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DETERMINANTS INFLUENCING JOB SATISFACTION AND RETENTION OF NON-TEACHING PERSONNEL IN KALAYAAN, LAGUNA BASIS FOR STRATEGIC WORKFORCE MANAGEMENT

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ABSTRACT

This study aims to examine the key determinants influencing job satisfaction and retention among non-teaching employees in Kalayaan, Laguna. With a focus on the local public sectors, the research identifies a range of determinants contributing to employee satisfaction and retention, including organizational culture, opportunities for growth and development, work-life balance, recognition, job security and compensation and benefits. This study used quantitative descriptive and correlational research design to determine the quantifiable results and define the relationship between each identified factor. The study employs quantitative data gathering through surveys conducted with a sample of non-teaching staff. Findings suggest that organizational culture, opportunities for growth and development, Work life balance and collegial relationship are the most significant contributors that influence to job satisfaction and retention of non-teaching employee in Kalayaan, Laguna. Moreover, such as recognition, job security and compensation and benefits are crucial in influencing level of satisfaction and retention. Based on the results, recommendations are provided for employers to enhance employee satisfaction and improve retention rates, ultimately contributing to a more stable and motivated workforce. This research highlights the need for a comprehensive approach in managing human resources, particularly for non-teaching employees, who play a crucial role in the operational success of educational institutions in Kalayaan, Laguna.

KEYWORDS – *Job Satisfaction and Retention, Local Public Sectors, Non-Teaching Personnel.*

INTRODUCTION

Around the world, job satisfaction and retention are increasingly significant in workforce management. Studies have shown that factors like competitive compensation, career development, work-life balance, job security, collegial relationships and organizational culture are essential in keeping employees motivated and reducing turnover. Researchers identified several factors that significantly affect employee job satisfaction. [1] Human resources (HRM) are effective in increasing employee satisfaction and positively impactingproductivity.HR management shapes employee attitudes and behaviors, while good employee relationships and motivation to achieve organizational goals are also recognized as components that affect employee performance (Rosna, Niha, & Manafe, 2023).

Modern employees seek more than just financial benefits they prioritize work-life balance, organizational culture, opportunities for growth and development, recognition, job security and compensation and benefits. Non-teaching personnel, who often serve in support roles in educational institutions, are no exception they seek job satisfaction, stability, and a sense of belonging in their work. With technological advancements, job roles are evolving. Non-teaching personnel now often use technology in their daily tasks. which can improve efficiency but may also create stress if adequate training and support are not provided. Digital tools and remote work options have also shifted expectations around flexibility and work-life balance.

Laguna, being an economically active region with various industries, sees competition for skilled workers, even in non-teaching roles. Economic opportunities and the cost of living in the region influence how satisfied and committed employees feel in their current roles. It has a high number of educational institutions, from public schools to private universities, which employ both teaching and non-teaching staff.

OBJECTIVES OF THE STUDY

This study aims to examine the factors influencing job satisfaction and retention among non-teaching personnel in Kalayaan, Laguna. Despite the crucial role that non-teaching staff play in supporting educational institutions, there is limited understanding of the specific factors that affect their job satisfaction and retention likelihood of remaining with their organizations.

MATERIALS AND METHODS

The study found that organizational culture is the most significant factor affecting job satisfaction among non-teaching personnel. A positive culture promotes belonging, trust, fairness, recognition, and career advancement, which boost motivation and

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engagement. A clear organizational perspective and structured plans also contribute to a sense of direction and security.

Collegial relationships are crucial, as employees value respect, support, and teamwork. Open communication and strong professional bonds lead to a more positive and productive work environment.

Work-life balance plays a key role in job satisfaction. When employees can manage work and personal responsibilities without excessive stress, their morale and job commitment improve. A culture that prioritizes flexibility and well-being supports retention.

Professional growth and development opportunities influence satisfaction. While many appreciate existing programs, others believe there is a need for clearer and more accessible career paths to support long-term motivation

RESULTS AND DISCUSSION

This study uses a quantitative descriptive and correlational research design to assess the level of job satisfaction and retention among non-teaching personnel in public schools in Kalayaan, Laguna. The descriptive component explores overall satisfaction and retention levels, while the correlational aspect examines how factors such as organizational culture, growth opportunities, collegial relationships, work-life balance, recognition, job security, and compensation and benefits relate to both satisfaction and retention.

The population consists of non-teaching staff in various schools, excluding teachers and job order employees. A stratified random sampling method will be used to ensure diverse representation, with an expected sample size of 120–150 respondents, calculated using statistical techniques like Slovin's formula.

Data will be gathered through a self-administered structured questionnaire with two parts: (1) demographic information (e.g., age, gender, education, job role), and (2) job satisfaction and retention measures using a 5-point Likert scale.

Job security enhances employees' sense of stability and commitment, and fair compensation and benefits also contribute to satisfaction. However, some employees desire more transparency and fairness in how salaries and benefits are structured.

Addressing these areas through supportive policies, open communication, and development opportunities can lead to higher job satisfaction and retention among non-teaching personnel. (Kumala Sari, D. A., Suswati, E., & Mulyono, S. (2023)

Table 1. Respondents Profile according to Age

Age	Freq	%
18-30	17	12.10
31-40	81	67.56
41-50	39	33.27
51-60	13	8.7
Total	**120**	**100.00**

Most of the respondents in the study were between the ages of (31-40) years of age. The age of the respondents was almost evenly distributed between these age ranges with the highest age range of (31-34) which peaked at (67.56%). Table 1 describes the statistics of age & shows the distribution of age among respondents.

Table 2. Respondents Profile according to Gender

Gender	Freq	%
Male	38	31.25
Female	80	66.55
Prefer not to say	2	2.2
Total	**120**	**100.00**

From a sample of 120, female respondents were 80 representing (66.55%) of the sample which outnumbered male respondents who were equal to 38 representing (31.25%), and the missing responses were only 2 representing (2.2%). Table 2 describes the distribution of non-teaching employee by gender.

Table 3. Respondents Profile according to Civil Status

Civil Status	Freq	%
Single	22	20.17
Married	94	78.82
Prefer not to say	4	2.1
Total	**120**	**100.00**

From a sample of 120, Married respondents were 94 representing (78.82%) of the sample which outnumbered single respondents who were equal to 22 representing (20.17%), and the missing 4 respondents representing (2.1%) respondents prefer not to say. Tab 3 describes the respondent's profile according to civil status.

Table 4. Respondents Profile according to Employment Status

Employment Status	Freq	%
Job Order	17	14.21
Permanent	103	85.79
Total	**120**	**100.00**

Most of the respondents in the study were permanent employee representing (85.79%) while Job order employee was only 17

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(14.21.%) Table 4 describes the statistics of respondent's profile according to employment status.

Table 5. Respondents Profile showing the School where they work

Name of School	Freq	%
Sitio Magalolon Elementary School, Kalayaan Laguna	6	3.33
San Juan National High School, Kalayaan Laguna	15	12.50
San Juan Central Elementary School, Kalayaan Laguna	16	15.83
San Juan National High School, Kalayaan Laguna - ANNEX	12	10.00
Longos Senior High School, Kalayaan Laguna	8	6.67
San Antonio Elementary School, Kalayaan Laguna	15	12.50
Lunao - Elementary School, Kalayaan Laguna	14	11.67
Sitio Kalayaan Elementary School, Kalayaan Laguna	12	12.50
Sitio Pulot Elementary School, Kalayaan Laguna	13	12.50
Longos Elementary School, Kalayaan Laguna	9	2.50
Total	120	100.00

From the sample 6 respondents from 120 respondents are from Sitio Magalolon Elementary School representing (3.33%) 15 respondents are from San Juan National High School representing (12.50%) 16 respondents are from San Juan Central Elementary School representing (15.83%) 12 respondents are from San Juan National high School- San Antonio annex representing (10%) 8 respondents are from Longos Senior High School representing (6.67%) 15 respondents are from San Antonio Elementary School representing (12.50%) 14 respondents are from Lunao Elementary School representing (11.67%) 12 respondents are from Sitio Kalayaan Elementary school representing (12.50%) 13 respondents are from Sitio Pulot Elementary School representing (12.50%) and lastly 9 respondents are from Longos Elementary School representing (2.50%) Table 5 summarize respondents profile showing the school where they work

Table 6. Respondents Profile according to Highest Educational Attainment

Highest Educational Attainment	Freq	%
High School	6	5.4
College	14	11.9
College Graduate	67	55.46
Graduate studies	26	22.1
Post Graduate	7	5.14
Total	**120**	**100.00**

Most respondents (55.46%) held a bachelor degree, followed by those High School graduate (32.27%), and the smallest percentage (5.4%) was held by respondents with a doctorate degree. Table 7. illustrates the distribution of degree among respondents.

Table 7. Respondents Profile According to Number of Years in Service

Years in Service	Freq	%
Less than 1 year	4	3.33
1-3	69	57.56
4-6	22	18.51
7-10	10	8.7
11-14	5	3.2
14 years and above	10	8.7
Total	**120**	**100.00**

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The total years of average experience for respondents ranged from less than 1 year to 14 years above. The highest percentage was (57.56%) peaked at 1-3 years and the least is 11-14 years in service (3.2%) Table 8 summarizes the statistics and distribution of the total years of experience.

Table 8. Respondents Profile According to Its Job Role/Function

Job Role	Freq.	%
Utility	11	9.17
School Guard	18	15.00
Canteen Helper	11	9.17
Canteen Manager	7	5.83
Clerk	3	2.50
Loan Verifier	6	5.00
Guidance Counselor	9	7.50
Disbursing Officer	5	4.17
Project Development Officer	4	3.33
Administrative Assistant	21	17.50
Administrative Officer	8	6.67
Head Teacher	7	5.83
Assistant Principal	2	1.67
Principal	7	5.00
Public School District Supervisor	1	1.67
Total	**120**	**100.00**

Based from table 2. 21 respondents represent the administrative staff members who work in academic departments representing (17.50%), 8 respondents work in the administration representing (6.67%), 7 respondents work as school head (5.83%), 2 respondents work as assistant principal (1.67%), 1 respondent works as public school district supervisor (1.67%), 7 respondents work as Head teacher (5.83%) 9 respondents work as Guidance Counselor (7.50%), 3 persons work as school clerk (2.5%) 18 respondents work as school guard (15%) 11 respondents work as canteen helper (9.17%) 6 respondents work as Loan verifier (5%) and 4 respondents work as Project Development Officer (3.33%) Table 9. illustrates the distribution of occupational area among respondents.

Table 9. Extent of Influence of Identified Factors among the Respondents with regards to Organizational Culture

Indicative Statement	Mean	SD	Remark
1. The organizational atmosphere is based on fairness, integrity and trust. *(Ang atmospera sa organisasyon ay nakabatay sa pagiging patas, may integridad, at tiwala.)*	4.14	0.70	Important Influence
2. I am valued as a hardworking individual within my organization. *(Ako ay pinahahalagahan bilang isang masipag na indibidwal sa loob ng aking organisasyon.)*	4.00	0.81	Important Influence
3. Organizational structures offer enough career growth opportunities. *(Ang istruktura ng organisasyon ay nag-aalok ng sapat na mga pagkakataon para sa pag-unlad ng karera.)*	4.06	0.83	Important Influence
4. The skills and talent of the employees are used by the organization to their optimum level. *(Ang mga kasanayan at talento ng mga empleyado ay ginagamit ng organisasyon sa kanilang pinakamataas na antas.)*	3.89	0.89	Important Influence
5. My organization has a plan for better achievement which motivates employees for better performance. *(Ang aking organisasyon ay may plano para sa mas*	4.13	0.74	Important Influence

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magandang tagumpay na nagbibigay inspirasyon sa mga empleyado upang magpakitang-gilas.)			
Overall Mean	**4.04**	**0.79**	**Important Influence**
Overall Interpretation			

The overall mean of 4.04 with a standard deviation of 0.79 and the interpretation of "Important Influence" indicates that organizational culture is recognized by the respondents (non-teaching personnel) as a significant factor that influences their job satisfaction and retention.

A score of 4.04 also indicates that most respondents believe organizational culture has an important influence on how satisfied they are with their jobs and whether they are likely to stay in their roles. A standard deviation of 0.79 is relatively low suggesting that most of the respondents have fairly consistent views regarding the importance of organizational culture in influencing their job satisfaction and retention.

According to (Kamaruddin, et. al., 2018). Organizational Culture also play a vital role in the determination and prediction of job satisfaction the type of leadership being employed by managers also affects job satisfaction with the democratic type regarded as the most effective in positively influencing job satisfaction and ethical leadership also having positive effects on the employees.

Table 10. Extent of Influence of Identified Factors Among the Respondents with Regards to Opportunities for Growth and Development

Indicative Statement	Mean	SD	Remark
1. I get the training I need to do my current job well. (*Natatanggap ko ang tamang pagsasanay na kailangan ko upang magawa nang maayos ang aking kasalukuyang trabaho.)*	3.96	0.81	Important Influence
2. I am given an opportunity to improve my skills for future use. *(Binibigyan ako ng pagkakataon na mapabuti ang aking mga kasanayan para sa hinaharap.)*	3.93	0.88	Important Influence
3. I believe there are a variety of ways for me to develop my career. *(Naniniwala ako na may iba't ibang paraan*.) *para mapaunlad ko ang aking karera*	3.97	0.94	Important Influence
4. I have the opportunity to progress within the organization if I met my objectives. *(May pagkakataon akong umangat sa organisasyon kung matutupad ko ang aking mga layunin.)*	3.96	0.91	Important Influence
5.Training keeps me motivated and interested in my work *(Ang pagsasanay ay nakakatulong upang manatili akong interesado sa aking trabaho.)*	3.93	0.95	Important Influence
Overall Mean	**3.95**	**0.90**	**Important Influence**
Overall Interpretation			

A score of 3.95 means that non-teaching personnel see opportunities for growth (such as professional development, training programs, career advancement) as important, though it's slightly below the "strong agreement" level (closer to 4.5 or 5). It shows that while opportunities are important, they might not be seen as the single most influential factor in comparison to other factors like organizational culture or collegial relationship. A standard deviation of 0.90 indicates a moderate level of variability in the responses. This means that while most respondents acknowledge the importance of growth and development, there are some differences in how strongly they feel about it.

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Table 11. Extent of influence of identified factors among the respondents with regards to collegial relationships

Indicative Statement	Mean	SD	Remark
1. feel my input is valued by my peers. *(Nararamdaman kong pinapahalagahan ng aking mga kasamahan ang aking mga suhestyon.)*	4.04	0.61	Important Influence
2. Employees consult each other when they need support. *(Nagpapalitan ng ideya ang mga empleyado kapag may pangangailangan.)*	4.03	0.77	Important Influence
3. When disagreements or conflicts occur, they address promptly and resolve. *(Ang mga hindi pagkakaunawaan o alitan ay agad na inaaksyunan at nilulutas.)*	4.00	0.77	Important Influence
4. Individuals acknowledge the personal contributions of their peers. *(Kinikilala ng mga indibidwal ang personal na kontribusyon ng kanilang mga kasamahan.)*	4.00	0.65	Important Influence
5. Knowledge and information sharing is common in within the organization. *(Ang pagbabahagi ng kaalaman at impormasyon ay karaniwan sa loob ng organisasyon.)*	3.94	0.84	Important Influence
Overall Mean	**4.00**	**0.73**	**Important Influence**
Overall Interpretation			

A mean of 4.00 indicates that non-teaching personnel view collegial relationships—the interpersonal relationships they have with their colleagues. A standard deviation of 0.73 is relatively low, indicating that responses are fairly consistent. Most respondents likely share a similar opinion regarding the importance of collegial relationships in their work experience.

A mean of 4.00 indicates that non-teaching personnel view collegial relationships—the interpersonal relationships they have with their colleagues. A standard deviation of 0.73 is relatively low, indicating that responses are fairly consistent. Most respondents likely share a similar opinion regarding the importance of collegial relationships in their work experience.

Table 12. Extent of influence of identified factors among the respondents with regards to work life balance

Indicative Statement	Mean	SD	Remark
1. I am able to balance work priorities with my personal life. *(Nagagawa kong balansehin ang mga prayoridad sa trabaho at personal na buhay.)*	4.02	0.59	Important Influence
2. Level of trust between bosses and subordinates is high. *(Mataas ang antas ng tiwala sa pagitan ng mga boss at mga nasasakupan.)*	4.03	0.70	Important Influence
3. Employee morale is good in the organization. *(Maganda ang morale ng mga empleyado sa organisasyon.)*	4.06	0.74	Important Influence
4. The workload in my job is manageable. *(Ang dami ng trabaho sa aking posisyon ay kayang pamahalaan.)*	3.99	0.69	Important Influence
5. My work gives me a feeling of personal accomplishment. *(Ang aking trabaho ay nagbibigay sa akin ng pakiramdam ng personal na tagumpay.)*	3.96	0.82	Important Influence
Overall Mean	**4.01**	**0.71**	**Important Influence**
Overall Interpretation			

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A score of 4.01 shows that work-life balance is viewed as significantly important. It's close to the top of the scale (5.0), which indicates that a large portion of respondents believe that maintaining a healthy balance between work and personal life is crucial for their satisfaction and likelihood to stay in their current role. While the mean is just slightly above 4.00, it reflects a strong agreement that work-life balance is essential, but not necessarily the absolute most critical factor when compared to others (such as recognition or organizational culture). A standard deviation of 0.71 is relatively low, indicating that most respondents have consistent views on the importance of work-life balance. The low variability means that non-teaching personnel, on the whole, agree that work-life balance is crucial for job satisfaction and retention.

The standard deviation indicates that while most respondents strongly agree on the importance of work-life balance, there's some minor variation in how people feel. Some employees may have slightly different views on the importance of this factor, but the consensus is strong.

According to the study of PUBMED CENTRAL Impact on Job Performance, research that indicates that a positive WLB can enhance employee job performance by improving psychological well-being. Additionally, job satisfaction has been found to mediate the relationship between WLB and job performance, highlighting the interconnectedness of these factors.

Table 13. Level of Job Satisfaction and Retention among Non-Teaching Personnel with Regards to Recognition

Indicative Statement	Mean	SD	Remark
1. Are you satisfied with the reward system of your organization? *(Nasisiyahan ka ba sa sistema ng gantimpala sa inyong organisasyon?)*	3.93	0.64	Satisfied
2. Are you satisfied with the amount and frequency of informal praise and appreciation you receive from your supervisor? *(Nasisiyahan ka ba sa dami at dalas ng mga impormal na papuri at pagpapahalagang natatanggap mo mula sa iyong superbisor?)*	3.83	0.72	Satisfied
3. Are you satisfied with the employee performance appraisal system? *(Nasisiyahan ka ba sa sistema ng pagtatasa ng pagganap ng mga empleyado?)*	3.88	0.82	Satisfied
4. How satisfied are you with the recognition you receive for your contributions? *(Gaano ka nasisiyahan sa pagkilala na natatanggap mo para sa iyong mga kontribusyon?)*	3.86	0.82	Satisfied
5. Are you satisfied with the way's recognition is delivered (e.g., verbal, praise, awards, public acknowledgement)? *(Nasisiyahan ka ba sa mga paraan ng pagbibigay ng pagkilala (halimbawa, papuri, gantimpala, pampublikong pagbanggit)).*	3.91	0.72	Satisfied
Overall Mean	**3.88**	**0.75**	**Satisfied**
Overall Interpretation			

An overall mean of 3.88 is slightly below 4.0, which indicates that respondents are satisfied with the recognition they receive, but it's not at the highest level of satisfaction. It also indicates that while non-teaching personnel do feel recognized for their contributions, they may not feel it is consistently or adequately provided. The result implies that recognition is seen as important, but there may be room for improvement in how recognition is communicated or implemented within the organization. The score reflects moderate satisfaction, meaning that non-teaching personnel likely feel they are recognized for their efforts, but not necessarily at the level that would exceed their expectations or fully motivate them. A standard deviation of 0.75 indicates a moderate level of variability in responses. This means that while many employees are satisfied with the recognition they receive, there are some differences in opinion. Employees who feel appreciated and recognized for their hard work are more likely to feel valued, leading to higher job satisfaction and an increased likelihood of staying with the organization.

Furthermore, there is an existing body of literature indicating that employee recognition increases the sense of belonging within the

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organization and reduces uncertainty about their intentions to stay (Alhmoud & Rjoub, 2019; Rai et al., 2019).

Therefore, employees are inclined to remain in an organization once they feel valued for their efforts and contributions (Younies & Al-Tawil, 2021). This underscores the importance of recognizing employees' efforts throughout their tenure, symbolized by the phrase 'give me my flowers before I die.' Recognition is regarded as a promising strategy for enhancing employee motivation and making them feel a sense of belonging (Ampofo et al., 2023).

Table 14. Level of Job Satisfaction and Retention among Non - Teaching Personnel with regards to Security

Indicative Statement	Mean	SD	Remark
1. How satisfied are you with the level of job security in your current role? *(Gaano ka nasisiyahan sa antas ng seguridad sa trabaho sa iyong kasalukuyang posisyon?)*	4.08	0.80	Satisfied
2. How satisfied are you with your ability to adapt to changes in your role or responsibilities that might impact your job security? *(Gaano ka nasisiyahan sa iyong kakayahang umangkop sa mga pagbabago sa iyong tungkulin o responsibilidad na maaaring makaapekto sa iyong seguridad sa trabaho?)*	3.96	0.83	Satisfied
3. How satisfied do you feel in your current position? *(Gaano ka nasisiyahan sa iyong kasalukuyang posisyon?)*	3.85	0.96	Satisfied
4. How satisfied are you with the organization's efforts to ensure job stability for its employees? *(Gaano ka nasisiyahan sa mga pagsisikap ng organisasyon na tiyakin ang katatagan ng trabaho para sa mga empleyado nito?)*	3.98	0.95	Satisfied
5'. How satisfied are you with the frequency of updates regarding changes that may affect job security? *(Gaano ka nasisiyahan sa dalas ng mga update ukol sa mga pagbabagong maaaring makaapekto sa iyong seguridad sa trabaho?)*	4.03	1.01	Satisfied
Overall Mean	**3.98**	**0.91**	**Satisfied**
Overall Interpretation			

The score of 3.98 reflects that job security is considered important but not necessarily perfect. Employees are likely to feel that their jobs are relatively secure, but there may still be occasional doubts or concerns regarding long-term stability, career advancement, or external factors that could affect their roles. A standard deviation of 0.91 is relatively moderate, indicating a wider range of opinions about job security. Some non-teaching personnel might feel highly secure in their positions, while others might have concerns or a lower level of confidence in the long-term stability of their roles. It also suggests that while many employees feel satisfied with their job security, others may be less confident or have concerns about external factors (such as budget cuts, policy changes, or staffing reductions) that could affect their employment. While most employees feel relatively secure in their positions, , there's an opportunity to enhance communication, clarify career advancement options, and strengthen overall job stability to further increase satisfaction and retention.

Job security has been concluded as one of the determinants of job satisfaction as proven by Tso, Fai & Li (2017) in their study of Chinese resource-based state-owned enterprises. Not only the position, but also the guarantee of stay on such position or job security also dictates job satisfaction as established in the studies of paraprofessional staff in Pakistani university libraries (Hussain, Soroya, & Hanif, 2017)

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Table 15. Level of Job Satisfaction and Retention Among Non-Teaching Personnel with Regards to Compensation and Benefits

Indicative Statement	Mean	SD	Remark
1. Are you satisfied with your salary*? (Nasiyahan ka ba sa iyong sahod?)*	4.09	0.86	Satisfied
2. Are you satisfied with the incentive mechanism *(Nasiyahan ka ba sa sistema ng insentibo?)*	4.02	0.85	Satisfied
3. Are you satisfied with your most recent salary increment? *(Nasiyahan ka ba sa pinakahuling pagtaas ng iyong sahod?)*	3.91	0.78	Satisfied
4. How satisfied are you with the transparency of the compensation and benefits policies? *(Gaano ka nasisiyahan sa transparency ng mga patakaran ukol sa kompensasyon at benepisyo?)*	3.83	0.95	Satisfied
5. How satisfied are you with the bonuses or performance incentives offered by your employer*? (Gaano ka nasisiyahan sa mga insentibo sa performance na ibinibigay ng iyong employer?)*	4.04	0.78	Satisfied
Overall Mean	**3.98**	**0.84**	**Satisfied**
Overall Interpretation			

An overall mean of 3.98 indicates that employees are satisfied with their compensation and benefits, but the satisfaction level is moderate, just below a perfect score. The score suggests that compensation is viewed positively, but there may be areas where employees expect more or feel dissatisfied. A mean of 3.98 reflects that compensation and benefits are important to employees and are seen as adequate, but employees might feel there is potential for improvement in terms of either competitive salary, benefit offerings, or overall fairness in the system. A standard deviation of 0.84 is moderately high, indicating that there is moderate variability in how employees perceive their compensation and benefits. suggests that addressing the diverse needs and expectations of employees regarding compensation and benefits could help increase overall satisfaction and reduce dissatisfaction among certain groups.

Compensation is the most essential variable for employee's job satisfaction. In the view of Silbert (2019), It is essential because it has an enduring impression on employees which, in turn, gives the employees an impression that they are valued in the organization.

This analysis explores whether personal and professional characteristics influence how non-teaching personnel perceive workplace factors and experience job satisfaction in Kalayaan, Laguna. The findings from Tables 10 and 11 highlight key relationships between demographic traits and important aspects of the work environment, such as organizational culture, career growth opportunities, collegial relationships, work-life balance, job recognition, security, and compensation.

Table 16. Significant Relationship between Respondents Profile and Influence of Identified Factors

Profile	Influence of Identified Factors			
	Organizational Culture	Opportunities for Growth and Development	Collegial Relationship	Work Life Balance
Age	F = 2.42ns p = 0.069 Var Across<4	F = 1.92ns p =0.131 Var Across<4	F = 0.52ns p = 0.669 Var Across<4	F = 2.31ns P = 0.080 Var Across<4
Gender	F = 15.81** P < 0.001 Var Across<4	F = 14.7** P < 0.001 Var Across<4	F = 15.32** P < 0.001 Var Across<4	F = 11.51** P = 0.001 Var Across<4

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Civil Status	F = 18.17** *p* < 0.001 Var Across<4	F = 1.08ns *p* = 0.302 Var Across<4	F =9.20** *p* = 0.003 Var Across<4	F = 15.04** *p* < 0.001 Var Across<4
Employment	F = 7.60** *p* =0.007 Var Across < 4	F = 60.56** *p* < 0.001 Var Across < 4	F = 6.47* *p* = 0.012 Var Across<4	F = 9.06** *p* = 0.003 Var Across<4
School	F = 1.47ns *p* = 0.220 Var Across < 4	F = 1.10ns *p* = 0.301 Var Across < 4	F = 0.592ns *p* = 0.441 Var Across < 4	F = 0.72ns *p* = 0.609 Var Across<4
Educ. Attainment	F = 1.97ns *p* = 0.126 Var Across < 4	F = 7.92** *p* = 0.012 Var Across < 4	F = 2.33ns *p* = 0.240 Var Across < 4	F = 10.38** *p* < 0.011 Var Across< 4
Years In Service	F = 9.35** *p* < 0.018 Var Across < 4	F = 11.12** *p* = 0.023 Var Across < 4	F = 16.16** *p* < 0.001 Var Across<4	F = 20.19** *p* < 0.001 Var Across< 4
Job Role	F = 0.792ns *p* = 0.422 Var Across < 4	F = 23.10** *p* < 0.001 Var Across < 4	F = 14.88** *p* < 0.001 Var Across < 4	F = 2.81ns P = 0.071 Var Across< 4

The data in Table 10 examines whether respondents' profiles (age, gender, civil status, employment type, school, educational attainment, years in service, and job role) influence workplace factors such as organizational culture, opportunities for growth and development, collegial relationships, and work-life balance. The key findings are as follows:

Gender, Civil Status, and Employment Type show highly significant relationships ($p < 0.01$) with most workplace factors. This indicates that workplace experiences and the perception of these factors vary considerably based on these attributes. Years in Service has a highly significant relationship with all workplace factors ($p < 0.001$ to $p = 0.018$), meaning that tenure in the organization affects how employees perceive organizational culture, career growth, collegial relationships, and work-life balance.

Educational Attainment is significantly related to opportunities for growth and work-life balance ($p < 0.01$), suggesting that employees with higher education levels may be more attuned to these aspects of their work environment.

Age, School, and Job Role do not show a significant relationship with most workplace factors, implying that these attributes do not strongly impact how employees perceive their work environment.

Table 17. Significant Relationship between Respondents' Profile and Job Satisfaction/Retention among Non-Teaching Personnel

	Job Satisfaction and Retention		
Profile	**Recognition**	**Security**	**Compensation and Benefits**
Age	F = 3.34* *p* = 0.021 Var Across < 4	F = 1.53ns *p* = 0.210 Var Across < 4	F = 1.31ns *p* = 0.274 Var Across < 4
Gender	F = 9.92** *p* = 0.002 Var Across < 4	F = 33.70** *p* < 0.001 Var Across < 4	F = 26.93** *p* < 0.001 Var Across < 4
Civil Status	F = 0.572ns *p* = 0.451	F = 14.88** *p* < 0.001	F = 21.00** *p* < 0.001

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	Var Across < 4	Var Across < 4	Var Across < 4
Employment	F = 25.62**	F = 53.79**	F = 3.87ns
	p < 0.001	*p* < 0.000	*p* = 0.053
	Var Across < 4	Var Across < 4	Var Across < 4
School	F = 2.13ns	F = 1.99ns	F = 2.51ns
	p = 0.184	P = 0.210	P = 0.078
	Var Across < 4	Var Across < 4	Var Across<4
Educ. Attainment	F = 10.02**	F = 9.97**	F = 24.70**
	p = 0.028	*p* = 0.002	*p* < 0.001
	Var Across < 4	Var Across < 4	Var Across < 4
Years In Service	F = 6.60**	F = 4.87*	F = 19.70**
	p =0.007	*p* = 0.041	*p* < 0.031
	Var Across < 4	Var Across < 4	Var Across < 4
Job Role	F = 3.91ns	F = 2.43ns	F = 4.27*
	p = 0.051	*p* = 0.178	*p* = 0.047
	Var Across < 4	Var Across < 4	Var Across < 4

Analysis whether respondents' profiles influence their job satisfaction and retention, measured through recognition, job security, and compensation and benefits. The main observations are:

Gender, Employment Type, and Educational Attainment have highly significant relationships ($p < 0.01$) with most job satisfaction factors, indicating that these characteristics significantly affect how employees perceive recognition, job security, and compensation.

Years in Service is significantly related to all job satisfaction factors ($p < 0.05$ to $p < 0.01$), suggesting that longer tenure impacts how employees feel about recognition, job security, and compensation.

Age is significantly related to recognition ($p = 0.021$), but not to job security or compensation. This suggests that perceptions of recognition may vary across different age groups.

Civil Status is highly significant for job security and compensation but not for recognition, implying that marital status may influence employees' sense of stability and benefits.

School and Job Role do not show a significant relationship with most job satisfaction factors, suggesting that these attributes have little impact on how employees perceive their job satisfaction and retention.

Table 18. Significant Relationship between the extent of Influence Identified Factors and Job Satisfaction/Retention among Non- Teaching Personnel

Influencing Identified Factors	Job Satisfaction and Retention		
	Recognition	**Job Security**	**Compensation and Benefits**
Organizational Culture	r = 0.196*	r = 0.409**	R = 0.411**
	Weak	Moderate	Moderate
	p = 0.032	*p* < 0.001	*p* < 0.001
Opportunities for Growth and Development	r = 0.465**	r = 0.472**	r = 0.447**
	Moderate	Moderate	Moderate
	p < 0.001	*p* < 0.001	*p* < 0.001
Collegial Relationships	r = 0.106ns	r= 0.148ns	r = 0.241**
	Very Weak	Very Weak	Weak
	p = 0.250	*p* = 0.107	*p* = 0.008
Work Life Balance	r = 0.287**	r = 0.345**	r = 0.346**
	Weak	Weak	Weak
	p = 0.001	*p* < 0.001	*p* < 0.001

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This analysis explores whether workplace factors significantly influence job satisfaction and retention among non-teaching personnel in Kalayaan, Laguna. Table 12 presents correlation results, showing how various workplace aspects—such as organizational culture, growth opportunities, collegial relationships, and work-life balance—relate to employees' recognition, job security, and satisfaction with compensation and benefits.

1.Organizational Culture

The results suggest that a positive organizational culture has some impact on employee recognition, though the correlation is weak ($r = 0.196$, $p = 0.032$). However, when it comes to job security ($r = 0.409$, $p < 0.001$) and compensation and benefits ($r = 0.411$, $p < 0.001$), the relationship is stronger. This means that employees who perceive their workplace culture as supportive are more likely to feel secure in their jobs and satisfied with their compensation.

2.Opportunities for Growth and Development

Among all the workplace factors examined, career growth and development opportunities showed the strongest connection to job satisfaction and retention. Employees who feel they have room to grow in their careers tend to experience higher levels of recognition ($r = 0.465$, $p < 0.001$), job security ($r = 0.472$, $p < 0.001$), and satisfaction with compensation ($r = 0.447$, $p < 0.001$). This highlights the importance of providing clear career pathways and professional development opportunities to keep employees motivated and committed to their roles.

3.Collegial Relationships

Interestingly, workplace relationships had little to no impact on employee recognition ($r = 0.106$, $p = 0.250$) and job security ($r = 0.148$, $p = 0.107$), as these correlations were weak and not statistically significant. However, there was a small but meaningful connection between collegial relationships and satisfaction with compensation ($r = 0.241$, $p = 0.008$). This suggests that having supportive colleagues may contribute to a more positive perception of workplace benefits, even if it doesn't directly impact job security or recognition.

4.Work-Life Balance

Work-life balance also showed weak but significant correlations with job satisfaction and retention factors. Employees who feel they have a good balance between work and personal life are more likely to feel recognized ($r = 0.287$, $p = 0.001$), secure in their positions ($r = 0.345$, $p < 0.001$), and satisfied with their compensation ($r = 0.346$, $p < 0.001$). While the effects are not particularly strong, this finding reinforces the idea that maintaining a healthy work-life balance can contribute to overall job satisfaction.

CONCLUSION AND RECOMMENDATION

This study examines the key factors influencing job satisfaction and retention among non-teaching employees in Kalayaan, Laguna, with a focus on the local public sector. Using a quantitative research approach, the study surveyed employees to assess the impact of various factors such as organizational culture, opportunities for growth and development, work-life balance, recognition, job security, and compensation. The goal was to identify which factors most significantly contribute to employee satisfaction and retention in the workplace.

The findings indicate that organizational culture, opportunities for growth, work-life balance, and positive collegial relationships are the most important contributors to job satisfaction and retention. However, factors such as recognition, job security, and competitive compensation are also crucial. Based on these results, the study recommends that employers take a comprehensive approach to human resource management, addressing these key areas to improve employee morale, reduce turnover, and build a more stable and motivated workforce, particularly among non-teaching staff who are essential to the effective operation of educational institutions.

RECOMMENDATION

The institution should focus on improving employee recognition, especially since it was rated the lowest by non-teaching staff. Feeling seen and appreciated has a huge impact on how motivated and satisfied people are at work. A good way to start is by offering both financial rewards—like bonuses or gift cards—and non-financial ones, such as public shout-outs or a little extra time off. It's also important to recognize people in the moment and be specific about what they did well. A simple "great job" doesn't go as far as calling out the exact action that made a difference.

Creating a culture where appreciation is part of everyday life can make a big difference. Encouraging coworkers to recognize each other, setting up regular moments for appreciation during meetings, or even hosting quarterly award events helps build that culture. And recognition shouldn't stop at a thank you—it should open doors for growth, whether that's through mentorship, training, or leadership roles. When people feel valued and see a future where they can grow, they're more likely to stay, thrive, and contribute to a positive workplace vibe.

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