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WORK ENVIRONMENT AND WORK ORIENTATION AS PREDICTORS OF JOB SATISFACTION OF NON-TEACHING PERSONNEL IN SELECTED LOCAL COLLEGES IN DAVAO REGION

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ABSTRACT

Job dissatisfaction often results from high job demands combined with limited resources, which drives employees to engage in counterproductive behaviors to cope with complex conditions. This research aimed to examine work environment and work orientation as predictors of job satisfaction of non-teaching personnel in selected local colleges in the Davao Region. A quantitative method, particularly descriptive-correlational design, was used in the study. The 250 non-teaching personnel in selected local colleges in Davao Region were chosen using a purposive sampling technique. Mean, Standard Deviation, Pearson R, and Multiple Regression were the statistical procedures utilized to analyze the data gathered. Results showed that the level of work environment of non-teaching personnel is very high, the level of work orientation is high, and the level of job satisfaction is also high. These results imply that the work environment is very favorable, work orientation is positive, and employees are satisfied with their jobs. Moreover, work orientation and work environment pose a significant relationship with job satisfaction. Further, work orientation and work environment significantly predict employee job satisfaction. The regression model reveals that this study does not cover 78.0% of the factors that could significantly predict job satisfaction.

KEYWORDS: *Business management, job satisfaction, quantitative study, work environment, work orientation, Davao Region*

INTRODUCTION

Employees have been seen as an organization most significant asset and resource because of their efforts in helping the organization achieve its goals (Eskildsen & Dahlgaard, 2020). Moreover, every organization's success depends on employee's satisfaction on the job as their effort has paid off (Khaira et al. 2021). The satisfaction or dissatisfaction of employees with the work can affect the quality of an organization (Osunde, 2015). Dissatisfied employees tend to act negatively because they experience frequent negative mood states; for instance, they may retaliate against unfavorable work conditions by exhibiting behaviors that harm the organization (Piccoli, 2013). However, University staff with a high level of job dissatisfaction experience several job demands, especially with a limited resource; employees are obliged to perform counterproductive work behavior because of adverse reactions regarding these stressors that result in frustration and dissatisfaction (Zhang et al., 2020).

Filipino workers also display low job satisfaction, a severe problem that includes fewer skilled workers are staying in their jobs, many people are struggling to find employment, and work efficiency is lower than expected and job dissatisfaction results in the withdrawal of organizational commitment, unplanned employee turnover, and lower performance (Ntimba et al., 2021). The challenges and stress workers face in their jobs can negatively impact their health and wellbeing. In many companies, long working hours make it hard for employees to balance work with other personal tasks. However, both workers and employers can take steps to reduce these negative effects. It`s important for employees to share their concerns with employers so that effective solutions can be developed to address these issues (Goswami, 2015).

Moreover, a high degree of job satisfaction demonstrates genuine passion, positive feelings, and a genuine appreciation for the profession, which results in highly emotional dedication (Sadiya & Maimunah, 2018). It should be remembered that job satisfaction affects the employees' feeling of security in the enterprise. A satisfied employee feels better in the company and performs better at his work, but above all he feels safe when it comes to his future and work in the enterprise. Job satisfaction drives high productivity, low turnover, and growth within an organization, as happy employees are more productive, which leads to organizational success, a competitive advantage, and the advancement and self- fulfillment of employees (Georgellis et al., 2012).

A beneficial relationship between the work environment and job satisfaction is to increase job happiness; specific business prospects must understand the importance of the prosperity of the working environment (Raziq & Maulabakhsh, 2015). Further, there is a significant relationship between the working environment and job satisfaction, and employees from the organizations expressed their opinion that job satisfaction depends on the working environment (Taheri et al., 2020). Moreover, the work environment positively affects job satisfaction and employee performance, along with job satisfaction having a positive involvement in the employee's performance. (Ramli, 2019). Further, Raziq and Maulabakhsh (2015) determined the relationship between job satisfaction and work orientation, indicating that the nature of the work, a sense of accomplishment, and the incentives that come with it drive job happiness, which leads to satisfaction.

Although several studies were conducted nationally regarding non-teaching personnel job satisfaction in the work environment and work orientation, only a few focus on the non-teaching personnel of the local colleges. While there are various articles and research about the effectiveness of work environment and work orientation as predictors of job satisfaction, none of the research has specifically addressed which among work environment and work orientation as job satisfaction of non-teaching personnel, specifically in the local colleges in Davao

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Region. The studies primarily focused on the work environment, work orientation, and job satisfaction among teaching staff, with fewer studies addressing these topics for non-teaching personnel. The researcher recognized this as a research gap, encouraging her to conduct this study.

The study findings will be shared with the Human Resource Department head of the local government unit and the local colleges so that they have more opportunities to learn and respond to the conditions that can improve or maintain the effectiveness condition of its non-teaching personnel. Moreover, the result of the study will be furnished to the library of the University of Immaculate Conception. Further, findings of the survey will also be presented through conferences to private schools and non-government institutions, where this study will be beneficial in their efforts to identify the effectiveness of job satisfaction and for them to integrate the results into their management policies and to improve work orientation and work environment as well. The study results will also be shared so schools can craft strategies to motivate and satisfy their employees, considering their work orientation and environment.

Study Objectives

This research examined how work environment and orientation predict job satisfaction of non-teaching personnel in selected local colleges in the Davao Region. Specifically, it sought to answer the following questions:

1.What is the status of the work environment as rated non-teaching personnel in terms of:
1.1 Bureaucratic environment
1.2Humanistic environment
1.3 Working relationship.
2.What is the status of work orientation as rated non-teaching personnel in terms of:
2.1 Job
2.2Career
2.3 Calling
2.4Social Embeddedness
2.5 Busyness.
3.What is the level of job satisfaction of non-teaching personnel in terms of:
3.1 Salary and Welfare
3.2 Work Itself
3.3Leader Behavior
3.4 Personal Growth
3.5Interpersonal Relationships
3.6 Job Competence.
4.Is there a significant relationship between:
4.1 Work Environment and Job Satisfaction
4.2 Work Orientation and Job Satisfaction.
5.Which between work environment and work orientation better predicts job satisfaction among non-teaching personnel in selected Local Colleges in the Davao Region?

Theoretical Framework

This study was anchored on the Motivation Hygiene theory from Herzberg two-factor theory of motivation by Frederick Herzberg (1968) which suggests that there are motivators and hygiene factors that affect job satisfaction. Motivators include things like pay and benefits, recognition of skills, more responsibilities, involvement in decision-making, feeling valued, achieving goals, and personal development. Organizations implement various human resource strategies and practices to inspire their employees (Manzoor et al., 2019).

One the other hand, workplace security and conditions are part of hygiene factors. Hygiene variables do not increase job happiness or motivation on their own. They do increase job discontent when they are not present. Combining these two characteristics leads to enhanced job satisfaction and motivation of employees in the workplace; when one of these factors is in threat, employee's unhappiness rises, while motivation plummets. Organizations should guarantee that hygiene factors are addressed to eliminate unhappiness.

Additionally, the findings are consistent with the work of Liu et al. (2018), which highlights that supportive leadership styles significantly enhance job satisfaction by facilitating employee empowerment and autonomy. This notion complements the JCM by underscoring the role of leadership in creating a motivating work environment. Moreover, the research of Ghitulescu (2013) emphasizes that collaborative work arrangements enhance job satisfaction, particularly in knowledge-based roles, where teamwork and shared goals contribute to intrinsic motivation.

METHOD

Research Design

The study made use of quantitative research design, particularly descriptive correlational. A quantitative design tested objective theories by examining the relationship among variables (Creswell, 2014). The descriptive study method involved determining the facts and often the issues involved in the study with sufficient and correct interpretation of the findings (Calderon & Gonzales, 2011). In this study, the descriptive design was used to describe the status of the non-teaching personnel in terms of work environment, work orientation, and job satisfaction. On the other hand, Tan (2014) defined correlational research design as a design that seeks to determine the relationship between two or more variables. This study utilized a correlational design to examine the significant relationship between work environment and job satisfaction as well as work orientation and job satisfaction.

Research Locale and respondents

The study was conducted to 250 non-teaching personnel in selected local colleges in Davao Region. It was established under Sangguniang Bayan Resolution No. 45, Series of 2009, passed by the Sangguniang Bayan and approved by the mayor. The Board of Trustees managed the school, and its stakeholders were well represented. The selection of the participants was based on the criteria set for their job description. The researcher focused on employees who had been with the organization or institution for a specific period, such as one year or more.

Research Instrument

The research instrument of this study has three parts and was adapted from various sources. Part 1 is on Work Environment, Part 2 is about Work Orientation, and Part 3 is on Job Satisfaction. For work environment, the survey questionnaire was adapted from Abun et al. (2021) and entitled "Employees' self-efficacy and work performance of employees as mediated by the work environment" it was measured using a survey questionnaire with a total of 28 items with Cronbach Alpha results of 0.90. The survey questionnaire was subjected to a reliability and validity test. This adapted research instrument has three indicators: bureaucratic work environment, humanistic environment, and work relationships. For work orientation, the survey questionnaire was adapted from Wrzesniewski et al. (1997) in their study, "Construction and Validation of the Work Orientation Questionnaire," with the Cronbach Alpha results of .822. This adapted research instrument has five indicators: job, career, calling, social embeddedness, and busyness. For job satisfaction, the survey questionnaire was adapted from Liu et al. (2014), entitled "The validity of employee's job satisfaction survey questionnaire and the influence factors on the job satisfaction from civilian enterprise's Employees" with a Cronbach alpha result of .925. With thirty statements, this adapted research instrument has six indicators: salary and welfare, work itself,

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leader behavior, personal growth, interpersonal relationships, and job competence.

Data Gathering Procedure

The researcher sought permission to conduct the research from the dean of the Graduate School of the University of the Immaculate Conception (UIC), Davao City, and the heads of the research locale. She secured the research ethics compliance certificate from the UIC-Research Ethics Committee.

After receiving the research approval form, the researcher sent a letter to the school heads of the selected local colleges in the Davao Region where the study was conducted.

After this, she administered the online survey to prospective respondents by sharing Google Form link. The respondents read and agreed to the informed consent form (ICF), officially acknowledging that they fully understood it. Each participant completed the online survey at a time that was most convenient for them, using either a computer or smartphone and finished it within 25 minutes. Respondents selected their answers by ticking the appropriate boxes. After they completed the survey, the raw data was downloaded from Google Drive and organized into tables. Moreover, the researcher obtained informed consent using REC form 0057 as an official acknowledgment and agreement that they had understood it entirely, which is attached to the survey questionnaire. She provided directions stating that respondents should read and sign the form before proceeding to the questionnaire. The duration of the data collection was 1 to 3 months, from June 2024 to August 2024.

Statistical Tools

The collected data were categorized, examined, and explained using suitable statistical methodologies.

Mean. This research used means to describe the status and level of the work environment, work orientation, and job satisfaction of non-teaching personnel.

Standard Deviation. This was used to measure the consistencies and inconsistencies in the responses of non-teaching personnel regarding both dependent and independent variables.

Pearson-r. This was used to determine the significance of the relationship between the work environment, work orientation, and job satisfaction of nonteaching personnel in selected local colleges in the Davao Region.

Multiple Regression Analysis. This research used multiple regression to determine which independent variable better predicted the job satisfaction of nonteaching personnel.

RESULTS AND DISCUSSION

The results in Table 1 present the job satisfaction level among non-teaching personnel in selected local colleges in Davao Region as measured in six indicators: salary and welfare, work itself, leader behavior, personal growth, interpersonal relationship, and job competence. As shown in the table, it obtained an overall mean of 4.01, which described as high. This means that non-teaching personnel are satisfied with their job. This implies that the non-teaching personnels are contented and positive about their work. Being satisfied usually means they feel happy with their role and the work environment. Moreover, the standard deviations of the six indicators range from 0.70 to 1.11, meaning most respondents answered similarly. It shows that there wasn't a big difference in how satisfied people felt about their job. This finding aligns with the study by Sypniewska (2014), which emphasizes the importance of employee satisfaction for organizational success. The study explains that when employees are satisfied with their jobs, it leads to better outcomes because they are motivated and committed to their work.

Table 1
Level of Job Satisfaction

Indicators / Statements	Mean	SD	Description
Salary and Welfare			
1.Feeling satisfied about the welfare of the company in the same industry.	4.11	0.70	High
2.Realizing that my work is being duly rewarded.	4.21	0.70	Very High
3.Fairness in terms of the unit's welfare and benefits.	4.12	0.80	High
4. Salary system of the company as a stimulator for hard work.	4.11	0.77	High
5. The sense of satisfaction about the possibility of a pay raise is continuously building.	4.14	0.76	High
Category Mean	**4.14**	**0.51**	**High**
1.2 Work Itself			
1.Feeling fulfilled and proud of the work being engaged in.	4.24	0.74	Very High
2.Deriving pleasure from the job.	4.14	0.78	High
3.Being happy with the job.	4.18	0.81	High
4.Having a job that provides stability.	4.15	0.82	High
5.Enjoying one's job.	4.22	0.80	Very High
Category Mean	**4.19**	**0.54**	**High**
1.3 Leader Behavior			
1.Constantly improving and growing more capable.	4.12	0.89	High
2.Developing a deeper appreciation for one`s superior.	4.16	0.79	High
3. Becoming fairer and fairer in how they treat	4.12	0.81	High

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subordinates.			
4.Superior is growing increasingly considerate of subordinates, depending on the situation.	3.89	0.90	High
5.Superior rarely makes wrong decisions, and it's happening less and less over time.	3.83	1.00	High
Category Mean	**4.02**	**0.55**	**High**
1.4 Personal Growth			
1.As long as performing well is continuing, the chances for promotion are increasing.	4.08	0.88	High
2.Constantly improving skills through the company's training process.	4.17	0.76	High
3.Gradually feeling more satisfied with promotion opportunities.	4.13	0.79	High
4.Continually gaining new knowledge and experience from work.	4.26	0.75	Very High
5.Becoming more open to taking on difficult work and challenges.	4.18	0.86	High
Category Mean	**4.17**	**0.54**	**High**
Interpersonal Relationships			
1.Discovering more joy in collaborating with colleagues.	4.15	0.75	High
2.Becoming increasingly content with how colleagues are interacting with each other in the company.	4.06	0.81	High
3. Consistently receiving help and support from colleagues while pressures and challenges are arising at work.	4.22	0.74	Very High
4. Continuously finding ways to take on more responsibilities and enhance my skills.	3.96	0.86	High
5. Gradually gaining recognition and creating a positive impact.	4.22	0.79	High
Category Mean	**4.12**	**0.50**	**High**
1.6 Job Competence			
1.Discovering more time to connect with relatives and friends' while performing the job well.	3.76	1.03	High
2.Finding ways to make time for enjoyable activities, even though work is bringing pressure.	3.74	1.11	High
3.Keeping me regularly engaged and challenged through company`s operational procedures.	3.83	0.95	High
4.Constantly facing challenges that motivate me to keep pushing forward.	2.06	0.88	Low
5.Continuously providing a demanding and stimulating experience with the rules and regulations in the work unit.	3.72	0.99	High
Category Mean	**3.42**	**0.53**	**High**
Overall Mean	**4.01**	**0.37**	**High**

Salary and welfare as an indicator of job satisfaction acquired a category mean rating of 4.14, which is described as high, indicating that non-teaching personnel are satisfied with their job regarding salary and welfare. This implies that employees are satisfied and feel rewarded with the salary system, including the organization's benefits, and non-teaching employees' contentment with their pay and benefits probably leads to a more engaged, motivated, and effective workforce, which can propel the accomplishment of organizational objectives.

Work itself obtained a category mean rating of 4.19 with a descriptive equivalent as high, which suggests that non-teaching personnel are satisfied with their work. This implies that the employees are happy, have a sense of fulfillment, and enjoy their job and line of work in which they feel engaged. This result corroborates with the study of Albrecht (2021), which states that employees are more likely to be engaged, motivated, and productive when they believe their job has a purpose and are fulfilled in their positions.

Leader behavior obtained an overall mean rating of 4.02, which was described as high. It connotes that non-teaching personnel are satisfied with their job, considering their leader's behavior. This implies that the attitude and behavior of the superior or immediate heads of the employees are considerate, fair, supportive, and appreciative, making them satisfied with their

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duties and responsibilities. This finding was in connection with the study of Wright and Pandey (2010), which states that leaders who communicate effectively, provide support, and encourage their involvement in goal setting tend to increase employees 'fulfillment and satisfaction.

Personal growth obtained an overall mean rating of 4.17, which was described as high, implying that non-teaching personnel were satisfied with their job, particularly in personal growth. This can be gleaned from the fact that employees could attend seminars and different opportunities that advance their knowledge and skills. Also, employees were given promotion opportunities. This finding parallels the study of Kim and Park (2017), which indicated that employees are satisfied and organizationally committed when given access to advancement and promotions.

Interpersonal relationships as an indicator of job satisfaction, it obtained an overall mean rating of 4.12 (high), which presupposes that the non-teaching personnel are satisfied with their job concerning their interpersonal relationships. This implies that employees have a good relationship with other employees, including their boss or superiors. With this, they receive help from others in the workplace whenever needed. These results confirm the findings of Katz and Kahn (2012) that organizations maintain stability through relationships, such as interpersonal ones because workplace relationships are beneficial and comprise relationships in which employees perform their jobs.

Job competence obtained an overall mean rating of 4.01, which is described as high, which means that non-teaching personnel are satisfied with their job relating to job competence. This shows that employees were competent in managing pressures and demanding work inside the workplace. Likewise, employees could manage their time and emotions, making them practical and efficient. This finding verifies the study of Krisnandi and Saputra (2021) that competent employees are satisfied with their jobs. As'ad (2021) believes that competency is determined by the experience of employees, which can make carrying out their work more manageable, and by the nature and behavior of employees in carrying out their work carefully, honestly, openly, and democratically.

Table 2

Status of Work Environment

Indicators / Statements	Mean	SD	Description
Bureaucratic Work Environment			
1.Employees are always doing the same job and the same way every day.	1.84	0.78	Low
2.All employees must follow the established rules and procedures	1.49	0.58	Very Low
3.There is little action taken until a supervisor or the higher up approves a decision.	1.67	0.80	Very Low
4.Even small matters have to be referred to someone higher up for a final answer.	1.94	0.94	Low
5.In general, a person who wants to make his/her own decisions would be quickly discouraged.	2.94	1.16	Moderate
6.Employees are working under close monitoring of their supervisor.	1.86	0.82	Low
7.One cannot do his/her job in his/her way, but he/she must follow the rules and procedures.	1.83	0.81	Low
8.Communications, decisions, and proceedings are put in writing for future references.	1.73	0.74	Low
9.Employees are afraid of violating the rules because it means punishment.	1.79	0.82	Low
10.Employees are expected to respect the chain of command.	1.60	0.72	Very Low
Category Mean	**1.82**	**0.36**	**Low**
2.2 Humanistic Environment			
. The management considers the ideas of employees when making decisions.	4.27	0.78	Very High
. The management always tries their best to serve the needs of employees.	4.31	0.75	Very High
. The management listens to the employees when the employees counter problems in their work	4.29	0.73	Very High
. The management respect and treat the employees as human beings with dignity.	4.44	0.63	Very High
. The management recognizes the good effort of the employees to help the institution	4.48	0.70	Very High
There is open communication between employees and management.	4.34	0.74	Very High
. When making decisions, the management always considers the effect of the decision on the employees.	4.38	0.67	Very High
. The management prioritizes the employees' condition before the work.	4.18	0.80	Very High
Category Mean	**4.34**	**0.42**	**Very High**
2.3 Work Relationships			
1. There is a trust relationship between supervisors and subordinates	4.30	0.69	Very High
2. There is a trust relationship among employees	4.35	0.67	Very High
3. Employees can easily get the cooperation of other employees in community programs or activities.	4.33	0.67	Very High
4. Supervisors support their subordinates and subordinates support their supervisors.	4.30	0.70	Very High
5. Supervisors feel free to give feedback to their subordinates and	4.23	0.78	Very High

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subordinates feel free to give feedback to their supervisors.			
6. Employees support one another whenever there is a need for support.	4.34	0.76	Very High
employees often give feedback to their fellow employees even it is negative feedback.	4.00	0.98	High
7.Supervisors provide regular feedback to their subordinates and subordinates are happy to receive the feedback from their supervisors.	4.24	0.88	Very High
8.Supervisors allow subordinates to participate in decision - making and subordinates can make their own decisions.	4.16	0.83	High
9.Employees can communicate openly with other employees without hesitation.	4.23	0.79	Very High
Category Mean	**4.25**	**0.44**	**High**
Overall Mean	**4.26**	**0.32**	**Very High**

The results in Table 2 present the status of the work environment of non-teaching personnel among local colleges in the Davao Region as measured in three indicators: bureaucratic environment, humanistic environment, and working relationship. As shown in the table, it obtained an overall mean of 4.26, which is interpreted as very high. The work environment, as evaluated by non-teaching personnel, is very favorable. This signifies that the respondents find bureaucracy tolerable while humanistic environments and work relationships are evident. This result supports the study of Raziq and Maulabakhsh (2015), which revealed that employees need a flexible work environment that allows them to work freely and without problems. Moreover, the standard deviations of the three indicators range from 0.36 to 0.44. It means that the responses are homogenous.

Bureaucratic work environment an indicator obtained an overall mean rating of 1.82, which is described as low, which means that the non-teaching personnel status of the work environment in terms of bureaucratic work environment is seldom positive. This implies that employees could adhere to and follow the established protocols, guidelines, and procedures set forth by the institution. This further entails that employees were able to respect the chain of command. This result supports the study of Hornstein and de Guerre (2008), which states that an overly bureaucratic management style may not benefit the institution in return because it can negatively affect individual and organizational health.

The data revealed the highest mean score of 2.94, obtained from item no 5. In general, a person who wants to make his/her own decisions would be quickly discouraged and rated as moderate (seldom experienced). This implies that employees are only occasionally free to make their own decisions. This could mean employees may feel discouraged when trying to take the initiative or act independently, impacting their motivation and sense of empowerment at work. Addressing this issue could improve overall satisfaction and foster a more supportive atmosphere for independent thinking. This result is connected to the study of Langer (2012), in which a bureaucratic workplace can result in dissatisfaction and decreased job satisfaction even when it guarantees stability and clearly defined duties. Also, workers believe that their decision-making creativity or flexibility is restricted. Moreover, data revealed that the lowest mean score of 1.49 was obtained from item no 2; all employees must follow the established rules and procedures and was rated as very low (not evident at all). The employees claimed they were not forced to follow rules and procedures. This result negates the study of Vogel and Gruber (2023), which organizations need to regulate to avoid having a chilling effect on workers' capacity to participate in concerts that are protected, and employees reject or refuse to comply with rules that are unclear or excessively broad since they may be perceived as coercive. Employees make sure that the policies are clear and concise and only slightly restrict the rights of their workers.

Humanistic environment as an indicator of the work environment, obtained an overall mean rating of 4.34, which was described as very high, which means that the non-teaching personnel status of the work environment in terms of humanistic climate is very favorable. This implies that the company considered the employees' opinions, ideas, and suggestions. In addition, the working environment is welcoming as it considers the inputs and ideas of everyone, and there is a sense of respect and collaboration from one another. This result parallels ILO's (2020) findings, which indicate that employees highly regard a nurturing and supportive environment.

Work relationships obtained an overall mean rating of 4.25, which is very high and means that the non-teaching personnel's work relationships are very favorable. This denotes that employees collaborate and support one another in the workplace. Similarly, it is observable in the workplace that healthy relationships and open communication have allowed everyone to have open communication by providing constructive feedback. This finding supports the study of Jones (2019), which states that establishing a mutually beneficial relationship demands substantial investment and commitment among employees.

Table 3

Status of Work Orientation

Indicators / Statements	Mean	SD	Description
3.1 Job			
1. Committed to continuing one`s work even if one were financially secure.	2.39	1.12	Low
Likely to become more productive if one receives a salary and rewards.	2.26	1.11	Low
To earn a living that supports one`s life outside work.	2.17	0.95	Low
Achieve financial stability to support one`s family and maintain the desired lifestyle.	3.94	0.88	High
Generally, don't dwell on work-related matters.	2.28	0.99	Low
Category Mean	**2.61**	**0.54**	**Moderate**
3.2 Career			
Becoming more ambitious about advancing in the field professional hierarchy and taking on additional duties and responsibilities.	4.16	0.74	High

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Looking forward to gaining more influence and power in my future workplace.	4.10	0.78	High
Anticipating advancing to a higher-level position within five years of starting my career.	4.15	0.73	High
Hoping to be better positioned in my professional field in the future.	4.22	0.80	Very High
Aiming to achieve a senior position at a future workplace.	4.21	0.79	Very High
Category Mean	**4.17**	**0.51**	**High**
3.3 Calling			
Finding more joy in discussing one`s future work with others.	3.96	0.95	High
Increasingly aware of one`s future work as a central mission in my life.	4.17	0.84	High
Anticipate work in becoming one of the most important aspects of my life.	4.23	0.83	Very High
Expecting my work to contribute to making the world a better place.	4.14	0.83	High
Believe that work will provide life with meaningful purpose.	4.25	0.82	Very High
Category Mean	**4.15**	**0.57**	**High**
3.4 Social Embeddedness			
Growing to see future jobs as an opportunity to be part of a group or team.	4.25	0.78	Very High
Aiming to become socially connected with the people they work with.	4.30	0.78	Very High
Planning to put in effort to feel more integrated into the organization where one`s work.	4.22	0.78	Very High
Looking for a workplace that feels like a family to me.	4.22	0.76	Very High
Increasingly working to build relationships with coworkers that extend beyond the workplace.	4.20	0.79	Very High
Category Mean	**4.24**	**0.46**	**Very High**
3.5 Busyness			
Finding that time moves very slowly.	3.88	0.93	High
Finding it difficult to imagine how employee would spend time without work.	4.11	0.81	High
Gradually developing a dislike for having nothing to do, leading to prefer working more and more.	4.27	0.74	Very High
Becoming bored more quickly, during vacations at home.	4.04	1.04	High
Growing increasingly aware that life feels empty and dull.	4.09	0.82	High
Category Mean	**4.08**	**0.50**	**High**
Overall Mean	**3.85**	**0.3**	**High**

The results in Table 3 pertain to the status of work orientation among non-teaching personnel in selected local colleges in Davao Region as measured in the indicators: job, career, calling, social embeddedness, and busyness. As shown in the table, it obtained an overall mean of 3.85 (high), signifying that it is often positive. These findings suggest that employees view their responsibilities as manageable, maintain positive working relationships, and find significance in their professions. Such optimism highlights the value of providing growth opportunities and fostering a supportive work environment by improving job satisfaction, productivity, and alignment with company goals. This result corroborates with the study of Ferrari et al. (2018), which implies that employees at different stages of their orientations have varying perspectives on the meaning of their current and future work. Moreover, the standard deviations of the three indicators range from 0.73 to 1.12. It means that the responses are homogenous.

Job as an indicator obtained an overall mean rating of 2.61, described as moderate, meaning that non-teaching personnel's jobs are sometimes positive. This implies that non-teaching personnel sometimes have a positive view of their work. They are motivated by salary and rewards but may not always feel fully connected to their job. This result is connected to the study of Wang et al. (2013), it was found that many employees, having mastered their jobs and achieved peak levels of earnings, promotions, and responsibilities, often experience boredom, declining organizational commitment, and reduced job satisfaction. Noting from the result, the standard deviation (SD) ranges from 0.88 to 1.12, denoting inconsistent responses.

The data revealed the highest mean score of 3.94, obtained from item 5, *Financial, to support one`s family and lifestyle,* and was rated as high (favorable). This implies that most individuals see financial reasons as their main motivation for work, prioritizing the ability to support their families and maintain their lifestyle. It reflects a fundamental human need where economic stability is valued. This result supports the study of Aguinis & Glavas (2019), which found that workers may have varying work orientations since each person has different values and things that they believe give their work purpose.

Moreover, data revealed that the lowest mean score of 2.17 was obtained from item 3, *To earn a living that supports one`s life outside of work* and was rated as low (seldom favorable). This implies that non-teaching personnel are not willing to look for other sources of income. This result supports the study of Glavas (2016), which found that employees believe their job serves a purpose beyond meeting their basic needs; the more engaged and dedicated they will be to their work and the organization.

Career a**s** an indicator of work orientation, it obtained an overall mean rating of 4.17, which is described as high, which means that non-teaching personnel's status of work orientation in terms of career is positive. This implies that employees are aiming to advance their careers and be promoted with their jobs. Additionally, the employees aimed to secure tenure and to be effective and efficient seniors with other employees because it boosts financial stability and job satisfaction by opening higher-paying opportunities and fostering a sense of achievement and fulfillment in the workplace. These results support the study of Wiernik and Kostal (2019,) who highlighted that people with new career orientations exhibit a strong goal-oriented quality and actively participate in proactive career management to accomplish their desired goals. Furthermore, the findings elucidated by Tschopp et al. (2014) indicate that career

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orientations significantly influence how people pursue their careers.

Calling obtained an overall mean rating of 4.15, which is described as high, which means that non-teaching personnel's status of work orientation in terms of calling is positive. This means that employees see themselves as productive in the future, can be highly engaged, and perform well in their roles without intending to stay permanently, as career goals or opportunities may lead them to other career opportunities. These findings relate to Duffy et al. (2011), who points out that people who see their work as a calling typically exhibit greater engagement, job satisfaction, and performance because they feel a strong bond with their coworkers and their work. Instead of being driven by outside variables like job stability or promotions, these workers are driven by internal rewards like personal development and the chance to change the world.

Social Embeddedness as an indicator of work orientation, it obtained an overall mean rating of 4.24, which is described as very high. This means that non-teaching personnel's work orientation status regarding social embeddedness is very positive. This suggests that employees develop a strong connection with one another and have built a good foundation of unity and collaboration. This finding was elaborated on the study of Ma et al. (2018), which appears that a person with high job embeddedness is less likely to resign than someone with low job embeddedness. Job embeddedness fosters retention more than job satisfaction and organizational commitment combined.

Busyness obtained an overall mean rating of 4.08, which is described as high, which means that the non-teaching personnel's status of work orientation in terms of busyness is positive. This means employees opt to be busy in the workplace instead of doing nothing, as working is already part of their daily routines. This finding relates to the recommendation of the study of Wilcox et al. (2016) that busy individuals are perceived to possess highly desirable human capital, such as competence, ambition, and good time management skills, making them highly valued in the workplace. Clark (2019) also supported the idea that when employees are dedicated to work, they do not give up quickly due to difficulties.

The correlation of variables in Table 4 revealed a significant relationship between work environment and job satisfaction ($r=.531$, $p<.05$). When the work environment improves, the non-teaching personnel are satisfied with their job. This result confirms the finding of Agbozo et al. (2017) that the work environment significantly affects employees' satisfaction as it emphasizes the need for management to improve employees' work environment to boost productivity. In addition, the study of Surati et al. (2020) revealed that the work environment positively impacts employee job satisfaction. Companies must understand the value of a positive work environment since it hinders individuals from demonstrating their abilities and reaching their full potential.

Also, work orientation and job satisfaction are significantly correlated ($r=.361$, $p<.05$). It connotes that when work orientation is enhanced, job satisfaction tends to increase. This finding affirms the study of Raziq and Maulabakhsh (2015), which showed that job satisfaction and work orientation were positively correlated, where motivation stems from the nature of the work, the sense of accomplishment that comes from it, and the associated benefits. Moreover, supervisors should ensure that the motivating elements assist staff members in determining their value to the organization's assessment. As a result, employees will become more motivated, leading to greater job satisfaction. Another study by Muhammad (2022) discovered that most respondents agreed that the work environment impacted workers' job satisfaction. Most respondents also acknowledged that their boss was accommodating, that their coworkers shared the workload evenly and that their workplace was helpful.

Table 4

Correlation Between Variables

Variables Paired with Job Satisfaction	R	p-value	Decision
Work Environment	.391*	.000	Significant
Work Orientation	.361*	.000	Significant

*Correlation is significant at 0.01 level (2-tailed).

The regression analysis results demonstrate that work environment and orientation could significantly predict job satisfaction on its singular capacity ($p- <0.05$). The results suggest that the work environment could better predict job satisfaction, as indicated by the higher beta coefficient of .483. The result further signifies that each unit of increase in the work environment can lead to a .483 improvement in job satisfaction. Likewise, a unit increase in work orientation can enhance job satisfaction by .317. This implies that a better work environment can significantly raise job happiness. Similarly, a study by Kuo et al. (2024) emphasized job orientation as a significant predictor, noting that employees' work-related goals and values were essential for raising their overall satisfaction.

This finding confirms the study of Zulaine et al. (2021), which found that a high job environment and high work orientation among non-teaching employees improve job satisfaction. Further, sustaining this success requires managing key satisfaction factors like the work environment, work orientation, compensation, colleagues, and workload, with support from all organizational stakeholders. This also corroborates the study of Samsudin and Rindam (2018), which pointed out that employee satisfaction is significantly enhanced through orientation and an efficient working environment.

Further, the square of .22 signifies the variation in job satisfaction among the non-teaching personnel of selected local colleges in the Davao Region, which can be explained by the combined influence of the independent variables--work environment and work orientation. This result implies that other factors, comprising 78.0 %, that could significantly impact job satisfaction were not covered in this study. Overall, the regression model is a good fit for the data.

The findings of this study provide strong support for the Job Characteristics Model (JCM) developed by Oldham and Hackman (1976), emphasizing that job satisfaction is influenced by specific job characteristics that promote intrinsically motivating factors. The results affirm that a work environment fostering these motivating elements is essential for enhancing job satisfaction. Furthermore, this study aligns with the research of Tim et al. (2013), who argue that job crafting, where employees actively shape their roles, can lead to increased job satisfaction and engagement. This perspective illustrates the importance of employee agency in creating a fulfilling work environment.

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The findings are consistent with the work of Liu et al. (2018), which highlights that supportive leadership styles significantly enhance job satisfaction by facilitating employee empowerment and autonomy. This notion complements the JCM by underscoring the role of leadership in creating a motivating work environment. Moreover, the research of Ghitulescu (2013) emphasizes that collaborative work arrangements enhance job satisfaction, particularly in knowledge-based roles, where teamwork and shared goals contribute to intrinsic motivation.

Table 5

Predictors of Job Satisfaction

Job Satisfaction	B	p-value	T	Remarks
Work Environment	0.483	0	5.319	Significant
Work Orientation	0.317	0	4.608	Significant
r = 0.469				
r^2 = 0.220				
F = 34.817, Sig. =.000				

Conclusion

The study showed the status of the work environment among non-teaching personnel in selected local colleges in the Davao Region is very high, which entails that it is very favorable. This means that the bureaucratic and humanistic environment and the working relationship allowed the employees to be productive and efficient in performing their duties and responsibilities. In addition, employees could build harmonious relationships inside the workplace and develop a sense of belongingness.

The study showed that the status of work orientation among non-teaching personnel in a local college in the Davao Region is high, which means that career, calling, social embeddedness, and busyness are positive. These results demonstrate the close relationship between workers dedication to their jobs and work orientation. Based on the findings, meaningful interactions with coworkers and top management help employees become more committed, strengthening their desire to stay in their positions over the long run. These relationships and embeddedness are essential for encouraging long-term commitment and engagement, which fits nicely with the study goals of identifying the variables influencing employee satisfaction.

The study showed that the level of job satisfaction among non-teaching personnel in a local college in the Davao Region is high, which means that safety and welfare, work itself, leader behavior, interpersonal relationships, and job competence are satisfied with their job. This only implies that employees are satisfied with their jobs, including their salary, benefits, and the work they perform inside the workplace. Additionally, they are satisfied with their colleagues, co-workers, and top management since they established good relationships with those around them.

The study showed a significant relationship between work environment and job satisfaction and work orientation and job satisfaction. This only implies that although other elements may influence job happiness, work environment and work orientation significantly impact how non-teaching staff members view their level of job satisfaction. The quantitative results offer convincing proof of the influence of these factors, highlighting how crucial it is to create a positive work environment and match job responsibilities with employees' professional goals to improve job satisfaction in general. While these variables are significant, they are part of a larger collection of factors that predict job satisfaction, as indicated by the combined r square of 0.22. This suggests that other variables comprising 0.78 are not covered in the study that other researchers may not examine.

The study demonstrated that independent work environment and work orientation variables predict job satisfaction. This emphasizes the importance of creating a peaceful, friendly, and cooperative workplace because these elements affect employee satisfaction. Effective top-level management leadership has also been identified as critical in raising workforce productivity and efficiency. These results confirmed the study on Herzberg Motivation- Hygiene Theory of Frederick Herzberg (1968), which states that motivators and hygiene influence job satisfaction. Pay, recognition, and responsibility are examples of motivators that have been shown to increase motivation and job satisfaction. Organizations implement various human resource strategies and practices to inspire their employees (Manzoor et al., 2019). Common approaches include reward management systems and involving employees in decision-making processes, which are often used to achieve organizational goals (Güngör, 2011).

The results also supported Hackman Job Characteristics Model, emphasizing the importance of intrinsic motivators for job satisfaction, including task identification, autonomy, and skill variety. The personnel tend to work better when their efforts are acknowledged by management and recognizing their achievements can boost their internal motivation, encouraging them to perform at their best (Tehseen and Hadi, 2015). Organizations may increase employee engagement and create a more favorable work environment by improving workplace components. These results suggest important implications for future research, especially in understanding how different combinations of motivators and hygiene factors impact various industries. From a practical perspective, organizations should focus on improving hygiene factors to prevent dissatisfaction and motivators to increase satisfaction and motivation. The study propositions confirm that a balanced approach to these elements leads to better organizational outcomes.

Recommendations

The status of the work environment among non-teaching employees in selected local colleges in the Davao Region is very high, indicating a very favorable atmosphere. With this positive environment, the college should prioritize establishing strong relationships and fostering open employee communication. This approach will enhance feelings of appreciation and value within the workplace.

Team-building exercises will be planned every quarter to promote cooperation and improve employee relationships. These activities could involve workshops, group problem-solving exercises, and leisure excursions, and they should combine indoor and outdoor events. The college might consider bringing in outside facilitators, like qualified team-building specialists, to lead the sessions and offer insightful commentary. Furthermore, sending non-teaching personnel to various learning and development programs will allow them to receive the same growth opportunities as their teaching counterparts.

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These programs should be held biannually and focus on professional and personal development. The college can explore partnerships with external training providers or offer in-house development programs led by industry experts. The institution can set aside a certain amount of the yearly budget for team-building exercises and staff development to ensure these programs are financially viable. The college can also make changes to increase the effectiveness of these efforts by regularly evaluating their impact. This will guarantee that they continue to meet and satisfy the changing demands of the staff and contribute to a more motivated and cohesive workforce.

The status of work orientation among non-teaching personnel in selected local colleges in Davao Region is high. With this, it is advisable for top management to implement several initiatives to enhance employee engagement and development further. First, arranging for outside experts to conduct mental health awareness training will promote workers well-being and assist them in stress management. Second, a transparent merit system for promotions should be set up, with defined standards for leadership, teamwork, and performance that HR can monitor and communicate to all employees. Finally, giving each employee a thorough job description will clarify their duties and responsibilities, bringing them into line with the college objectives and enhancing output. A more motivated and involved workforce will result from these efforts.

The level of job satisfaction among non-teaching personnel in selected local colleges in Davao Region is high. Hence, top management needs to have a clear strategy in place to expand on this. First and foremost, its critical to ensure Contract of Service (COS) personnel receive their salaries on schedule. To prevent delays, a budget may be set up. Second, providing a range of incentives, such as performance bonuses or health insurance, will inspire employees and promote collaboration. Every year, both domestically and abroad, training opportunities should be made available with a predetermined trip and cost budget. As a result, employees will feel more appreciated and be able to develop their abilities. Lastly, allowing employees to voice issues and creating a more encouraging work atmosphere can be achieved by hosting frequent huddle sessions or closed-door interviews at least twice a year.

The results showed that the bureaucratic work environment obtained the lowest mean. Hence, management should consider making policies more flexible to improve employee satisfaction and well-being. Strict rules can hurt engagement and morale. Offering flexible work hours or simplifying the approval process for time off could make employees feel more trusted and valued. Management should also listen to employees concerns and suggestions, creating a space for open communication. This will help build a sense of belonging and improve job satisfaction, leading to a more positive work environment. Managers may need additional training to adopt this approach effectively.

In addition, among the indicators of work orientation, job obtained the lowest mean. The top management may implement rewards and incentive schemes to acknowledge top-performing employees. Top management could implement recognition programs such as Employee of the Month, Best in Attendance, Most Productive Employee which directly correlate with organizational goals. Such recognitions can enhance motivation and dedication among employees by providing visible acknowledgment of their efforts, reinforcing positive work behavior. By implementing these initiatives, top management can foster a culture of appreciation and recognition, which is expected to improve employee's perception of their roles and, consequently, their overall job satisfaction.

Based on the findings, job satisfaction is primarily influenced by the work environment, while others play a supplementary role. Management should prioritize improving the work environment to increase employee satisfaction. However, after resolving the fundamental problems in the workplace, additional aspects, such as providing flexible policies and enhanced communication, can be addressed.

Positive effects on overall job satisfaction will be most noticeable when the work environment is addressed initially. It is advised to conduct routine workplace audits and staff surveys to pinpoint areas that require improvement, such as ergonomic furniture, noise levels, or lighting. After carefully considering the input, management should rank the modifications that will improve the comfort and productivity of the workplace. For instance, if workers complain about noise or illumination, changes may soon occur. To ensure these adjustments are successful, management may do routine employee follow-ups to determine whether the enhancements have been beneficial. This will contribute to developing a workplace that promotes worker well-being and increases general job satisfaction.

Additionally, examining the role of acknowledgment and recognition of employee's efforts may highlight how these factors can motivate staff and boost their sense of value within the organization. The management should develop a structured employee recognition program that includes monthly or quarterly awards, public acknowledgment of achievements, and peer recognition systems.

Surveys and feedback loops may be employed to measure the program's effectiveness. Opportunities for career development are also crucial, as employees who see a pathway for growth tend to be more satisfied with their jobs. It is recommended that workshops, mentorship programs, and career progression plans tailored to employees' roles and aspirations be offered. Management should also provide transparent pathways for promotions and skill development programs to ensure employees see clear growth opportunities.

The management should implement a flexible work schedules and remote work policies that may support work-life balance, ensuring they are accessible to all employees. Regular feedback sessions may help monitor the effectiveness of the organizations` policies and make necessary adjustments based on employee needs. Also, management should conduct team-building activities and training sessions to enhance collaboration and communication skills. Regular team assessments and anonymous feedback mechanisms can help gauge team dynamics and identify areas for improvement.

Lastly, it is recommended to implement leadership training programs that focus on developing open communication skills and inclusive decision-making approaches. Management could also use 360-degree feedback systems to assess leadership effectiveness and adjust styles to match employee preferences and organizational culture.

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