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## HUMAN RESOURCE PRACTICES FOR TEACHING PERSONNEL OF SELECTED PRIVATE ASIAN HIGHER EDUCATIONAL INSTITUTION

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### Abstract

*Manpower is considered as the most important asset of every institution, this is the reason why employee satisfaction and retention play an important role for any institution. Satisfied employees tend to be more provide better outputs for being creative, productive and committed to their employers while dissatisfied employees sometimes don't provide quality outputs. Institutions who can create work environments that attract, motivate and retain hard-working individuals will succeed in terms of profit. This study investigated the job satisfaction of teaching personnel of selected higher educational institution in Pangasinan, specifically 3 private higher education institution. It sought to answer what benefits being received by the teaching personnel, how are they satisfied in terms of professional growth, promotion, pay, work and career plan and the reason of teaching personnel leading to job satisfaction. Based on the result of the study, the majority of the respondents agreed that salary play a major role in satisfaction. As a result of their perspective towards their work, a large portion of the respondents agree that they will look for a new job next year, quit their present job and see that there is not much prospect with regards to their present organization. The majority of the respondents claim that companies must increase the salary for a private institution, while only a few of the population claim that*

*companies should motivate employees across diverse population within the company.*

## **Keywords**

Job Satisfaction, Human Resource Management, Salary, Income

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## **1. Introduction**

The job is not only a main source of income but also an important component of life. Work takes away a large part of each worker's day and also contributes to one's social standing. Because of work's central role in many peoples' life, satisfaction with one's job is an important component in overall well-being (Smith, 2007). Hence, the big question is are you satisfied with the job? Employee satisfaction is supremely important in an organization because it is what productivity depends on. If your employees are satisfied they would produce superior quality performance in optimal time and lead to growing profits. Satisfied employees are also more likely to be creative and innovative and come up with breakthroughs that allow an institution to grow and change positively with time and changing market.

In educational system job, satisfaction plays a very vital role for every employee in academic personnel. The relevance of job satisfaction and motivation are very crucial to the long-term growth of any educational system around the world. They probably rank alongside professional knowledge and skills, center competencies, educational resources and strategies as the veritable determinants of educational success and performance.

This study attempts to find out which dimension affects the job satisfaction of private higher educational institution. The present study takes into account factors to find out the level of job satisfaction and to see the effect of age, gender, marital status, education, occupation level and length of employment on the job satisfaction of academicians. This paper will focus on the private institution. This paper also aims at identifying what affects the job satisfaction of an academic personnel

In the study, the researcher investigated the status and the level job satisfaction on academic in terms of demographic characteristics, socioeconomic characteristics, benefits received by the teaching personnel in private institution, the reasons given by the teaching personnel. This served as a basis for proposing recommendation in a form of strategic management plan for creating and maintaining their job satisfaction.

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

This study investigated the job satisfaction of the teaching personnel in the selected

private higher educational institutions in Pangasinan, specifically private higher education institution.

Specifically, it sought to answer the following questions:

1. What is the profile of the teaching in the selected higher education?
2. What are the benefits of being received by the teaching personnel?
3. How satisfied are the teaching personnel in terms of professional growth, promotion, pay, work and career plan?
4. What is the reason of teaching personnel leading to job satisfaction?

### **1.2 Scope and Delimitation**

The main concern of this study is to determine job satisfaction of the teaching personnel from three private higher educational institutions located in Dagupan City in Pangasinan. It sought the answers the status of job satisfaction and motivational practices.

The researcher limited this research to the current practice in human resources managerial motivational factors for job satisfaction for the year 2016 and employees of the same year. Further, this study is limited only to the private higher educational institution, employees from the government are not included in the study.

### **1.3 Importance of the Study**

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 personnel of higher educational institution. Further, the study would be beneficial to the senior executives and senior managers in understanding what may be needed to attract, recruit, and motivate talented employees to achieve extraordinary performance and to retain the right talents with the necessary skills and to use these talents where they are needed at the right time.

The result of this research will shed light on the proper perspective of motivating employees to increase productivity and performance.

Educators in the Field of Business Management majoring in Human Resources Management and Psychology. This study will enhance students' knowledge in managing human resources to increase their productivity by incorporating this into their study.

The findings of the research may provide empirical data to contribute and further expand existing knowledge on human capital management challenges facing managers.

## 2. Related Literature

Many studies on job satisfaction such as studies of employees in software industries have concentrated on the correlates of satisfaction, such as length of service, education, age, sex, income, working conditions, and so on. (Sharif & Nazir, 2016). There are also some studies that there are correlation of gender, work environment, length of service and age of academic staff on attitude to work. (Yusuf, et.al, 2016).

Some researchers did a somewhat similar study on hospital personnel but focused on the association between satisfaction (measured by summated ratings of ten aspects of the job) and the degree to which six areas of "work values" were perceived to have been achieved among various groups of hospital employees. They found that the degree to which differential fulfillment in these work lues correlated with job satisfaction varied according to the occupational category. Thus, while identification with the hospital as a work value was significantly correlated with satisfaction among many groups of hospital personnel, association with co-workers showed significant correlations for only office workers and nurses. Other groups of personnel displayed still different patterns. They concluded that ". . . elements of satisfaction are drawn from different areas of concern for persons of varied organizational positions." (Palola and Larson, 1965)

Palola and Larson indicated that their study was inspired by an earlier study on satisfaction of white-collar workers in which the thesis was that the degree of satisfaction which a person feels with a particular aspect of the job environment is a function of the strength of needs which are relevant to that aspect and the degree to which such needs are fulfilled by the environment. She makes the general statement: "The greater amount the individual gets, the greater his satisfaction and, at the same time, the more the individual still desires, the less his satisfaction. (Morse, 1953) While Morse's "need" was restricted to the individual's need for promotion compared with the individual's evaluation of the extent of fulfillment of certain values specific to the work environment in Palola and Larson's study, both studies strongly suggest that the individual's value system and the social context of work come into interaction in the generation of satisfaction. Whether it be some personal need or some form of externalization of the self in one's work, it seems useful to consider some personal attribute in studying satisfaction.

### 3. Methodology

#### 3.1 Research Design

In view of the research problems, the study adopted the quantitative method of research. Quantitative method, on the other hand, are most appropriate when the researcher is interested in providing information about prediction, producing generalized results, identifying the cause, determining relationships, and imposing a formal structure on the data through top down approach. Further quantitative research, survey methodology is viewed as confirmatory, clarification seeking, oriented toward phenomena where accurate information is lacking, and deductive in nature (Hubermann & Miles, 2002).

The use of a survey as a method of data collection has gained popularity over the years because of a great deal of valuable information on what people think about certain issues, products, policies, or events. This technique was used in the data collection in the present study. A proponent of survey methodology suggests that a research seek out people who have already been exposed to a diverse range of personal and professional experiences. The participants' responses, therefore, are the direct source of data. In addition, it is more common to use questionnaires because it yields information that is more systematic from all participants.

#### 3.2 Source of Data

The subject of this study is the job satisfaction of the teaching personnel of selected higher educational institution in Pangasinan. The respondents were the academic personnel of the selected private universities and colleges during the academic calendar year 2015 – 2016 from a three private institution in Pangasinan.

#### 3.3 Instrumentation of Data Collection

In conducting this study, a survey questionnaire was used. A random sample of men and women were selected. Sampling participants were identified by the colleges and universities they represent. A total of 120 were invited to participate in the study, however, only 93 responses were received.

Participants were requested to were requested to complete the survey within 1 day period from the date of the issuance, however, due to low response rate, they were given additional 5 days for a total of 6 weeks for most respondents. Follow-up was made every 3 days to promote high response rate to enhance the general research findings.

The researcher used survey questionnaire as a tool for data gathering from the respondents. A set of instruments was prepared for the respondents.

This questionnaire is consists of three parts. Part I is consist of questionnaires to assess demographic characteristics of the respondents. This includes age, sex, gender, civil status, and a number of children. The first part of the questionnaire also includes socio-economic characteristics of the respondents, which include highest educational attainment, position or rank, family income, and a number of years in service.

The second part of the questionnaire includes company fringe and nonfringe benefits which include basic income, and leaves, SSS and PhilHealth benefits and cash incentives.

The third part of the questionnaire includes the assessment of the level of job satisfaction in terms of three perspective pay, professional growth, and promotion.

The survey questionnaires were composed of closed questions (e.g. requiring yes or no answers, Likert scales, etc).

### **3.4 Tools for Data Analysis**

Statistics is one way of getting the information's organized. After the entire survey questionnaire have been collected, the researcher used statistical tools to analyze all the data; and was assisted by the Statistical Package for Social Science (SPSS) in coming up with the statistical analysis for this study and to have a general view of the whole scenario of the study. This includes the scaling system, which is used by the researcher as a technique to monitor the respondent's interpretation.

## **4. Results and Discussion**

This study was conducted to determine the satisfaction status of the teaching personnel in selected higher education in Pangasinan.

The data gathered were then treated with statistically to show patterns and pertinent data findings. Frequency distribution and the weighted mean were utilized in this study. Hereunder are the results of the study conducted?

### **4.1 Profile of the respondents**

For demographic variable. In terms of gender, female dominated the survey at a rate of 58%. In terms of age, majority or about 34% of the respondents are within the range of 30 – 34 years. In terms of civil status, 62% were married. Based on the survey conducted, 38% of the total respondents have 1 to 3 children while 20% of which have 4 to 6 children.

For Socio-Economic Factor of the Respondents. Based on the data gathered, 45% of the respondents was a graduate of BS degree courses, 35% with masters units or master degree

holder, and 20% with doctorate units or doctorate degree. Among the teaching personnel, 68 of them were ranked under Assistant Instructor to Instructor, 20 of which were ranked as Assistant professor and 5 of which is ranked as Associate Professor to Professor. About 38% of the respondents noted that they have been working with their current employer for 2 to 5 years. While the rest have only been connected for less than 2 years.

#### 4.2 Benefits Received by the Teaching and on Teaching Personnel

In terms of respondents monthly basic income, 80% of the sample population is receiving an income below P10,999 as a full-time employee and 10% earns within the bracket of P11,000 to P19,999 and only 3 percent within the bracket of 20,000 to 29,000.

In terms of fringe benefits, all of the respondents were given with the following leave benefits such as sick, bereavement, emergency, paternity and maternity leave, 32 respondents out of 93 were only given a vacation leave benefit.

#### 4.3 Job Satisfaction Survey

The third part of the study is about the insight of the teaching personnel on job satisfaction based on the five points of view professional growth, promotion, pay, work and career plan.

**Table 1: Insights of the Teaching Personnel on Job Satisfaction**

Criteria						Weighted Mean	Interpretation
<b>Professional Growth</b>							
1. I believe that company should provide seminars to develop and enhance competence.						3.93	Agree
2. I believe that company should support postgraduate education assistance program to develop and enhance competence						3.81	Agree
3. I believe that company should provide training for employee overseas further develop and enhance competence at work.						3.35	Agree
<b>Pay</b>							
1. I am happy with my present salary.						2.52	Disagree
2. My company provides commissions and incentive pay which are substantial						2.89	Uncertain
3. My company provides overtime pay which is substantial to the amount of time						2.69	Uncertain

<b>Promotion</b>							
1. I believe that the length of service should be one of the factors for promotion.						4.16	Agree
2. I believe that educational attainment should be considered in my organization as one of the factors of promotion.						3.98	Agree
3. Performance appraisal is valuable to me as well as to my organization.						3.96	Agree
<b>Work</b>							
1. The task I do at work is enjoyable.						4.02	Agree
2. My job is meaningful						3.82	Agree
3. I feel lucky being paid for a job I like this much						3.72	Agree
<b>Career Plan</b>							
1. I will probably look for a new job in the next year						3.68	Agree
2. I may quit my present job next year						3.85	Agree
3. I do not see much prospects in the future in this organization						4.23	Strongly Agree

Based on this rating majority of the sample population agree that the company should provide seminars, postgraduate educational assistance program, and train overseas to further develop and enhance the skills of the employees.

In addition to professional growth, the respondents were asked if they not happy with the monetary value that they are receiving.

The promotion also forms part of an employee satisfaction, based on the findings provided all of the respondents agreed that the length of service, educational attainment, and performance appraisal should be the basis of promotion within an organization.

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

As a result of their perspective towards their work, a large portion of the respondents agree that they will look for a new job next year, quit their present job and see that there is not much prospect with regards to their present organization

#### 4.5 Suggestions given by the teaching to increase Job Satisfaction

The majority of the respondents claim that companies must increase the salary for a private institution, while only 4% of the population claim that companies should motivate employees across diverse population within the company.

**Table 2:** Suggestions are given by the Teaching Personnel to Increase Job Satisfaction

Reasons	Frequency	Percentage
Increase the Salary for private institution	53	59
Aid employees find career path within the organization	17	20
Build competencies within the context of organizational strategy	5	13
Motivate employees across diverse population within the company	4	8
<b>Total</b>	<b>93</b>	<b>100</b>

## 5. Conclusions and Recommendation

### 5.1 Conclusions

Employee satisfaction and retention have always been important issues for any organization. The primary concerns of the respondents are salary, the respondents were not happy with the monetary value that they are receiving. Even majority of the respondents were happy with their work, a large portion of the respondents agree that they will look for a new job next year, quit their present job and see that there is not much prospect with regards to their present organization.

### 5.2 Recommendations

Based on the drawn conclusion, the following recommendations are offered. The companies should find a way to solve employee attrition the soonest time possible in order to sustain the operation of the company. The management of private institution should propose measures that must be implemented and will serve as a reference in reducing the number of employee attrition rate and improve employee productivity through job satisfaction. They should create an action plan and monitor the implementation of the proposed measures. Update and modify as deemed necessary.

The companies should find a way to solve employee attrition the soonest time possible in order to sustain the operation of the company. It is suggested that future research will conduct a study for the non-academic personal, lastly to the employees of government institutions as may

there will be another factor for job satisfaction.

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