JOB SATISFACTION AND TURNOVER INTENTION OF THE "LOCAL GOVERNMENT UNIT (LGU) RUN" EDUCATIONAL AND INSTITUTIONAL LANDSCAPE: A MILESTONE FOR A STRONG AND COMPETITIVE ACADEMIC LITERACY

By:

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Abstract

The job satisfaction and turnover intention of the local government (LGU) run educational and institutional landscape: a milestone for strong and competitive academic literacy such as: 1) **culture** *reveal the perception drawn from the mind of the respondents brings some favourable belief that there is a strong relationship that culture results to employee turnover, hence, this finding suggest that the admission and hiring process of every local government run educational institution should be reviewed and enhance to fine tune to the present environmental trend. It is suggested further that admission of any one in the government infrastructure, requires a thorough briefing and orientation for them to immerse the system in a way, once they are comfortable with the system, turnover can be prevented. 2)* **Lack of meaning and purpose** *suggest that as this practices of the local government setting is prevalent, keeping potential people to stay would mean giving them the ample time and exercise the fair treatment. Findings from the respondents does not denote a negative notion on the part of the organization however, it is suggested that people who have the right skills and talent will be given the break to prove and make them fulfilled which will result to high satisfaction level, and bigger chances of low turnover rate.3)* **Overwork** *reveal the findings that absence of calendar planning will result to working hard as it requires manual execution that will drain your human capacity. Survey results are in conformance to the findings of other groups that defines overwork as a work overload however it is not typically a physical carrying of work. The finding is suggestive; to free anyone from overwork, a mandatory work plan, piercing work ethics, and discipline in calendar activities, and time management can be an effective tool that substantiate the striving feeling of overwork. 4)* **Boredom** *reveal the findings that common observations noted by different group of respondents that they experience boredom in the local government run educational institution pertaining to the system of processing of anything demands time due to the hierarchy adopted. Avoidance of the enumerated effect brought about by boredom which results to some negative notions, suggest to create a desirable program that will inspire people in the organization and may bring impression of being valued in different paradigms. 5)* **Wicked boss** *reveal the perception that their boss is wicked but "genius "simply because, boss carries heavy responsibilities and driving out any obstacles for the sake of attaining their goal. However, in order to clear out some elements of doubts, and for the effective and efficient implementation of the LGU run academic institutions, a clear directives and provision of "goal setting" is suggested in a way, stakeholders can view a clear and a well- defined institutional direction.*

Short title: Job Satisfaction and Turnover Intention of the Local Government Run Educational and Institutional Landscape.

Introduction

Every organization finds difficulty in sustaining their operation regardless of its nature in the absence of "manpower" that serve as the backbone towards achieving success. Keeping people who are beneficial in the attainment of goals and objectives is a "*boundless*" effort for management; as such, tracking, checking, reviewing, and screening skills are just "countless" ways of keeping them. It is said that hiring are more costly than keeping people to work with "*benevolence*", finding them requires ample time, patience, and tactical capabilities to ensure "*getting the right person to do the job*". The job satisfaction and turnover intention of the local government (LGU) run educational and

institutional landscape: a milestone for strong and competitive academic literacy such as: 1) Culture, 2) Lack of Purpose or Meaning, 3) Overwork, 4) Boredom, 5) A Wicked Boss are considered to be the common reasons why an employee leave the organization. Small or even large scale business environment agrees that manpower as "*supreme variable resources*" in an operation not replaceable by any digital instrumentation despite time changes. Organization as it "project" or forecast on the long-term (VMPGOS) "Vision, Mission, Philosophy, Goals, Objectives and Strategy, keeping people and retaining them is their primordial concern. Hence, management at all cost, find ways to minimize employee turnover however, there is no standard framework that defines the real contrasting views and perception of employees as triggering factor for leaving. Generally speaking, the bottom line used as yardstick which enticed one in joining an organization is the monetary equivalent. However, these can be viewed in different perspective on the part of the employee if and when their aspirations and expectations are unnoticed, a declining enthusiasms is evident in the workplace.

This study focuses on investigating the cause of "*turnover*" in the local government academic landscape despite the privilege provided that are seem incomparable to some other academic institution. The local government run academic institution is backed by (RA9155) *Basic Education Governance* and Republic Act (RA 7160) for political decentralization and devolution of certain government functions to local government unit (LGUs). Republic Act 9155 calls for greater decentralization in the delivery of basic education services. This simply empower the schools and learning centers "to make decisions on what is best for the learners they serve". This principle recognizes every unit in the education bureaucracy has a particular role, task and responsibility inherent in the office and for which it is principally accountable for their outcomes, (Rosario G. Manahan et.al). The local government unit (LGU) also availed the so-called Tertiary Education Subsidy (TES) Special Education Fund (SEF) under the Republic Act (RA no. 5447). Another government arm that extends support to the local government education institution the "*Unified Financial Assistance System of Tertiary Education*". (*UniFAST*) under the republic act no 10687. With these strong support from different government agencies, all benefit packages inherent thereto, believe to be more than enough to support the education needs and operation requirements can easily be achieved. However, despite of this, turnover still evident.

With an attempt to know the real reasons of employee turnover of the local government run educational institution, the researcher as Frontliner, identify four (4) locally run community colleges within the vicinity of Misamis Oriental subject for the study, namely: Salay Community College (SCC), Opol Community College (OCC), Initao Community College (ICC), and including Tagoloan Community College (TCC) where the researcher is presently connected. Information from "August, September, October, November, and December represents the first semester and "January, February, March, April, and May for the second semester. The survey uses the data from year 2018 up to 2020. The two year details was carefully analysed on a yearly basis to determine the frequency and the rate of turnover in term of percentage. The extracted data analysis and finding comes out from this study may, in some way, be able to shed light and help decision makers identify the "how" and "what" to do avoiding, if not reducing the habitual employee turnover. Further, the information gathered from this study can also serve as a tool in "*revisiting*" the institutional policy of the law making body and probably, guide them during the deliberation review. The continuing occurrence of the said turn-over can be an "*eye opener*" for top management in finding optimum solution and review the process.

Process

Since the environment faces challenge brought about by the presence of this pandemic the "COVID-19", the researcher opted to utilize the digital platform in connecting people as respondents of the study. The strict adherence to the protocol of the inter agency task force (IATF) is still in effect, and considered as hindrance in the conduct of the study. Respondents from different identified local government run educational institution were require to answer the same instrument. They use Google met, Skype, video clip, and even calls whichever is made possible to every location were utilized as source of information gathering tool. Responses from Salay Community College (SCC), Opol Community College (OCC), Initao Community College (ICC), and including Tagoloan Community College (TCC) from August, September, October, November, and December that represents the first semester and January, February, March, April, and May for the second semester was tabulated and interpreted using different statistical tool in order to arrive an appropriate results. The survey make use of the data available from year n2018 up to 2020 and it undergo a test validation, documentary review and analysis. The selected respondents who at the same time are "Frontliner" were interviewed focusing on employee turnover through the assessment of culture, lack of purpose or meaning, overwork, boredom and wicked boss from four (4) selected geographic areas in Misamis Oriental were randomized and the result was tallied and tabulated. The process of triangulation, validation and other statistical tool were used to determine the desired outcome and the following evidence are:

Findings and Discussions

Job satisfaction and turnover intention of the local government run (LGU) educational and institutional land scape: a milestone for a strong academic literacy investigate the elements of *culture, lack of purpose or meaning, overwork, boredom, and having a wicked boss* believe to be the cause of employee turnover. Thus, the findings below are:

Culture

Is a "way of life" of a particular group that is manifested in the way they behave and shown in their habit and attitude. These are environmental practices of an organization's accepted norms. It is a collection of values, expectation, and practices that guide and inform them on the action of all members of the team or a group. The summative responses found out that culture in some ways difficult to adjust for they are not used to it. The term culture as they are "used to" most of the time affect one's perspective to job related since our individual uniqueness defines our being.

Different sources of chosen group of respondent's finds culture as a "reflection "or a (replica) of the dominant group of people whose mind and behavior blends together. Different environment carry its unique culture wherein, the entry of the new one, will result to experience a culture shock. In the local government setting, it is but normal that culture vary considering that there is no permanency in terms of leadership and type of discharge due to its political nature. Other group of respondents noticed that culture can be good or bad depending on the way your acceptance level admits. The adopted culture in every organization are influenced by their stated goals and objectives hence, the resistance in the adoption of the said culture denote that they find discomfort since they are not used to it. People or employee who are groomed for a long time outside a non-governmental structure find it different due to the mandate of its hierarchy that is kept most by the local environment. However, it has been agreed by majority as shown in the findings that there is significant contribution of culture adopted by any organization that can cause employee turnover. The perception drawn from the mind of the respondents brings some favourable belief that there is a strong relationship that culture results to employee turnover, hence,

this finding suggest that the admission and hiring process of every local government run educational institution should be reviewed and enhance, to fine tune to the present environmental trend. It is suggested further that admission of any one in the government infrastructure, requires a thorough briefing and orientation for them to immerse the system in a way, once they are comfortable with the system, turnover can be prevented.

Lack of Purpose or Meaning

As human as we are, no one is relieved from feeling of being lack of purpose or meaning since as worker, we all aspires to feel the "sense" of belongingness in every organization or situation we are into. Everyone feels dissatisfactions if the desirable ends will just pass under the shadow of the unknown. People in the organization finds value of the time spent as "sweat" of a committed soul discharges, fulfilment and goal realization constitute achieving a meaningful return. Goals and objective of the organization are laid down so every employee can spell out, draw, and find traces of landmarks, and from then, benchmarking is feasible and discharges of factual armour of labor of deliverance as it said, grows as expected. If one fined some significant rainbow indicating that the purpose of one's presence is no longer that important, the desired intent decreases and drawback starts to appear and vanishes the river of the purpose driven life. Common pitfalls of some organization is not utilizing the potential capacity that an employee brings. Every individual has its own uniqueness therefore, giving them the spread of opportunity to perform, some unprecedented performance "*born*" and expectations reached beyond the splinter of an imagination. If anyone in the organization will not be given "fair' share of opportunity to explore and proving themselves the capacity they bring, find their presence "lack of purpose" and sluggishly drives a decision of leaving yesterday behind. Having the feeling of being lack of purpose or meaning for them as employee, often noticed by the group of respondents, however, this comes in two ways; one, due to the presence of mismatch between job and the holder, and the redundancy of one's skills needed in the organization which opportunity to perform cannot be granted to other deserving individual due to duplication.

The local government run educational institution cannot be denied that there are so-called men and women treated as "*holy cows*" (preferred people) where trust and confidence imbued with them as if they are the only creature that can perform the utmost desirable and favourable outcomes. Being distantly unknown to the river of blessings, (The top decision maker), one can be deprived to exhibit his extra ordinary and mythical talent and skill. As this practices of the local government setting prevalent, keeping potential people to stay would mean giving them the ample time and exercise the fair treatment. Findings from the respondents does not denote a negative notion on the part of the organization however, it is suggested that people who have the right skills and talent will be given the break to prove and make them fulfilled which will result to high satisfaction, the bigger chances that turnover becomes low.

Overwork

Different definitions of the word overwork by diverse sources however, it denotes the same argument of output or its end result. According to the scripture, work can be fulfilling but it can also be the cause of great frustrations. People work primarily to earn a living but overwork can reduce the fertility of the expected delivery of the outcome. Overwork or work overload results to a draining magnitude of one's spirit and soul and ends with a backfire. Some connotations of the term overwork for layman's is having more work is required to be accomplished with a specific time frame in which you need more and more power to discharge until one is exhausted.

In the academic setting, this term (Overwork) defines the attainment of the requisites for every relevant element of compliance and by doing so, demands refuelling to

sustain the necessary volume of required energy. Overwork could not be experience when there is a so-called balance in terms of the gravity of work versus the element of remuneration. Academic work in the real nature is extended far beyond the commerce of time since the work challenge are routinely done in an unending process. Overwork results to psychological suffering of stress and tension arising from your daily calendar of activities and can result to total employee burnout that affect your mental and physical exhaustion.

On the other hand, addressing overwork can be done if and when, one applies the principle of planning and forecasting thereby, mapping and scanning the possibilities is essential to overcome the strain brought about by overwork. Seeing potential constraints that affect the deliverance of mandatory compliance can be addressed by working "*smart*" than working "*hard*". Working smart is a process of doing things with the same gravity in a very simple way through the use of effective planning tool that aide in achieving desired result. Absence of calendar planning will result to working hard as it requires manual execution that will drain your human capacity. Survey results are in conformance to the findings of other groups that defines overwork as a work overload however it is not typically a physical carrying of work. The finding is suggestive; to free anyone from overwork, a mandatory work plan, piercing work ethics, and discipline in calendar activities, use of time management can be an effective tool that substantiate the striving feeling of overwork.

Boredom

Is an expression of being frustrated and procrastinated of the long been awaited events to happen but nowhere to find; "possibilities" are far beyond its realization, which results to a day dreaming. This expression often occur when one is working in an environment and the desired change in any form has no chance or comes in the most unexpected places. These are unpleasant environmental instinct as it influence a negative behaviour and becomes habitual in nature.

The local government institutional set-up enjoyed a derelict practice of rulings where everything comes on sequential manner and entails "*time*" the most. Due to this practices, boredom cannot be set aside since employees are seeking for employment security however, their aspirations and admirations depends largely on the blessing from the falling stars to miraculously appear in the roadmap of endless highways. The hierarchical forms of the local government and even national in scope adopts the same mechanisms hence, the feeling of boredom is evident. Despite of this occurrences, people work desires is unparalleled especially so, that the presence of this pandemic crisis, employees for that matter holds on the maximum level for "*economic*" security reasons. Boredom inclined to create an avenue of change and a maximum amount of inexcusable turnover, and creates immeasurable dissatisfaction to people in the environment which will gradually collapse operation. Turnover on the other hand affects not only the operation but it will also downgrade the "*image of standing*" in the societal being. Aside from the negative effect that boredom brings, it is not pleasant in the eyes of the neighbouring institutions alike as it denotes some implications that certainly defines the image of the top level management in other way or a negative manner. Boredom as the term itself manifest some unhealthy adjustment to stakeholders (students) as the victim and becomes the collateral damage due to sadden change in terms of skills, experiential sharing's, learning magnitude, and academic exposures the replacement brings. The learning momentum is most likely affected even if "*change*" is the only certain in the world, adjusting the change requires time and space for one to immerse.

So to speak, that "*boredom*" are unavoidable circumstance present in every environment however, if not given the exact avenue resolving it, it will crumple the well-defined vision, mission, philosophy, goals, objectives and strategy (VMPGOS) of the organization. Common observations noted by different group of respondents that they

experience boredom in the local government run educational institution pertaining to the system and processing of anything which demands time due to the hierarchy adopted. Avoidance of the enumerated effect brought about by boredom which results to some negative notions, suggest to create a desirable program that will inspire people in the organization and may bring impression of being valued in different paradigms.

Wicked Boss

This term does not literally defines the physical structure of any human being but it describes the total components or characteristics which makes the person a wicked one. In an organization, the common shrugs of every employee is having a feeling of being happy working with people. They don't need perfect manager or supervisors, however, they need happy leader who gonna make them excited to come to work. A happy people forgets some personal desires over and above the benefit of the organization at large. People possesses internal motivation, do not count any degree of difficulty for as long as the goals, objectives, time frames and including challenges for organization's sake, since motivation as a result of being happy, sets aside some predicament and focus on one common good.

Wicked boss on the other hand, although it is said that there is no perfect one, these behaviour can affect the total productivity to people working within as it draws some elements of emotional distress, derailed employee direction and desire in providing potential contributions for development. Working with no significant degree of motivation is tantamount to a wasted investment with no chance of having any return. Motivated person or employee who possesses the driving factor for action has the willingness to do things. Performance of an individual is influenced by either outside forces (extrinsic motivation) or by themselves called "intrinsic motivation". The difference between the two underlying factors depends on the action the environment brings. Mastering the concept of motivation allows to sustain a high level of output which every organization aspires. There are instances that the boss are just defined by employee as wicked certainly because, the directions are not well disseminated, lack of human understanding and foremost, the spread of the information is curtailed to some degree.

Wicked boss most of the time describes as very "optimistic" person in which most of times decision, instructions, application, and implementation perceived by people in the environment as "beyond normal". The abnormality that people think comes due to the level of leaders mind set is far beyond the normal level of human understanding. Henceforth, the define description of a wicked boss does not denote a physical in nature but it is important to address and eradicate this perception of people in the organization in order to come up with a clear understanding to both creature in the environment.

On the other hand, different group of respondents viewed the term wicked boss as sometimes appearing in their organization but they don't define it as it is. They perceived their boss as wicked as "genius "simply because, boss carries heavy responsibilities and driving out any obstacles for the sake of attaining their goal. However, in order to clear out some elements of doubts, and for the effective and efficient implementation of the LGU run academic institutions, a clear directives and provision of "goal setting" is suggested in a way, stakeholders can view a clear and a well- defined institutional direction.

Conclusion/Recommendation

The job satisfaction and turnover intention of the local government (LGU) run educational and institutional landscape: a milestone for strong and competitive academic literacy such as: 1) **Culture** reveal the perception drawn from the mind of the respondents brings some favourable belief that there is a strong relationship that culture results to employee turnover, hence, this finding suggest that the admission and hiring process of every local government run educational institution should be reviewed and enhance, to fine tune to the present environmental trend. It is suggested further that admission of any one

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