



# **Job Stability and Agency-Hired Employees' Satisfaction in a Government-Owned and Controlled Corporation**

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**Abstract**— The research described and analyzed the job stability and satisfaction of agency-hired employees in a GOCC. The study aimed to determine the relationship between job stability level on the satisfaction level of agency-hired employees in a GOCC and the level of job stability among the employees in terms of job performance and employee turnover intent.

The research utilized quantitative correlational research and simple random sampling technique which was conducted in a GOCC located in Brgy. Halang, Calamba, Laguna with AHEs of a GOCC in Brgy. Halang, Calamba City, Laguna as the respondents of the study. A questionnaire was used for the gathering of quantitative data and utilized mean and Pearson  $r$  for the analysis of data.

The study showed that the level of job stability in terms of turnover intent had a slight correlation with the AHEs' satisfaction in a GOCC in terms of pay and benefits and training and development, while potential for personal growth and work-life balance had a moderate correlation with the employee turnover intent.

In conclusion, the research found that AHEs have a very stable job performance in general and that they receive acceptable pay but believe that there are still some ways that the GOCC can do to improve the benefits provided in terms of insurance for the employees. The performance of AHEs is not associated with the employees' satisfaction at work and vice versa and that a proposed action plan may help in enhancing their job stability and satisfaction by focusing on the implementation of the activities and strategies proposed for the improvement of the identified Key Results Areas. The established action plan proposed strategies and activities for each of the areas of concern together with the objectives and timeframe for the execution of the action plan.

**Keywords**— Agency-Hired Employee, government-owned and controlled corporation, job stability, employee satisfaction.

## **I. INTRODUCTION**

Job stability is one of the important factors that contribute to a thriving workforce sector. It gives the security of tenure to employees which plays a significant role in achieving a level of satisfaction among employees. Indeed, a satisfied workforce is key to overcoming the dilemma of the scarcity of labor force and uplifting the business sector which was hardly hit by the series of layoffs and recessions from all over the world.

In the Philippines, securing a job has been a challenge nowadays. To have a job is one thing, but to have a stable one is another thing. Although it is a right granted by the Constitution and statutes, having a stable job is a privilege wherein most people cannot be afforded with. For instance, Article III of the Labor Code on the declaration of the



basic policy states that the State shall assure the right of workers to security of tenure. Thus, while having a stable job can mean a sense of security by having to receive a steady income, as well as other monetary benefits, decreasing, if not totally alleviating fears of being unemployed and unable to support oneself and their family, job stability is considered lifeblood to the workforce sector.

When the COVID-19 pandemic hit in the early quarter of 2020 up to the present, the stability of jobs has been put to the test as companies' ability to secure jobs for their employees is also challenged by the major economic setback that the pandemic has brought. Some of the expected and known organizations that guarantee the stability of jobs are in the servicing sector of the government and its controlled agencies such as health, education, government, trade, and others. Since all these instrumentalities and controlled agencies of the government must function and remain resilient in times of adversity so long as the State exists, employment in these sectors is vital, not only for its mandate for a continued and uninterrupted offering of jobs to its employees but also for its ministerial function—that is to render services to the public.

Government-Owned and/or Controlled Corporations (GOCCs) have been able to create much employment the moment they started which contributes to the overall share of the government in its revenue and the employment market in the country. Their positions are classified into both career and non-career services which basically encompass different kinds of qualifications for an employee or aspiring employee. Thus, creating more opportunities for employment.

One of the Government-Owned and Controlled Corporations (GOCCs) in the Philippines aids the public in terms of house financing. This GOCC is an answer to the need for affordable shelter financing and a national savings program for Filipino workers. Since GOCCs need manpower to continue rendering their services to the public, it is important for the corporation to be able to know about the satisfaction of their employees with the current job stability and security that the corporation can offer and identify whether it affects the employee's willingness to stay committed to the organization.

According to the Labor Force Survey of the Philippines Statistics Authority (2022), the sector of services in terms of the broad industry group continues dominating the employment market having 58% of employed individuals which is noted as the highest share in the market.

However, among the 17 regions in the country, there are six regions that posted lower rates of employment as compared to the 94.3 national estimate percentage, and included in these regions is Region IV-A with 93.2%. Having these figures, the low rate of employment specifically in Region IV-A shows a great possibility that employment in the GOCC in the region has also experienced certain issues with their rate of employment. This could affect the GOCC's manpower which is needed and important especially to be able to address and suffice the needs of the clients. Considering the present situation, there is undoubtedly an outgrowing employee turnover due to poor satisfaction with their job, which poses a continuing danger to the workforce sector, and can eventually affect the overall standing of the economy. Likewise, neither much has yet been written insofar as the analysis of

the effects of job stability on the satisfaction of agency-hired employees in a GOCC is concerned. Hence, this has become an impetus for the author's interest to determine the relationship between job stability on the satisfaction of the AHEs in a GOCC in Brgy. Halang, Calamba City, Laguna.

## II. THEORETICAL/CONCEPTUAL FRAMEWORK

The study was anchored on the following theories: the Theory of Quits and Layoffs by Kenneth J. McLaughlin (Cimbaljević et al., 2020), the Theory of Hierarchy of Needs by Abraham Maslow (Jasiyah et al., 2018), and the Fulfillment Theory by Robert H. Schaffer (as cited in Jasiyah et al., 2018).

The first theory is the Theory of Quits and Layoffs wherein McLaughlin (Cimbaljević et al., 2020) mentioned that quits were done voluntarily by the workers and layoffs by the firm. It was further stated that the value of a match between a worker and a firm dissolved if their total separated value was higher than their combined value. This theory expounded on the nature of quits and layoffs in the purview of workers and the firm.

The next one is the Theory of the Hierarchy of Needs. Maslow (Jasiyah et al., 2018) stated in this theory that people were motivated to achieve a need that was a step higher level only when the most basic needs were met. A stable job that can provide for the basic and higher needs of an individual can give satisfaction to the employees. The performance of an employee then reflected the goals that they wanted to satisfy. Since being in an organization meant that one was bound to work with other people, their performance was affected by the group that the employee belonged to. Employees' performance in any nature of work varied on the different factors that influenced their effectiveness at work. And the last theory in which this study was anchored as the Fulfillment Theory. Schaffer (Jasiyah et al., 2018) mentioned that job satisfaction was also argued to be something that varied on the satisfied needs of an individual. This was what he coined to be the Fulfillment Theory. It meant that fulfillment of a stronger need brought stronger satisfaction to the employees. Based on the theories discussed above, a conceptual framework was developed wherein it shows the relationship of the indicators of the job stability level of employees in terms of employee job performance and employee turnover intent to the satisfaction level of agency-hired employees in a GOCC in terms of pay and benefits, training and development, potential for personal growth, and work-life balance.

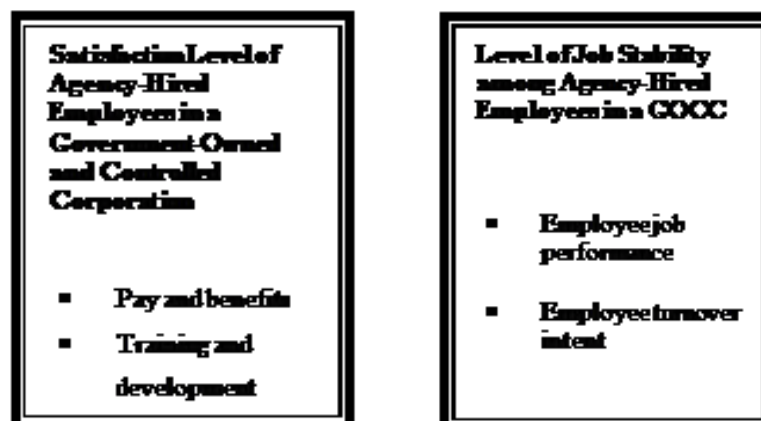


Figure 1: Research Paradigm

The independent variable contains the indicators of job stability level in terms of employee job performance and employee turnover intent; whereas the dependent variable includes the satisfaction of agency-hired employees in a GOCC in terms of pay and benefits, training and development, potential for personal growth, and work-life balance. The line indicates the relationship of the independent variables consisting of indicators of job stability level to the dependent variables consisting of satisfaction of agency-hired employees in a GOCC and its sub-variables.

### ***Statement of the Problem***

The purpose of the research was to determine the relationship between job stability level and the satisfaction level of agency-hired employees in a GOCC.

Specifically, it sought to answer the following:

1. What is the level of job stability among agency-hired employees in a GOCC in terms of:
  - Employee job performance and
  - Employee turnover intent?
2. What is the satisfaction level of the agency-hired employees in a GOCC in terms of:
  - Pay and benefits,
  - 2.2 Training and development,
  - Potential for personal growth, and
  - Work-Life balance?
3. Is there a significant relationship between job stability level and satisfaction level of agency-hired employees?
4. Based on the findings of the study, what action plan may be proposed to improve the Agency-Hired Employees' satisfaction and Job Stability?

### ***Hypothesis***

Based on the foregoing statements, the hypothesis was tested for its significance:

Ho: There is no significant relationship between job stability level and satisfaction level of agency-hired employees.

### ***Scope and Delimitations***

This study focused on determining the relationship of job stability level in terms of employee job performance and employee turnover intent on the satisfaction level of agency-hired employees in a GOCC in terms of pay and benefits, training and development, potential for personal growth, and work-life balance.

The study used the Agency-Hired Employees (AHEs) in a GOCC in Brgy. Halang, Calamba City, Laguna, as the subjects.



### ***Significance of the Study***

The results of the study will be of benefit to the following:

*Agency-Hired Employees of the Fund.* It will help these employees to better improve the GOCC's internal policy and practices that affect their retention and satisfaction.

*GOCC and Management.* This study will give information to a better understanding of the impact of job stability on the satisfaction of the AHEs with their job. In addition, the findings of this study would support the management in devising appropriate and effective human resource activities and strategies for managing their manpower. This will positively impact employee retention and overall satisfaction.

*Human Resource Management.* This will provide sound human resource management advice to the upper management about the factors that greatly affect the employees' satisfaction and how they will be able to respond to these and their common needs to get a higher retention rate and satisfaction from the employees.

*Researcher.* This study is intended to help further understand the perspectives on the satisfaction of the AHEs concerning the stability provided by the job and to support the academic qualifications for the degree by presenting the research findings gathered.

*Future Researchers.* It will serve as a basis upon which other related and same studies can be based on. Also, this will provide information that will be useful in undertaking an in-depth study of the subject matter.

### ***Definition of Terms***

For a better understanding of this study, the following terms are operationally defined:

*Agency.* This refers to the agency which the Agency-Hired Employees (AHEs) are under. This is the agency responsible for the deployment of the AHEs in the Government-Owned and Controlled Corporation (GOCC).

*Agency-Hired Employee (AHE).* This pertains to an employee who is hired by an agency or contractor to perform or complete a job, work, or service pursuant to a service agreement and deployed in the GOCC. In this study, it refers to those with either eligibility but is yet to be permanent or those without eligibility.

*Eligible.* This refers to AHEs who possess civil service eligibility or equivalent.

*Employee Satisfaction.* This indicates the satisfaction or contentment of employees with their job, experiences, and the organization that they work for.

*Employee Turnover Intent.* This is a process wherein the employee is intending to leave the current job. In this study, it pertains to the employee's willingness to separate from the GOCC





Government-Owned and Controlled Corporation (GOCC). This pertains to a corporation that is created as a solution to market failures where the intervention of the government is needed.

*Job Performance.* This refers to the employee's expected work-related tasks and how well these were executed.

*Job Stability.* This indicates the duration for which an employee stays with their current job without disruption.

*Job Security.* This is the concept and probability of keeping a job that is safe and secured where an employee won't be dismissed or cut by other forces.

*Pay and Benefits.* This pertains to the salary and other monetary and non-monetary benefits given by the employer to the employees. In this study, it refers to all the things received by the employee that is given by the GOCC as compensation for the services rendered.

*Potential for Personal Growth.* This refers to tasks or opportunities provided by the company. In this study, it pertains to opportunities given by the GOCC to its employees for the purpose of their personal growth.

*Training and Development.* This is the activity in a company that is created to improve the skills and knowledge of employees professionally. In this study, it includes training and seminars organized by the GOCC for the benefit of its employees.

*Work-Life Balance.* This indicates the lack of obstruction between work and other roles in life. It is the state of equilibrium in which the demands of personal, professional, and family lives are equal. In this study, it refers to the opportunity for the employees of the GOCC to work and at the same time enjoy their personal life outside of working hours.

### **III. REVIEW OF RELATED LITERATURE**

This chapter presents a collection of information taken from different references. Several of the materials are from websites compiled by the researcher, and others were taken from books, theses, and journals. These helped the researcher in substantial discussion of the study.

#### ***Job Stability***

Job stability has always been one of the concerns in an organization. Being able to keep a job for a long period of time is not only about the ability of an employee but is also about the factors that will make them enjoy and feel satisfied with working in the same company.

Patel et al. (2020) stated that job stability was referred to as the stability that an individual has in his job and was understood as the period or extent to which an individual perceived keeping his job without other factors externally.



On the other hand, Greenhalgh and Rosenblatt (1984, as cited in Gallie et al., 2017) stated that job tenure insecurity was the fear of loss of employment while job status insecurity was about the valued job features' threat which related to the superiors' personal treatment insecurity and loss of vital characteristics of a job such as pay, skill, task interest, and discretion. Because of the employees' occupational class and contract status, they may be vulnerable to job insecurity. Those employees on temporary contracts were noted in a consistent finding to be more worried about job tenure security than those employees who were on permanent contracts. Certainly, given their short tenure, employees who were only temporary may be less subject to status loss fear.

Furthermore, Fu et al. (2017) mentioned that the notion of stability introduced was markets inspired where the security of a job is guaranteed by regulatory means. The extreme assertion considered was that once employed for a certain salary by a firm, only the employee can decide when to quit and the firm cannot fire nor lower the employee's salary.

#### **IV. METHODOLOGY**

This chapter presents the research design, research locale, population and sampling, respondents of the study, research instrument, validation of the instrument, data gathering procedure, ethical consideration, and treatment of quantitative/qualitative data. It also includes techniques used to gather and analyze data to arrive at the results and findings for the formulation of conclusions and recommendations.

##### ***Research Design***

This study utilized a descriptive method of research in determining the job stability and agency-hired employees' satisfaction in a Government-Owned and Controlled Corporation (GOCC). Descriptive research gathers data to provide information aids to better understand the concepts and methods used as well as to seek answers to the questions about the present status of the topic of the study. The quantitative research method used has attempted to gather quantifiable information which was used for statistical analysis of the population sample.

##### ***Research Locale***

This study was conducted in a GOCC located in Brgy. Halang, Calamba, Laguna. This GOCC provides a national savings program and affordable shelter financing for Filipino workers.

##### ***Population and Sampling***

This study utilized the simple random sampling technique in the gathering of quantitative data. Random sampling simply describes when every element in a population has an equal chance of being chosen for the sample.

##### ***Respondents of the Study***

The respondents of this study were the Agency-Hired Employees (AHEs) of a GOCC in Brgy. Halang, Calamba City, Laguna. There were one hundred forty (140) agency-hired employees and four (4) department supervisor respondents from four departments of the GOCC. The sample size of the study was calculated using the G\*Power tool.



### ***Research Instrument***

This research used a questionnaire written in the English language for the gathering of quantitative data. The said questionnaire was adapted from the theses of Artillaga (2021) and Bataluna (2020). The authors had given permission to conduct the study using their instruments which were validated and approved at the time their study was conducted. The study also sought validation and approval of experts and conducted pilot testing.

The questionnaire was divided into two (2) parts.

The first part determined the job stability level in a Government-Owned and Controlled Corporation (GOCC) in terms of employee job performance rated by the department supervisors and employee turnover intent answered by the AHEs.

The second part of the questionnaire measured the employee's satisfaction level in a Government-Owned and Controlled Corporation (GOCC) in terms of the following: pay and benefits, training and development, potential for personal growth, and work-life balance all answered by the AHEs.

### ***Validation of the Instrument***

Since the research instrument was adapted and was previously validated using Cronbach's Alpha formula, the study sought the validation and approval of five (5) experts for the overall questionnaire to ensure accuracy and correctness before the distribution to the target respondents and to validate the reliability of the items in the research instrument. The calculated content validity ratio and index of the instrument showed a favorable result and score of 1 (one) indicating that the questions in the instrument were all to be retained and were essential for the study as per the validators. Pilot testing was also conducted before proceeding to the actual survey. The result of the reliability test using Cronbach's Alpha formula showed acceptable and good internal consistency of the questionnaire.

### ***Data Gathering Procedure***

A request letter for the conduct of the study was submitted for approval of the Department Manager of the GOCC. After getting the approval, questionnaires were distributed to the 140 respondents and four (4) department supervisors in order to gather the data needed for the research. The questionnaires were disseminated to the respondents by distributing printed survey forms. The data collected were tabulated, tallied, and analyzed for statistical treatment.

### ***Ethical Considerations***

This research followed the basic code of ethics to ensure proper practices on data and sample gathering. The data and information of the respondents collected using questionnaires were kept confidential, and the participation of the respondents in this research was voluntary and with consent, and without force, threat, undue influence, or intimidation on the part of the researcher.





Any kind of potential harm that the respondents would have experienced in the conduct of this research was avoided, or at least was kept to an absolute minimum if cannot be prevented otherwise.

And lastly, this research ensured that the contents of this study were free of plagiarism or research misconduct, and the results were accurately represented without distorting or manipulating results and data.

## V. PRESENTATION, ANALYSIS, AND INTERPRETATION OF DATA

This chapter presents the findings, analysis, and interpretation of data gathered whose main objective was to assess job stability and its relationship with the satisfaction level of agency-hired employees in a GOCC. Included as well are explanations and other impartation of other relevant ideas which were purely logical, and objective coincided with related literature and studies to shed light on the intended significant contribution. The research was able to answer the following questions:

Problem Number 1. What is the level of job stability among agency-hired employees in a GOCC in terms of Employee job performance and Employee turnover intent?

**Table 1.1: Level of Job Stability among AHEs in terms of Job Performance**

Indicators	Mean	Interpretation
<b>The employee...</b>		
<b>1. is excellent in the different phases of work.</b>	3.65	Very Stable
<b>2. has good communication skills in both oral and written.</b>	3.46	Very Stable
<b>3. is able to complete tasks on time.</b>	3.54	Very Stable
<b>4. has an exceptional ability to eventually handle higher-level responsibility.</b>	3.53	Very Stable
<b>5. can work interdependently in a team.</b>	3.63	Very Stable
<b>6. is able to perform various assignments /tasks.</b>	3.61	Very Stable
<b>7. is able to work well with minimal time and effort.</b>	3.59	Very Stable
<b>Composite Mean</b>	3.57	Very Stable

Legend: 3.25 - 4.00 Strongly Agree – Very Stable (VS) 2.50 - 3.24 Agree – Stable (S)

1.75 - 2.49 Disagree – Moderately Stable (MS) 1.00 - 1.74 Strongly Disagree - Unstable (U)

The level of job stability among agency-hired employees in a GOCC in terms of job performance had a composite mean was 3.57 interpreted as Very Stable as shown in Table 1.1. This means that AHEs in the GOCC have a very stable job performance. The indicator “The employee is excellent in the different phases of work.” had the highest mean of 3.65 interpreted as Very Stable. On the contrary, the indicator “The employee has good communication skills in both oral and written.” had the least computed mean of 3.46 verbally interpreted as Very Stable.

Furthermore, this implies that the employees possess remarkable job performance as assessed by their supervisors. The ability to multitask and communicate effectively at work attribute to the ideal service and performance of an employee in the GOCC and to the high stability of job in terms of the performance of the AHEs.



When employees can do their tasks and are productive, they help achieve the organization's goals and become one of the assets of the organization. Being able to be an asset to the company helps in retaining the job at least in terms of performance that is assessed in every employee.

**Table 1.2: Level of Job Stability among AHEs in terms of Turnover Intent**

Indicators	Mean	Interpretation
<b>The employee...</b>		
<b>1. sees himself/herself staying in the company for many years.</b>	3.44	Very Stable
<b>2. looks forward to achieving further professional growth in the company.</b>	3.59	Very Stable
<b>3. considers having a long tenure for his/her professional experience.</b>	3.48	Very Stable
<b>4. looks forward to landing a permanent position in the company.</b>	3.66	Very Stable
<b>5. thinks his/her personal and professional growth may improve if he/she continues to stay in the company.</b>	3.54	Very Stable
<b>Composite Mean</b>	3.54	Very Stable

Legend: 3.25 - 4.00 Strongly Agree – Very Stable (VS) 2.50 - 3.24 Agree – Stable (S)  
1.75 - 2.49 Disagree – Moderately Stable (MS) 1.00 - 1.74 Strongly Disagree - Unstable (U)

The level of job stability among Agency-Hired Employees in a GOCC in terms of Turnover Intent had a composite mean of 3.54 interpreted as Very Stable as shown in Table 1.2. This means that AHEs in the GOCC have a very stable Turnover Intent indicating employees' view concerning their intent to stay and/or leave the company. The indicator "The employee looks forward to landing a permanent position in the company." had the highest mean of 3.66 and interpreted as Very Stable. On the contrary, the indicator "The employee sees himself/herself staying in the company for many years." had the least computed mean of 3.44 interpreted as Very Stable.

This implies that employees see the GOCC as a good workplace resulting in favorable responses to the assessment aimed to measure the level of job stability in terms of employee turnover intent in the company.

Problem Number 2. What is the satisfaction level of the agency-hired employees in a GOCC in terms of Pay and benefits, Training and development, Potential for personal growth, and Work-Life balance?

**Table 2.1: Level of AHEs' Satisfaction in a GOCC in terms of Pay and Benefits**

Indicators	Mean	Interpretation
<b>The GOCC...</b>		
<b>1. provides a structured scale of pay/salary rate/salary raise.</b>	3.36	Fully Satisfied
<b>2. provides variable pay such as bonuses and incentives.</b>	3.28	Fully Satisfied
<b>3. provides health / medical insurance.</b>	2.79	Satisfied
<b>4. provides life /disability insurance.</b>	2.74	Satisfied
<b>5. provides paid time off.</b>	3.25	Fully Satisfied



<b>Composite Mean</b>	3.08	Satisfied
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Legend: 3.25 - 4.00 Strongly Agree – Fully Satisfied (FS) 2.50 - 3.24 Agree – Satisfied (S)  
1.75 - 2.49 Disagree – Partially Satisfied (PS) 1.00 - 1.74 Strongly Disagree - Not Satisfied (NS)

The level of Agency-Hired Employees' satisfaction in a GOCC in terms of Pay and Benefits had a composite mean of 3.08 interpreted as Satisfied as shown in Table 2.1. This means that AHEs are satisfied with the Pay and Benefits provided by the GOCC. The indicator "The GOCC provides a structured scale of pay/salary rate/salary raise." had the highest mean of 3.36 interpreted as Fully Satisfied. On the contrary, the indicator "The GOCC provides life /disability insurance." had the least computed mean of 2.74 interpreted as Satisfied.

This implies that the Agency-Hired Employees in the GOCC receive acceptable pay and benefits provided by the GOCC. However, there is also an implication that the overall benefits and pay that these employees receive could still be given more emphasis by the GOCC to advance further. This also shows that employees do feel positive about the structure of the pay scale and salary raise provided by the GOCC. On the other hand, employees believe that there are still some ways that the GOCC can do to improve the benefits provided in terms of insurance for the employees.

**Table 2.2: Level of AHEs' Satisfaction in a GOCC in terms of Training and Development**

Indicators	Mean	Interpretation
<b>The GOCC...</b>		
<b>1. provides training and seminars conducted in and off-campus for professional learning and growth opportunities.</b>	3.23	Satisfied
<b>2. provides mentoring from senior peers.</b>	3.34	Fully Satisfied
<b>3. gives opportunities to work with a mentor.</b>	3.41	Fully Satisfied
<b>4. provides training and seminars that help evaluate behavior that will help to achieve its goals.</b>	3.32	Fully Satisfied
<b>Composite Mean</b>	3.33	Fully Satisfied

Legend: 3.25 - 4.00 Strongly Agree – Fully Satisfied (FS) 2.50 - 3.24 Agree – Satisfied (S)  
1.75 - 2.49 Disagree – Partially Satisfied (PS) 1.00 - 1.74 Strongly Disagree - Not Satisfied (NS)

The level of Agency-Hired Employees' satisfaction in a GOCC in terms of Training and Development had a composite mean of 3.33 interpreted as Fully Satisfied as shown in Table 2.2. This means that AHEs are Fully Satisfied with the Training and development provided by the GOCC. The indicator "The GOCC gives opportunities to work with a mentor." had the highest mean of 3.41 interpreted as Fully Satisfied. On the contrary, the indicator "The GOCC provides training and seminars conducted in and off-campus for professional learning and growth opportunities." had the least computed mean of 3.23 interpreted as Satisfied.

This implies that the Agency-Hired Employees receive and undergo adequate activities provided by the GOCC for the development and growth of each individual. It is evident that the GOCC gives importance to the well-being of



its employees, especially in terms of engaging and nurturing the mind of the employees as well as their skills. The organization ensures that its employees will be able to learn in every little way that they can from training and seminars to things as simple as shadowing. It also shows that employees have the highest satisfaction by being able to work with mentors. This also implies that practical training together with the mentors helps the employees learn the most.

**Table 2.3: Level of AHEs' Satisfaction in a GOCC in terms of Potential for Personal Growth**

Indicators	Mean	Interpretation
<b>The employee...</b>		
<b>1. sees personal advancement in the company.</b>	3.36	Fully Satisfied
<b>2. can make use of his/her abilities.</b>	3.50	Fully Satisfied
<b>3. finds the job meaningful.</b>	3.48	Fully Satisfied
<b>4. use his/her own strategies/methods.</b>	3.46	Fully Satisfied
<b>5. is allowed to study or take a Master's degree.</b>	3.52	Fully Satisfied
<b>Composite Mean</b>	3.46	Fully Satisfied

Legend: 3.25 - 4.00 Strongly Agree – Fully Satisfied (FS) 2.50 - 3.24 Agree – Satisfied (S)  
1.75 - 2.49 Disagree – Partially Satisfied (PS) 1.00 - 1.74 Strongly Disagree - Not Satisfied (NS)

The level of Agency-Hired Employees' satisfaction in a GOCC in terms of Personal Growth had a composite mean of 3.46 interpreted as Fully Satisfied as shown in Table 2.3. This means that AHEs are Fully Satisfied with their Potential for Personal Growth in the GOCC. The indicator "The employee is allowed to study or take a Master's degree." had the highest mean of 3.52 interpreted as Fully Satisfied. On the contrary, the indicator "The employee sees personal advancement in the company." had the least computed mean of 3.36 interpreted as Fully Satisfied.

This implies that the Agency-Hired Employees are satisfied with the opportunities given to them by the GOCC to maximize their potential in terms of personal growth. By allowing Agency-Hired Employees to study further and get a higher degree, the GOCC then helps prepare and mold the employees to be better individuals not only for professional development but as well as personal growth. Like any other organization, the GOCC also gives employees the opportunity to progress in terms of personal advancement as they open several positions that can lead the employees to achieve higher positions together with the experiences that will also help them develop further their skills and knowledge at work. However, this comes with quite reservation as these regular or higher positions are limited and do not come and open on a scheduled or regular basis.

**Table 2.4: Level of AHEs' Satisfaction in a GOCC in terms of Work-Life balance**

Indicators	Mean	Interpretation
<b>The GOCC...</b>		
<b>1. acknowledges the importance of personal and family life in the workplace.</b>	3.44	Fully Satisfied
<b>2. has a program that supports a healthy work-life balance.</b>	3.24	Satisfied





<b>3. provides a reasonable amount of work.</b>	3.27	Fully Satisfied
<b>4. has a structured and healthy working environment.</b>	3.36	Fully Satisfied
<b>5. provides family and health programs.</b>	3.19	Satisfied
<b>Composite Mean</b>	3.30	Fully Satisfied

Legend: 3.25 - 4.00 Strongly Agree – Fully Satisfied (FS) 2.50 - 3.24 Agree – Satisfied (S)

1.75 - 2.49 Disagree – Partially Satisfied (PS) 1.00 - 1.74 Strongly Disagree - Not Satisfied (NS)

The level of Agency-Hired Employees’ satisfaction in a GOCC in terms of Work-Life Balance had a composite mean of 3.30 interpreted as Fully Satisfied as shown in Table 2.4. This means that AHEs are Fully Satisfied with the Work-Life Balance in the GOCC. The indicator “The GOCC acknowledges the importance of personal and family life in the workplace.” had the highest mean of 3.44 interpreted as Fully Satisfied. On the contrary, the indicator “The GOCC provides family and health programs.” had the least computed mean of 3.19 interpreted as Satisfied.

This implies that the GOCC can satisfy the Agency-Hired Employees in terms of work and life balance despite the massive deliverables and workloads being in assistance to the Filipino people. As an organization that comprises Filipino employees, it is evident that it also places high regard and importance on the family of every employee. It also satisfies its employees in terms of wholistic work and life balance by trying to provide reasonable work time and workload to every employee as much as possible to be able to spend time with family, and for things that will help the employees unwind and be of great health and shape. Although the GOCC is assessed to have a good balance between work and life, it is also evident that the organization could still provide and make use of better programs to promote family and health among the employees.

**Table 3: Test of Significant Relationship between the Level of Job Stability and Satisfaction of Agency-Hired Employees**

Job stability	Satisfaction	r value	p value	Remarks	Decision
<b>Employee job performance</b>	Pay and benefits	0.104	0.222	Not Significant	Accept ho
	Training and development	-0.163	0.055	Not Significant	Accept ho
	Potential for personal growth	-0.035	0.682	Not Significant	Accept ho
	Work-Life balance	0.021	0.802	Not Significant	Accept ho
<b>Employee turnover intent</b>	Pay and benefits	.245**	0.003	Significant	Reject ho
	Training and development	.367**	0.000	Significant	Reject ho
	Potential for personal growth	.497**	0.000	Significant	Reject ho
	Work-Life balance	.419**	0.000	Significant	Reject ho





There was a significant relationship between the level of job stability and employee turnover intent as evidenced by the generated probability values of .003, .000, .000, and .000 respectively, which were all less than the level of significance at .05 while there was no significant relationship between level of job stability and job performance as evidenced by the generated probability values of .222, .055, .682, and .892 respectively, which were all more than the level of significance at .05.

This implies that the employees' satisfaction in terms of Pay and Benefits, Training and Development, Potential for Personal Growth, and Work-Life is associated with job stability in terms of Employee Turnover intent in a GOCC. Employees who are satisfied at work in terms of the identified factors tend to stay in the company. Conversely, this also implies that the job performance of the Agency-Hired Employees in a GOCC is not associated with the employees' satisfaction at work and the other way around. The employees' performance may increase and/or decrease regardless of the current state of their satisfaction at work.

Problem Number 4. Based on the findings of the study, what action plan may be proposed?

The proposed action plan included strategies and activities for each of the areas of concern aimed to deal with the issues identified in the study. It also indicated the timeframe and the objectives of the plan. The action plan proposed strategies and activities for each of the areas of concern together with the objectives and timeframe for the execution of the action plan. This action plan aimed to aid the challenges or the Key results Area determined by the study that can help the employees as well as the organization itself.

**Table 4: Proposed Action Plan to Improve the Agency-Hired Employees' Satisfaction and Job Stability in the GOCC**

KEY RESULTS AREA/AREAS OF CONCERN	OBJECTIVES	STRATEGIES/ACTIVITIES	TIME FRAME	PERSON INVOLVED	SUCCESS INDICATOR
<b>Employee Performance</b>	To enhance further the AHEs' communication skills for client servicing	Conduct continuous training aimed for developing communication skills.	Conducted twice a year	Human Resource Management	5-10% higher client servicing-ready personnel rate annually
<b>Turnover intent</b>	To recognize the top reasons for	• Conduct Annual checkpoints for all the employees.	• Checkpoint on the Third	Human Resource Management	5-10% lower turnover rate annually



	voluntary turnover and develop strategies for employee retention	<ul style="list-style-type: none"> <li>Conduct exit interviews with every leaving employee.</li> </ul>	Quarter of the year	and GOCC Supervisors	(versus previous year)
<b>Employee benefits</b>	To include AHEs in the current healthcare and insurance benefits	Include healthcare benefits to cover AHEs by proposing a partnership with health and life insurance providers.	2023-2025	Human Resource Management	At least 5-10% of AHEs will be benefitted
<b>Training &amp; Development</b>	To develop existing training and seminars	Conduct simulations for application of learned knowledge and skills in training and seminars	1 month after the conducted seminar/training	Human Resource Management	At least 50% proper application of the learned and enhanced knowledge/skill
<b>Employee regularization</b>	To enhance the existing policy on AHE contract renewal	Include criteria for regularization of AHEs after a three-year probationary service.	2023-2025	Human Resource Management and Board of Directors	Endorsement of HR Management to the board of directors within the year of 2023



<p><b>Work-Life Balance</b></p>	<p>To improve existing programs promoting health and family importance</p>	<ul style="list-style-type: none"> <li>• Conduct activities that will cover both physical and mental health of employees.</li> <li>• Conduct an interactive family day for employees.</li> </ul>	<ul style="list-style-type: none"> <li>• Conducted twice a year</li> <li>• Conducted once a year</li> </ul>	<p>Human Resource Management</p>	<p>10%-15% higher employee satisfaction rate annually in terms of Work-Life Balance</p>
<p><b>Overall Employee Satisfaction</b></p>	<p>To develop strategies and activities that will help meet and maintain the satisfaction of the AHEs.</p>	<ul style="list-style-type: none"> <li>• Conduct satisfaction surveys for tracking of the level of employee satisfaction.</li> <li>• Join HR conferences for up-to-date developments or trends in Human Resource Management</li> </ul>	<ul style="list-style-type: none"> <li>• Conducted every 6th and 12th month of the year</li> <li>• Participated at least twice a year</li> </ul>	<p>Human Resource Management</p>	<p>10%-20% higher employee satisfaction rate annually (versus the previous year)</p>

**VI. SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

This chapter presents summary of findings, the conclusions drawn, and the recommendations made as an outgrowth of the study relative to the job stability and Agency-Hired Employees’ satisfaction in a Government-Owned and Controlled Corporation.

**Summary of Findings**

The following are the summary of findings derived after the careful and thorough analysis of the gathered data:

**1. Level of Job Stability among Agency-Hired Employees in a GOCC in terms of:**

1.1 Employee Job Performance

The computed composite mean was **3.57** interpreted as **Very Stable**.

1.2 Employee Turnover Intent

The computed composite mean was **3.54** interpreted as **Very Stable**.

**2. Level of Agency-Hired Employees Satisfaction in a GOCC in terms of:**



#### 2.1 Pay and Benefits

The computed composite mean was **3.08** interpreted as **Satisfied**.

#### 2.2 Training and Development

The computed composite mean was **3.33** interpreted as **Fully Satisfied**.

#### 2.3 Potential for Personal Growth

The computed composite mean was **3.46** interpreted as **Fully Satisfied**.

#### 2.4 Work-Life Balance

The computed composite mean was **3.30** interpreted as **Fully Satisfied**.

### ***3. Test of Significant Relationship between the Level of Job Stability and Satisfaction of Agency-Hired Employees***

There was a significant relationship between the level of job stability and employee turnover intent as evidenced by the generated probability values of .003, .000, .000, and .000 respectively, which were all less than the level of significance at .05 while there was no significant relationship between Level job stability and job performance as evidenced by the generated probability values of .222, .055, .682, and .892 respectively, which were all more than the level of significance at .05.

### ***4. The Proposed Action Plan***

This proposed action plan contained strategies and inputs that were aimed to enhance the satisfaction and job stability of Agency-Hired Employees in a GOCC. It included strategies and activities for each of the areas of concern together with the objectives and timeframe for the execution of the action plan.

## **IV. CONCLUSION**

Based on the above-mentioned results of this study, the following conclusions are drawn:

1. That Agency-hired employees have a very stable job performance in general regardless of factors that may affect their performance such as the employee satisfaction as assessed by their supervisors. Additionally, it is concluded that AHEs have a very stable Turnover Intent in the GOCC which implies positive qualities and company culture which make them stay in the organization and aim for a regular position in the company in the future.
2. That Agency-Hired Employees in the GOCC receive acceptable pay but believe that there are still some ways that the GOCC can do to improve the benefits provided in terms of insurance for the employees. Also concluded is that AHEs receive and undergo adequate activities provided by the GOCC for the development and growth of everyone. Additionally, it is not only that AHEs are satisfied with the opportunities given to them by the GOCC to maximize their potential in terms of personal growth although with quite reservations about personal advancement, but also that the GOCC is able to satisfy the Agency-Hired Employees in terms of work and life balance despite the massive deliverable and workloads.
3. That the AHEs satisfaction in terms of pay and benefits, training and development, potential for personal growth, and work-life is associated with job stability in terms of Employee Turnover intent in a GOCC. On



the other hand, it is concluded that the performance of Agency-Hired Employees is not associated with the employees' satisfaction at work and vice versa.

4. That the proposed action plan is needed in enhancing the job stability and satisfaction of AHEs in the GOCC by focusing on the implementation of the activities and strategies proposed for the improvement of the identified Key Results Areas.

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