruism	4.03	High Level of Agreement
Conscientiousness	3.68	High Level of Agreement
Courtesy	4.03	High Level of Agreement
Civic Virtue	4.16	High Level of Agreement
Sportsmanship	4.10	High Level of Agreement

Legend: 4.20-5.0 – Very High Level of Agreement; 3.40-4.19 – High Level of Agreement; 2.60 – 3.39 – Uncertainty Level; 1.80-2.59 – Low Level of Agreement; 1.0-1.79 – Very Low Level of Agreement

Table 3 exhibits the descriptive analysis of the contract of service employees' level of organizational citizenship behavior in terms of altruism. The result shows that all indicators namely: altruism, conscientiousness, courtesy, civic virtue, and sportsmanship were evaluated with a high level of agreement of 4.03, 3.68, 4.03, 4.16, and 4.10 respectively. The lowest descriptor obtained a mean of 3.95 which pertains to helping others who have been absent and can be found under altruism. In contrast, the study of Steijn et al. (2013) found that temporary workers are less likely to demonstrate this kind of behavior because of their job insecurity, which can result in being demotivated and uncommitted to the organization.

The overall result of the assessment also shows consistency of the rating high level of the agreement under conscientiousness. This means that employees show obedience to the rules and regulations set by the management and go well beyond the expected minimum requirements. A review by Silla et al. (2017) suggests that temporary workers may exhibit higher levels of task-oriented conscientiousness compared to permanent employees. They argue that temporary workers may be more focused on completing their assigned tasks and meeting their performance goals, as they may be motivated to demonstrate their value to their employers and secure future job opportunities. In addition, as cited in the study of Tambe (2014) conscientious employees are perceived to be responsible and do not necessarily require supervision while they work.

In addition, the level of courtesy displayed by employee prevent others from experiencing problems associated with the job by providing them with necessary details ahead of time. This can also be shown in situations like observing proper care in using shared resources and consulting problem that concerns co-workers. Having this behavior will help the organization by preventing tensions inside the organization in such a way that they are making effort to avoid creating problems for workers (Lee, 2013). Furthermore, the level of civic virtue demonstrated means employees are actively participating in the internal processes by sharing their suggestions, and opinions, attending meetings, and also keeping themselves well aware of the event in the organization through the reading of communication letters. According to Qamar (2012), this dimension contributes to employee productivity and prevents complaints.

Data reveals that all of the descriptors obtained a high level of agreement interpretation which registered an

overall mean of 4.10 under sportsmanship. The level of sportsmanship revealed that employees can tolerate minor problems concerning their jobs without complaints, grievances, protests, and other ways to address the problems. A study by Tambe (2014), stated that sportsmanship among employees reduces managers' stress and employee turnover at the same time. The favorable outcomes of Contract of Service employees' organizational citizenship behavior were in contrast with the assumption of Organ (1997). They argue that organizational citizenship behavior is likely to be demonstrated by employees who have a long and strong relationship with the organization. However, Organ's argument is not the final word on the matter. Furthermore, Lomoya et al. (2015), have shared their sentiment on the matter emphasizing that the demonstration of organizational citizenship behavior is not dependent on the stay of the employees in the company but rather on the feeling of employees being valued in the organization. The argument of Lomoya et al. (2015) provides support for the result of this study. Further, a review by Smith and Easterby-Smith (2015) suggests that the Hawthorne studies helped to establish the importance of employee participation and involvement in the workplace. They argue that the studies highlighted the role of social dynamics and interpersonal relationships in shaping employee behavior, which is an important component of OCB.

Table 4

Analysis between job characteristics, compensation & benefits, training & development, and job satisfaction

Criterion variable (job satisfaction)	Variables that entered the regression model	Multiple R	t-value	p-value** (Sig.)	Interpretation
Internal Satisfaction	Training and Development	0.514	6.571	.000	Highly Significant
	Job Characteristics		4.500	.000	Highly Significant
External Satisfaction	Compensation and Benefits	0.671	7.292	.000	Highly Significant
	Job Characteristics		4.824	.000	Highly Significant
	Training and Development		2.944	.003	Significant

**Significant at $p < 0.05$

As revealed by the regression analysis, compensation and benefits, job characteristics, and training and development display a moderate relationship with the employees' external job satisfaction. These factors posted t-values of 7.292, 4.824, and 2.944 respectively which are compensation and benefits job characteristics are both significant at 0.000 while training and development are significant at 0.003. This means that all of these factors are deemed to be a strong predictors of external job satisfaction. Even though extrinsic job satisfaction is mainly related to the environment outside the job, García et al. (2019) reiterated that it could also be affected by factors directly related to the job itself such as job characteristics, thus the result of their study revealed that job characteristics have a significant relationship with intrinsic and extrinsic job satisfaction, but is more related to intrinsic satisfaction.

Another criterion variable, organizational citizenship behavior, is presented in Table 5 below. It was described as altruism, conscientiousness, courtesy, civic virtue, and sportsmanship. Based on the analysis, two of the predictor variables which are job characteristics and training and development posted a moderate correlation with altruism, being one of the Organizational Citizenship Behaviors. It registered t-values of 4.930 and 3.984, respectively. Evidenced by a p-value of .000, these factors were accepted as predictors of altruism. Also, it can be gleaned from the same table that the employees' conscientiousness revealed a relationship with the two predictor variables – job characteristics and compensation and benefits. It was supported by a positive multiple R of 5.0029 and 3.584 which is significant for both .000 levels. Therefore, it could be said that job characteristics and compensation and benefits were predictors of conscientiousness.

4. Conclusions

Based on the statement, it can be concluded that temporary workers face significant challenges in terms of

job characteristics. The fact that the study found a "great challenge" in this area suggests that temporary workers may struggle to find work that is meaningful, engaging, or aligned with their skills and interests. The statement also indicates that challenges related to compensation and benefits are present among temporary workers. The study found that contractual employees have a low level of agreement in terms of their internal motivation, which refers to their desire to perform well. They also feel uncertain about their integrated motivation, which is the extent to which their work aligns with their values and beliefs. Both employees' intrinsic and extrinsic job satisfaction was high. Temporary employees in the organization exhibit positive organizational behaviors, including altruism, conscientiousness, sportsmanship, civic virtue, and courtesy. By understanding the different predictors of employee motivation, organizations can tailor their strategies to effectively motivate their employees and ultimately enhance organizational performance. Contract of service employees prioritizes training and development opportunities and job characteristics when it comes to their internal job satisfaction. On the other hand, when seeking external job satisfaction, they value job characteristics, compensation and benefits, and training and development. Specifically, job characteristics appear to be a strong predictor of multiple aspects of OCB, including altruism, conscientiousness, and civic virtue. Training and development is also a predictor of altruism and sportsmanship, while compensation and benefits are a predictor of conscientiousness.

Table 5

Analysis between job characteristics, compensation and benefits, training and development, and OCB

Criterion variable (organizational citizenship behavior)	Variables that entered the regression model	Multiple R	t-value	p-value** (Sig.)	Interpretation
Altruism	Job Characteristics	0.431	4.930	.000	Highly Significant
	Training and Development		3.984	.000	Highly Significant
Conscientiousness	Job Characteristics	0.378	5.029	.000	Highly Significant
	Compensation and Benefits		3.584	.000	Highly Significant
Courtesy	Job Characteristics	0.264	4.680	.000	Highly Significant
Civic Virtue	Job Characteristics	0.208	3.627	.000	Highly Significant
	Job Characteristics		4.975	.000	Highly Significant
Sportsmanship	Training and Development	0.370	2.257	.025	Significant

**Significant at $p < 0.05$

4.1 Recommendations

Based on the findings and drawn conclusions, the following recommendations are suggested: The result of this study was conducted to determine the extent of challenges of Contract of Service workers in the Local Government Units of San Jose, Magsaysay, Rizal, and Calintaan. Furthermore, this aimed to measure the level of motivation, job satisfaction, and organizational citizenship behavior and its predictors. Based on the findings, the following are hereby recommended: Establish a comprehensive orientation program for Contract of Service workers. Devise compensation policies that promote fairness among Contract of Service employees. Before hiring temporary workers, consider their potential chance of regular full-time employment. Temporary workers should be provided with more extensive training and values formation programs. Systematically evaluate the performance of temporary workers. In a replication of this study by future researchers, it is good to note that this can be better done with a larger sample to extract more data and result. Using additional cities or branching out nationally would result in additional and more quantifiable data to use. Also, a comparative study must be done using the same variables used in this study among other types of workers, involving all workers with their positions included.

5. References

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