



# JOB SATISFACTION AND COMPETENCE AMONG DOLE EMPLOYEES

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## ABSTRACT

This study investigated the level of job satisfaction and competence among Department of Labor and Employment (DOLE) employees in the southern municipalities of Eastern Samar and examined the relationship between these two variables. Anchored on Herzberg's Two-Factor Theory and other motivational and competence-based theories, the study considered job satisfaction in terms of salary and incentives, nature of work, promotion opportunities, organization, and position, while competence was measured through overall competence, technical skills, problem-solving skills, and communication skills.

A descriptive-correlational research design was utilized, involving 107 DOLE employees selected through total enumeration sampling. Data were collected using a researcher-made questionnaire rated on a five-point Likert scale. Statistical tools such as frequency count, mean, percentage, and Pearson correlation were employed to analyze the data at a 0.05 level of significance. Findings revealed that DOLE employees exhibited high levels of job satisfaction (Grand Mean = 4.3836) and competence (Grand Mean = 4.3745), both interpreted as "Always Observed". Promotion opportunities obtained the highest mean among job satisfaction indicators, while communication skills ranked highest among competence indicators. Although a moderate positive correlation ( $r = 0.426$ ) was found between job satisfaction and competence, the relationship was not statistically significant ( $p = 0.474$ ), leading to the acceptance of the null hypothesis. The study concludes that while DOLE employees demonstrate high levels of job satisfaction and competence, these variables do not significantly influence each other. It is recommended that DOLE continue enhancing professional development programs and explore other factors that may affect employee competence.

**KEYWORDS:** Job Satisfaction, Employee Competence, DOLE Employees, Descriptive-Correlational Study, Public Sector, Organizational Performance

## INTRODUCTION

### Background of the Study

Every firm needs employee dedication to achieve exceptional long-term execution. Nwankwo, Orga, and Ugwu (2019) state that a deficiency in staff dedication can have a detrimental effect on the company, leading to tardiness, absenteeism, a bad attitude toward work, and surrender. When workers aren't committed, they don't give their best effort, which results in subpar performance potential, impacting the effectiveness of the company. Workers are the key to the organization's expansion. Its survival and the accomplishment of its objectives are reliant. Should they fail to achieve the company's objectives, the organization will be impacted. Additionally, according to Malik and Naeem (2013), who were quoted by Adnan, Nhaily, and Wang, (2018, p. 6) If an organization does not motivate and support its personnel, they will not be able to remain engaged and perform well.

Shahid and Azhar (2013, p. 250) highlight the importance of employee commitment in determining an organization's success. High levels of employee commitment are essential for organizations as they contribute to staff retention, which in turn boosts achievement, productivity, and effectiveness. Satyendra (2020, para. 2) also emphasizes the growing value of employee commitment within organizations, noting its crucial role in enhancing company productivity. This commitment is vital for reaching organizational goals and overall success. Numerous studies, including one by Mohammed and Eleswed (2013, p.

43), have identified job satisfaction as a key predictor of employee commitment.

Qureshi, M., Qureshi, J., Thebo, Shaikh, Brohi, and Qaiser (2019, p. 2) state that job satisfaction is linked to employee commitment, which in turn enhances job performance. Companies have developed strategies to attract and retain top performers. However, the researchers identified a lack of studies on job satisfaction and employee commitment in the Panabo City area, indicating a research gap. This gap motivated the researcher to conduct a survey on the topic.

The study aims to assess job satisfaction and its impact on employee commitment, identifying areas for improvement. The findings will provide valuable insights for entrepreneurs and management, aiding in informed decision-making regarding job satisfaction strategies to boost employee commitment. Additionally, this research will benefit future researchers by contributing to the understanding of job satisfaction and employee commitment. Students planning to start small businesses can also use this research to gain knowledge on the subject.

This study aligns with the theory presented by Javeria, Rizwan, Khan, Hameed, Neem, and Subctageen (2013, p. 319), which posits that job satisfaction is a crucial factor that significantly influences employee commitment. Consequently, job satisfaction positively affects employee commitment. Satisfied employees tend to be more committed to their organizations and are more likely to acknowledge them. In this study, job



satisfaction is the independent variable, with income, promotion, and recognition serving as its indicators. The first indicator, income, suggests that higher pay results in greater job satisfaction. The second indicator, promotion, involves advancing employees to higher ranks, which includes increased salary, position, responsibilities, status, and benefits.

The third indicator, recognition, refers to acknowledging a person's behavior, effort, or business results that support the organization's goals and values. The dependent variable in this study is employee commitment.

According to Rahman, Rahjab, Shaari, Panatik, Shah, and Hamid (2012), job satisfaction is crucial for a healthy working environment, as it indirectly enhances dedication, loyalty, and devotion while boosting motivation and productivity. High job satisfaction often results from a positive work environment, leading to strong employee commitment. Bhatti, M.H., Bhatti, M.H., Akram, U., Bilal, and Akram, Z. (2016, p. 24) describe job satisfaction as the employee's emotional response to their job, arising from the evaluation of their work. It is an attitudinal variable that indicates how much people like their job. Priyadharshini (2019, p. 8) emphasizes that job satisfaction is a significant area of interest in organizational behavior and HRM practices, reflecting employees' attitudes toward their jobs and their commitment to the company. Job satisfaction is an individual's emotional state regarding their work, indicating how content they are with their job. It provides a sense of fulfillment that motivates employees to work.

Chaudhuri and Naskar (2014, p. 74) define job satisfaction as a person's level of happiness with their job, which is influenced by their perception of satisfaction. Literature describes job satisfaction as a positive emotional state resulting from evaluating one's job and job experiences. An employee who feels satisfied, fulfilled, and content at work is more productive in their tasks and responsibilities. Agbo, Madu, Ekere, Okanazu, Okengwu, Nwadi, and Ojobor (2020, p. 3418) note that job satisfaction involves the gap between expectations and reality regarding available alternatives in a given situation. Low job satisfaction in a company can lead to poor performance, increased absenteeism, and declining company morale.

Job satisfaction pertains to whether individuals are happy and content with their jobs. People today seek not only survival but also personal fulfillment through their work (Ashima, 2016, p. 1). According to Kumari (2008), cited by Mushtaq, Hamad, Anosh, and Iqbal (2014, p. 291), job satisfaction reflects one's attitude toward their job. A highly satisfied individual will have a positive emotional attitude toward their job, whereas a dissatisfied person will have a negative attitude. Chinenyem and Omale (2022, p. 3) define job satisfaction as people's perceptions, both positive and negative, about their job and their enjoyment of the work and work environment. Singh and Jain (2013, p. 105) state that job satisfaction is of great interest to both workers and researchers, as it is linked to motivation, performance, leadership, attitude, conflict, and morale. Researchers aim to identify the components of job satisfaction, assess their importance, and explore their effects on employee productivity.

Konya, Matic, and Pavlovi (2016, p. 120) emphasize that employee commitment to their job and organization is one of the most crucial aspects of effective organizational behavior. Employees with high levels of commitment are deeply dedicated to their careers and the organization, setting high standards for themselves, achieving outstanding performance, and demonstrating superior work quality. Employee commitment is extremely valuable, as research shows it significantly impacts an organization's successful performance. A highly committed employee aligns with the organization's goals and values, feels a strong connection to the organization, and exhibits greater organizational citizenship behavior, going beyond their required duties. If human resources are considered an organization's greatest assets, then committed human resources should be seen as a competitive advantage (Bandula & Jayatilake, 2016, p. 9). Therefore, employee commitment is critical because it leads to significant organizational outcomes. It reflects how much employees identify with the organization and their dedication to its goals (Mahfouz, Awang, and Muda, 2019, p. 154). According to Manetje and Martins (2009), cited by Fabiene and Kachchhap (2016, p. 46), employee commitment is a psychological bond characterized by members' attachment, obligation, and loyalty to the organization.

### Statement of the Problem

The main purpose of the study was to investigate the job satisfaction and competence among DOLE employees. This research aims to attain the following specific objectives:

1. What is the level of job satisfaction among DOLE employees in terms of:
  - 1.1 Salary & incentives;
  - 1.2 Nature of work;
  - 1.3 Promotion opportunities;
  - 1.4 organization; and
  - 1.5 position?
2. What is the level of competence among DOLE employees?
3. Is there significant relationship between the level of job satisfaction and competence among DOLE employees?

### METHODOLOGY

#### Research Design

This study utilized the descriptive and correlational research design. Calderon (2019) defined descriptive research as a purposive process of gathering, analyzing, classifying, and tabulating data about prevailing conditions, practices, processes, trends, and cause-effect relationships, and then making adequate and accurate interpretations about such data with or without, or sometimes with minimal aid of statistical methods. In this study, it was descriptive in nature because the study aimed to accurately and systematically measure the level of job satisfaction and competence among DOLE employees. Frequencies, mean, and percentages were used to determine the variables under study.

Moreover, it was correlational in nature because it attempted to reveal the significant relationship between the level of job satisfaction and competence among DOLE employees. A correlational research design was used when a study focused on



the current situation and aimed to discover a new reality, according to Creswell (2018). It was useful when the data collected were about the current state, offered important evidence, and concentrated on the most significant aspects of the study. In order to analyze the collected numerical data in relation to the research objectives, descriptive analysis was used.

As mentioned by Campbell (2021), correlational research design was valuable in providing facts on which scientific judgment was based in determining the relationship between two variables using correlation analysis, based on the computed and analyzed data.

**Locale of the Study**

This study was conducted in the southern municipalities with DOLE offices in the province of Eastern Samar. Specifically, this study catered to the one hundred seven (107) DOLE employees in all its existing offices.

**Respondents of the Study**

The respondents of the study were the 107 DOLE employees of Eastern Samar.

Below is the table that presents the distribution of the respondents in the study.

MUNICIPALITIES	NUMBER OF DOLE EMPLOYEES
Borongan	32
Maydolong	5
Balangkayan	7
Llorente	4
Hernani	6
Giporlos	7
Lawa-an	10
Balangiga	5
Mercedes	6
Guiuan	25
<b>Total</b>	<b>107</b>

**Research Instruments**

To achieve the first and second objectives of the study, the researcher used a researcher-made questionnaire which contained 10 questions describing the level of job satisfaction and competence among DOLE employees.

The survey questionnaire was rated using a five (5)-point Likert scale: 5 – Strongly Agree, 4 – Agree, 3 – Neutral, 2 – Disagree, and 1 – Strongly Disagree.

**Data Gathering**

The researcher sought approval for the study's execution from the DOLE Head of Office in the province of Eastern Samar. The full research period took place from 2024 to 2025 during the calendar year. The researcher conducted an internal survey, visiting respondents at their stations of employment after the data collection tool was devised and authorized by the research panel. The researcher personally asked the DOLE Head of Office and managers for their permission to collect the essential data across the offices that were the subject of the investigation.

The researcher delivered the survey questionnaires to the respondents in the existing DOLE offices in the southern part of Eastern Samar after explaining the objective of the research and obtaining consent from the respondents.

To encourage honest and truthful responses from the respondents, it was made clear to them that there were no right or wrong answers to the questions, that their responses would not have any bearing on their professional careers, that the exercise was solely for research purposes, and that their answers would be kept strictly confidential.

The researcher gathered all the questionnaires and sent each participant a statement of appreciation for their cooperation. A similar process was followed in all of the selected offices. The questionnaires were assessed in accordance with the specified procedure, and the information was then recorded for analysis and interpretation.

**Analysis of Data**

The data obtained from the data gathering instruments were tallied, computed, and analyzed statistically. The results were interpreted using the appropriate statistical tools.

For statement problem 1, to determine the level of job satisfaction among DOLE employees, frequency count, mean, and percentages were used.

For statement problem 2, to determine the level of competence among DOLE employees, frequency count, mean, and percentages were used.

For statement problem 3, to determine the relationship between the level of job satisfaction and competence among DOLE employees, Spearman's rho (r) was used.

All tests were performed at a 0.05 level of significance with a 95% confidence interval.

**Ethical Considerations**

The researcher observed various ethical obligations during the research process to ensure honesty, objectivity, and integrity. The researcher requested permission from the DOLE Head of Office of Eastern Samar and its branch managers across the offices where the study was conducted. Permission to participate in the study was sought from the respondents, and



their participation was voluntary. The respondents' answers were kept confidential, including their personal information or identifiable data, to ensure their safety and security. The privacy, confidentiality, and anonymity of the respondents and their data were given due consideration.

Moreover, the researcher properly cited the original sources of information incorporated in this research manuscript by acting

responsibly and observing copyrights, intellectual property rights, patents, and other related rights.

**RESULTS**

**Level of Job Satisfaction**

Table 1 summarizes the levels of job satisfaction among DOLE employees in terms of salary and incentives, nature of work, promotion opportunities, organization, and position.

**Table 1. Summary on Level of Job Satisfaction among DOLE Employees**

Statement	Mean	Interpretation
Salary & Incentives	4.381	Always Observed
Nature of Work	4.308	Always Observed
Promotion	4.435	Always Observed
Organization	4.430	Always Observed
Position	4.364	Always Observed
<b>Grand Mean</b>	<b>4.3836</b>	<b>Always Observed</b>

The results indicate that DOLE employees consistently experience high levels of job satisfaction across all measured factors, with promotion opportunities scoring the highest mean of 4.435.

**Summary on Level of Competence among DOLE**

**Employees:** Table 2 summarizes the levels of competence

among DOLE employees in terms of overall competence, technical skills, problem-solving skills, and communication skills.

The data shows that DOLE employees exhibit high levels of competence, particularly in communication skills, which received the highest mean of 4.650.

**Table 2. Level of Competence among DOLE Employees**

Statement	Mean	Interpretation
Over-all competence	4.261	Always Observed
Technical Skills	4.300	Always Observed
Problem Solving Skills	4.287	Always Observed
Communication Skills	4.650	Always Observed
<b>Grand Mean</b>	<b>4.3745</b>	<b>Always Observed</b>

**Test on Significant Relationship between Job Satisfaction and Competence:** To determine if there is a significant relationship between job satisfaction and competence, a

Pearson correlation analysis was conducted. The results are presented in Table 3.

**Table 3. Test on Significant Relationship between Job Satisfaction and Competence among DOLE Employees**

Determinants	r-value	p-value	Decision	Interpretation
Level of Job Satisfaction and level of Competence	0.426	0.474	Fail to reject H <sub>0</sub>	Not significant

*Level of significance is 0.05*

The correlation coefficient (r-value) of 0.426 indicates a moderate positive relationship between job satisfaction and competence. However, the p-value of 0.474, which is greater than the significance level of 0.05, indicates that this relationship is not statistically significant.

**CONCLUSIONS**

Based on the findings of the study, the following conclusions are drawn:

1. High Levels of Job Satisfaction and Competence: DOLE employees consistently report high levels of job satisfaction and competence, suggesting that the organization effectively addresses factors that contribute to these outcomes.

2. No Significant Relationship: Although there is a moderate positive correlation between job satisfaction and competence, the lack of statistical significance suggests that other factors may also play a crucial role in influencing competence among employees.

**RECOMMENDATIONS**

In the light of the findings and conclusions of the study, the following are hereby recommended:

1. Enhance Job Satisfaction and Competence: While the current levels of job satisfaction and competence are high, continuous improvement initiatives, such as professional development programs and enhanced employee recognition, can further enhance these areas.



2. Investigate Other Influencing Factors: Future research should explore additional factors that may influence employee competence, such as organizational culture, leadership styles, and individual employee characteristics.
3. Regular Assessments: Implement regular assessments of job satisfaction and competence to monitor trends over time and identify areas for improvement.

### Conflict of Interest

The researcher declares that there were no conflicts of interest in the conduct of this study. No financial support, incentives, or sponsorship were received from any individual, organization, or institution that could have influenced the design, implementation, analysis, or interpretation of the research findings. The school, teachers, students, and parents who participated in the study had no involvement in the formulation of the research problems, data analysis, interpretation of results, or the presentation of conclusions and recommendations. All research procedures were carried out independently, ethically, and objectively, ensuring that the findings of the study are solely based on the data gathered and the evidence generated from the investigation.

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