

Work Environment, Performance, and Retention among Employees in Local Schools: Basis for Employee Management Improvements

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Abstract: *This study examined the Work Environment, and Retention Policies to determine the predictors of retention of teaching and non - teaching staff in Local Schools in Laguna. This study determined that Internal and External Environment of Local Schools in, Performance of Teaching and Non - Teaching Staff, and lastly, the Retention Policies of Local Schools are in good status. This study also determined a positive significant relationship between the perceived status of the Internal and External Environment of Local Schools. Furthermore, it also determined that the Internal Environment in terms of Research and Organization and Administration, the External Environment in terms of Employment Opportunities and Competition, the Performance of Teaching Staff in terms of Diagnostic Expertise and Relations Expertise are predictors of Retention of Teaching Staff in Local Schools while the Internal Environment in terms of Faculty and Instruction, and Organization and Administration, and the External Environment in terms of Reputation are predictors of Retention of Non - Teaching Staff in Local Schools.*

Keywords: work environment, retention policies, employee performance, local schools, local university, local college

1. Introduction

Employees are the most valuable assets of an organization. The business landscape has grown more and more through the centuries, but success has always been anchored and relative to the performance and retention of employees. The performance and retention of employees are phenomena encountered and faced by all business organizations including schools.

Schools in the Philippines are under the jurisdiction of the Department of Education for Basic (K - 12) Education and Commission on Higher Education for Tertiary and Higher Studies. These schools can be divided in terms of ownership: public and private. Private schools are run by private citizens of the country while public schools are run by the government. These public schools can also be divided in terms of ownership or management: state - run schools and LGU - run schools (Jabar, 2020).

State schools or State Universities and Colleges (SUCs) are run by either the National Government or by a province. Examples of these are the Public schools spread in the country, University of the Philippines, Polytechnic University of the Philippines, and the like. The aforementioned schools are run by the National government. Laguna State Polytechnic University, Batangas State University, Laguna University, Palawan State University, and the like are SUCs run by the provincial government.

The LGU run schools are called Local Universities and Colleges which are run by the City or Municipal Government of a city or town. Examples are Pamantasan ng Lungsod ng Maynila (Manila City), University of Makati (Makati City), Pamantasan ng Cabuyao (Cabuyao City), Kolehiyo ng Lungsod ng Lipa (Lipa City), and the like.

Institutions of learning or schools are distinct to other organizations in dealing with retention and employee performance. According to Raman, et al. (2019), in a study conducted in India, the maintenance of quality teachers is of grave importance. The retention of employees in schools is cheaper than the attrition of employees especially in the case of teachers (Raman, et al., 2019). Local schools all the more need this maintenance of quality teachers since they are the prompt educational institutions in the area. These local schools are established by the local government units to cater to the student populace of a city or municipality.

The retention and attrition of employees in learning institutions are affected by several factors. These factors can be segregated into internal and external factors or the work environment experienced by these employees. Similarly, in a study conducted in India by Deo (2014), she identified that retention and attrition are affected by factors found inside and outside the organization. Strategies are implemented to satisfy employee's needs in all types and kinds of organizations.

Employees in local schools perceive things differently and the impact of these weighted perceptions is a key to assess, understand, and predict their retention and/or attrition. The researcher endeavors to understand the environments experienced by employees in institutions of learning to answer the question of what affects employee performance, and what makes employees continue their tenure of work in institutions of learning. This is of importance to the researcher's purpose in being keen with the management of human capital especially in local academic institutions.

Objectives of the Study

This study sought to understand the Work Environment, Retention Policies, and Performance of employees in Local Schools to answer the predictors for them to continue their tenure of work. Specifically, this study determined the

profile of the respondents in terms of their Age, Gender, Employee Status, Highest Educational Level Attained, Tenure in current LUC, Salary Grade, and Performance Evaluation.

This study also determined the Internal Environment of local schools in terms of Faculty and Instruction, Research, Physical Plant and Facilities, Student Personnel Services, and Organization, and Administration and the External Environment of local schools in terms of Employment Opportunities, Proximity, Competition, and Reputation. Furthermore, this study also determined the Retention Policy of local schools in terms of Compensation, Career Growth, Institutional Environment, Relationship, and Support.

This study also determined the Performance of Teaching Staff in terms of Subject Matter Expertise, Classroom Management, Instructional Expertise, Communication Skills, Diagnostic Expertise, and Relations Expertise; and the Performance of Non - Teaching Staff in terms of Job Knowledge, Quality of Work, Quantity of Work, and Behavior.

This study tested the differences between Work Environment, Retention Policy, Performance of Teaching and Non - Teaching Staff when grouped to profile; tested the significant relationship between the Internal and External environment in local schools; tested the Predictors of Retention on the Work Environment and Performance of Teaching and Non - teaching staff in local schools; and, lastly, proposed inputs for employee management improvements.

2. Methods

Research Design

This study utilized the descriptive research method in the exploration and collection of data in work environment, performance, and retention of local school employees. This study concentrated on the present status of the subjects. Descriptive research examines the situation, as it exists in its current state. It involves identification of attributes of a particular phenomenon based on an observational basis, or the exploration of correlation between two or more phenomena. (Creswell, 2017).

The purpose of descriptive research is to describe and interpret the present status of individuals, events, or conditions. This form of study simply studies a phenomenon as it naturally occurs with no intent and attempt to manipulate the subjects of the study. (Creswell, 2017)

Ethical Considerations

As this study progressed and investigated the work environment, performance, and retention in Local Schools, certain issues were addressed. The consideration of these issues is necessary for the purpose of ensuring the privacy as well as the security of the participants and of the participating organizations.

Among the significant issues that were considered included consent, confidentiality, and data protection. Another issue that arose was that if a chosen local school declines to

involve their organization and their employees to the study, the researcher shall no longer include the said organization in lieu of their decision.

In the conduct of the research, the survey forms and data gathering methods were drafted in a clear and concise manner to prevent conflicts among respondents. Participants were given ample time to respond to the questions posed on them to avoid errors and inaccuracies in their answers. The participants were given an assurance regarding the confidentiality of their identity and with information that they did not wish to disclose.

The participants' cooperation was eagerly sought. They were assured that the data gathered from them would be treated with strict confidentiality, so that they would be more open. This was done with the hope that this would promote trust between the researcher and the research participants.

Participants of Study

The participants of this study are the teaching and non - teaching staff of selected local school schools in Laguna. They were randomly selected with the condition that they must be working in the local school for a minimum of three years. The researcher used Raosoft Sampling Size Calculator with confidence level of 95%. The computed sample size is 214.

Data Gathering Instrument

The researcher used four main data gathering instruments: Part 1 is based on the questionnaire made by the researcher. This includes Age, Gender, Employee Status, Highest Educational Level Attained, Tenure in current LUC, Salary Grade, and Performance Evaluation. Part 2 is from a standardized but modified questionnaire on Internal Work Environment from the study of Gecolea (2017). Part 3 is from a standardized but modified questionnaire on External Work Environment from the study of Gecolea (2017). Part 4 is from a standardized but modified questionnaire on Retention Policy in schools from the study of Castillo (2019). Part 5 is from a standardized but modified questionnaire for the Performance of Teaching Staff from the LPU - Laguna Evaluation of Faculty members Instrument. Part 6 is from a standardized but modified questionnaire for the Performance of School Staff from the study of Castillo (2019).

Wilson (2010) suggests that a pilot study should be implemented before the real data collection. This is to ensure the validity of the questions. To make sure that the information and the content in the survey are understandable to the participants. Therefore, for this research study, the researcher implemented a pilot study to test the questionnaire. Reliability table below shows the reliability analysis of each questionnaire showing that the questionnaire is acceptable and valid for use.

3. Results and Discussion

This study determined the following: Majority of the respondents are young women, teaching, have a master’s degree, relatively new to the LUC, having entry level salary, and have very satisfactory performance evaluations. The respondents agree on the good status of the Internal Environment of Local Schools in terms of Faculty and Instruction, Research, Physical Plant and Facilities, Student Personnel Services, Co - Curricular and Extra Curricular Activities, and Organization and Administration.

The respondents agree on the good status of the External Environment of Local Schools in terms of Employment Opportunities, Proximity, Competition, and Reputation. The respondents agree on the good status of the Retention Policies of Local Schools in terms of Compensation, Career Growth, Institutional Environment, Relationship, and Support.

The respondents agree on the good status of the Performance of Teaching Staff in Local Schools in terms of Subject Matter Expertise, Classroom Management, Instructional Expertise, Communication Skills, Diagnostic Expertise, and Relations Expertise. The respondents agree on the good status of the Performance of Non - Teaching Staff in Local Schools in terms of Job Knowledge, Quality of Work, Quantity of Work, and Behavior.

This study also determined that there are significant differences in the assessment of the Internal when grouped to age, employment status, educational attainment, tenure, salary grade, and performance evaluation, while there are significant differences in the assessment of the External Environment when grouped to age, gender, employment status, educational attainment, tenure, salary grade, and performance evaluation, whereas the Retention Policies differed significantly in assessment when grouped to age, employment status, educational attainment, tenure, salary grade, and performance evaluation.

However, the assessment of the Performance of Teaching Staff differed significantly when grouped to age, tenure, salary grade, and performance evaluation while age, employment status, tenure, and salary grade differed significantly with the assessment of the Performance of Non - Teaching Staff. This study also determined a positive significant relationship between the perceived status of the Internal and External Environment of Local Schools.

Furthermore, it also determined that the Internal Environment in terms of Research and Organization and Administration, the External Environment in terms of Employment Opportunities and Competition, the Performance of Teaching Staff in terms of Diagnostic Expertise and Relations Expertise are predictors of Retention of Teaching Staff in Local Schools as seen in the resulting framework below.



Predictors of Teaching Staff Retention

Moreover, the Internal Environment in terms of Faculty and Instruction, and Organization and Administration, and the External Environment in terms of Reputation are predictors

of Retention of Non - Teaching Staff in Local Schools as seen in the resulting framework below.



Predictors of Non - Teaching Staff Retention

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