



## JOB ORDER WORKERS IN DEPARTMENT OF PUBLIC WORKS AND HIGHWAYS: BENEFITS, CHALLENGES, AND JOB SATISFACTION

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### ABSTRACT

This study examined the benefits, challenges, and job satisfaction of job order workers in the Department of Public Works and Highways (DPWH). It aimed to determine how workers perceive the benefits they receive, the challenges they face, and their overall level of job satisfaction. A descriptive survey method was used, with fifty (50) job order workers as respondents. Data were collected through a structured questionnaire using a Likert scale. Frequency, percentage, and mean were used to summarize the data, while the Kruskal–Wallis H test was applied to determine significant differences when respondents were grouped according to selected demographic variables. The results showed that the benefits received by job order workers were rated high. The challenges they experienced were also rated high. Despite these challenges, their overall job satisfaction was rated very high. The findings indicate that although job order workers face employment difficulties, they remain satisfied with their jobs. Based on the results, the study recommends strengthening policies and working conditions.

**Keywords:** *Job Order Workers, Benefits, Challenges, Job Satisfaction*

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## INTRODUCTION

The Department of Public Works and Highways (DPWH) is a cornerstone of Philippine national progress, tasked with the design, building, and upkeep of the country's infrastructure. To manage its massive scope of work, the agency supplements its permanent workforce with Job Order (JO) personnel, who are essential for day-to-day operations and the successful execution of various projects.

Job Order workers in DPWH perform various administrative, technical, and field-related functions. They contribute significantly to the agency's efficiency and service delivery. However, unlike regular employees, Job Order workers are hired on a contractual basis and are not entitled to the full range of government-mandated benefits such as security of tenure, leave credits, and other long-term employment privileges. This employment arrangement may influence their overall work experience, motivation, and satisfaction.

While Job Order employment provides opportunities for income generation and work exposure in government service, it also presents certain challenges. These may include job insecurity, limited benefits, delayed compensation, unclear career progression, and heavy workload during peak project implementation periods. At the same time, some Job Order workers may perceive advantages such as flexible employment arrangements, valuable work experience, and opportunities to develop professional skills.

The level of job satisfaction among staff serves as a critical metric for measuring how effectively an organization operates and how stable its workforce remains. When employees feel fulfilled in their roles, they typically demonstrate higher levels of productivity, a stronger

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sense of commitment, and the motivation required to carry out their responsibilities with greater efficiency. In contrast, dissatisfaction may lead to reduced performance, absenteeism, and high turnover rates. In the context of DPWH, understanding the level of satisfaction among Job Order workers is essential in ensuring continuous and efficient delivery of public infrastructure services.

Despite the significant role of Job Order workers in DPWH operations, limited empirical studies have examined their perceived benefits, challenges, and overall job satisfaction. There is a need to quantitatively assess these factors to provide data-driven insights that may guide policy improvements, human resource strategies, and institutional support mechanisms.

Therefore, this study aimed to examine the perceived benefits and challenges experienced by Job Order workers in DPWH and determine their level of job satisfaction. Through the identification of key drivers of satisfaction, this research aimed to provide actionable insights for enhancing the working environment and management strategies used by the department.

## MATERIALS AND METHODS

### Research Methodology

This chapter outlines the research methodology implemented to evaluate the advantages, difficulties, and overall job satisfaction of Job Order personnel at the DPWH Region VI, with a specific focus on the Iloilo 6th District Engineering Office.

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## Research Design

To investigate the workplace experiences of Job Order (JO) workers at the DPWH, this study employed a descriptive-survey research design. As defined by Calmorin and Calmorin (2012), descriptive research is used to characterize the current state of a situation and examine the underlying causes of specific phenomena, ensuring that data regarding a population or event is collected systematically and accurately.

This design was selected as the most suitable framework for assessing the specific benefits, obstacles, and satisfaction levels perceived by the respondents. By utilizing a structured survey questionnaire, the researcher was able to translate the participants' lived experiences into quantitative data. This approach not only allows for a precise measurement of job satisfaction but also highlights the prevalent challenges faced by JO personnel, ultimately providing an evidence-based foundation for policy improvements regarding their professional welfare.

## Respondents of the study

The respondents of the study consisted of 100 Job Order workers employed by the DPWH who were currently assigned to different sections such as administrative services, maintenance, and engineering (Construction Section, Planning and Design Section, and Quality and Assurance Section).

The selection of participants for this study was conducted using a purposive sampling technique. This method was appropriate because the respondents must specifically belong to

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the Job Order category of employment within the agency, which directly relates to the study's objectives.

## Research Instrument

The data collection process involved a researcher-developed questionnaire, which was structured into two distinct sections. The first part gathered essential demographic and professional background information, including the participant's age, gender, marital status, and years of service as a government Job Order worker. The second part focused on evaluating the specific variables that influence overall job satisfaction.

## Validation of Questionnaire

The study utilized a researcher-developed questionnaire as the primary tool for data collection, structured into two distinct sections. The first part captured the sociodemographic profile of the participants—including age, gender, marital status, and length of service at the DPWH Region VI - Iloilo 6th District Engineering Office—while the second part evaluated core research variables such as perceived benefits, workplace challenges, and factors influencing the job satisfaction of Job Order personnel.

To ensure accuracy, clarity, and relevance, the instrument underwent a rigorous validation process. The draft was submitted to the Public Information Office (PIO) Unit Head of DPWH Regional Office VI, whose expertise in organizational policy and work conditions ensured that the items were contextually appropriate. This evaluation focused on the alignment of questions with the study's objectives, the refinement of wording to eliminate ambiguity, and the incorporation of specific recommendations from the Regional Public Affairs

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and Information Office (RPAIO). By integrating these expert revisions, the researcher ensured the instrument was professionally sound and institutionalized, thereby bolstering the content validity and overall credibility of the research findings.

## Reliability of the Questionnaire

The questionnaire was pilot tested to establish its reliability. The result of the pilot test was calculated via Cronbach's alpha. The reliability analysis yielded a coefficient of 0.772, indicating an acceptable level of informal consistency among the items, suggesting that the questionnaire is sufficiently reliable.

## Data Analysis

After the retrieval of all completed questionnaires, the data were carefully reviewed, coded, and encoded into statistical software for analysis. The responses were organized according to the variables of the study, namely: benefits, challenges, and job satisfaction of Job Order workers.

The data analysis began with descriptive statistics to provide a concise summary of the collected information. Specifically, frequency distributions and percentages were utilized to illustrate the respondents' demographic profiles, covering their age, gender, marital status, and total years of service. These statistical measures provided a clear distribution of respondents according to selected profile variables.

To determine the level of perceived benefits, challenges, and job satisfaction, the mean was computed based on the 5-point Likert scale responses. The computed means were interpreted using a predetermined scale to describe the extent of agreement of the

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respondents. Ranking was also applied to identify which indicators were most and least perceived among the three major variables.

To test whether there were significant differences in perceived benefits, challenges, and job satisfaction when respondents were grouped according to selected demographic variables, the Kruskal–Wallis H test was utilized. This non-parametric test was selected due to its suitability for analyzing ordinal data across three or more independent categories. The study utilized a significance threshold of 0.05; consequently, the null hypothesis was dismissed if the calculated p-value was 0.05 or lower, signifying a statistically significant variance between the groups. If the p-value exceeded this limit, the null hypothesis was maintained.

Through these statistical procedures, the study ensured that the findings were analyzed objectively and interpreted accurately to address the research questions.

### Statistical Tools used

To ensure an accurate interpretation of the findings, the data gathered from participants were meticulously organized, coded, and processed through specific statistical methods. Initially, frequency and percentage distributions were applied to characterize the respondents' demographic profiles, effectively summarizing variables such as age, gender, marital status, and length of service. In this context, frequency identifies the specific count of individuals within each demographic group, whereas percentage illustrates the relative proportion of each category against the entire sample. This approach offered a comprehensive and structured overview of the essential characteristics of the Job Order workforce involved in the research.

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Subsequently, mean scores and rankings were employed to evaluate the extent of the benefits, challenges, and overall job satisfaction as perceived by the Job Order personnel. The mean was computed to identify the average response for each indicator using the 5-point Likert scale. This allowed the researcher to interpret whether respondents generally agreed or disagreed with each statement. Ranking was applied to determine which items were perceived as most significant or most experienced among the variables. Through ranking, the study identified the top benefits received, the most common challenges encountered, and the strongest factors contributing to job satisfaction.

Additionally, the Kruskal–Wallis H test was utilized to identify whether statistically significant variations existed in the perceptions of benefits, challenges, and job satisfaction when categorized by specific profile variables, including age, gender, marital status, and tenure. This non-parametric method was selected because it is designed to compare three or more independent groups using ordinal data, such as responses from a Likert scale. Given that the data collected did not adhere to a normal distribution, the Kruskal–Wallis H test provided a robust and appropriate analytical framework.

For all inferential analyses, the significance threshold was established at 0.05. Following this standard, the null hypothesis was rejected if the calculated p-value was 0.05 or lower, signifying a statistically significant difference between the groups. If the p-value exceeded 0.05, the null hypothesis was accepted, suggesting that no significant differences were present.

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Through these statistical treatments, the study ensured that the analysis of benefits, challenges, and job satisfaction among Job Order workers was systematic, objective, and statistically sound.

*Frequency* - There is no specific formula for frequency since it simply counts the number of responses in each category.

f = number of responses in a category

*Percentage*

Percentage = (f / N) (10)

Where:

f = frequency

N = total number of respondents

*Mean (Weighted Mean for Likert Scale)*

$X = (\sum fX) / \{N\}$

Where:

$\bar{X}$  = weighted mean

f = frequency of responses

X = numerical weight of each response (1–5)

N = total number of responses

Kruskal–Wallis H Test Formula

The formula for the Kruskal–Wallis H test is:

$H = \{12\} \{N(N+1)\}^{-1} \sum \{R_i^2\} \{n_i\} (N+1)$

Where:

H = Kruskal–Wallis test statistic

N = total number of observations across all groups

R<sub>i</sub> = sum of ranks for group i

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$n_i$  = number of observations in group  $i$

sum = summation across all groups

Decision Rule:

Compare the computed  $H$  value to the critical value from the chi-square ( $\chi^2$ ) distribution table with:

$$df = k - 1$$

Where:

$k$  = number of groups

Or use the p-value approach:

If  $p \leq 0.05 \rightarrow$  Reject the null hypothesis

If  $p > 0.05 \rightarrow$  Do not reject the null hypothesis

## RESULTS AND DISCUSSIONS

The objective of this quantitative research was to identify the perceived advantages and obstacles encountered by Job Order (JO) personnel at the DPWH Region VI - Iloilo 6th District Engineering Office, while characterizing participants through sociodemographic profiles including marital status, age, gender, and duration of employment.

The findings revealed that the majority of respondents were single (56.00%), male (56.00%), and belonged to the 26–35 age group (50.00%), with a tenure distribution consisting primarily of long-serving workers (six years or more) and new hires (less than one year).

Regarding the perceived benefits of JO employment, respondents recorded an overall median score of 5, interpreted as Very High, indicating a consistently positive perception of their work as a source of valuable experience, professional growth, and national contribution.

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Conversely, the difficulties associated with JO employment received a collective median score of 4, categorized as High, highlighting significant concerns regarding contract instability, delayed wages, and a lack of social insurance. Despite these structural hurdles, the overall level of job satisfaction remained High (median score of 4) and was remarkably consistent across all demographic groups. The Chi-square test of independence confirmed that satisfaction levels did not vary significantly based on civil status ( $p = 0.271$ ), age ( $p = 0.447$ ), gender ( $p = 0.164$ ), or length of service ( $p = 0.131$ ), leading to the acceptance of the null hypothesis. Ultimately, the study indicates that while JO workers face persistent hurdles regarding security and benefits, they maintain a favorable outlook due to the fulfillment and professional development derived from their roles.

## Conclusion

Based on these findings, it is concluded that Job Order workers in DPWH Region VI perceive their employment as a meaningful avenue for professional growth and public service rather than a mere temporary arrangement.

While they value the intrinsic benefits of their roles, they are simultaneously burdened by structural limitations, including job insecurity and limited access to social protections. However, the high degree of professional fulfillment expressed by participants suggests that the constructive elements of the job—such as peer recognition and a sense of achievement—effectively buffer against the negative impacts of their contractual status. This satisfaction is uniform across the workforce, suggesting that Job Order personnel possess a resilient and

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adaptable professional outlook that remains stable regardless of their personal or professional backgrounds.



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