

# A Gender-Centered Analysis on Mutuality of Work Values and Satisfaction of Hired Agri-based Functionaries in a State University During the Pandemic Period: Bridging the Divide

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## Abstract

The research is a gender-pivoted analysis of the complementation of work values and satisfaction of 114 Agriculture-based Job Order Employees at Central Luzon State University conducted during the Covid 19 pandemic period (June-August 2020). It is aimed at determining mutuality and bridging noted gaps based from empirical evidence between work values and satisfaction through a crafted employment framework for an aligned gender-equal work opportunities in the field of agriculture. The results of the study at same time can serve several purposes such as design of advocacy approach for strengthening the agriculture discipline and stabilizing the agriculture work force at best for optimum productivity, tool for the design of agriculture promotional strategies, agri-based training programs, curriculum enrichment, benchmark for manpower regularization, quality management tool for the areas of manpower retention, crafting of human resource enrichment programs among others. The data was derived through survey that covered three major scopes, namely; Career Development, Work Relationships and Work Environment and analyzed. The study revealed gap between work values and satisfaction on Career Development which was observed among women respondents while the Satisfaction Level for the said scope is also gendered. For the scope of Work Relationships, the gap between work values and satisfaction was observed from both sexes. In the same manner that women's level of satisfaction has gap with their work values. The inquiry on work environment scope through gender lens yielded noted gap observed from both sexes between work values and satisfaction.

**Keywords**— agri-based workers, gender, work values, satisfaction, job contracts

## I. INTRODUCTION

For an organization, manpower is considered the backbone of operation holding the balance to make or break its goal. In the same manner, agriculture is referred to as the noblest profession which feed the nation. Job-satisfied manpower and productive agriculture engagement are separate development ideas that can be both sufficient on its own. The two constructs are ideal and timely to be interlaced to respond to the challenges and demand of time, deemed of high value to pave the rise of a socially responsive sector that both recognizes gender-equality and puts back the premium to

agriculture as the noblest and by far the basic yet significant professional pillar of a society. Majority of the State Colleges and Universities though out the country have its roots of establishment anchored on agriculture yet a number still has most of its agricultural workers contracted and lacks the security of tenure. On a global scale, the marginalized terms of employment for agriculture workers are substantiated in a report (Bitsch, Employee Retention: Components of Job Satisfaction of Green Industry Employees, 2004) that about 31% of agricultural work in the United States is performed by hired labor which consequently takes a toll on farm success resulting to un-

optimized labor retention and productivity, ultimately caused high turnover, depressed profits and low farm wages.

As one of the most researched areas for the last 40 years yielding substantial definition is the aspect of job satisfaction and it generated a chain of interest how gender plays up in this particular aspect of human existence. Collective data show that women cover about 43 % of the agricultural labor force worldwide and in developing countries (Doss et al., 2011).

Accordingly, entwine of job satisfaction and gender has revealed several confirmations in literatures that females have higher degree of job satisfaction than male. In a study conducted entitled, *Explaining the Gender Gap in Job Satisfaction* (Redmond & McGuinness, 2019) said in general, women report greater job satisfaction than men with the gap tends to persist even accounting for the inclusive range of personal, job and family characteristics while surprisingly eliminating the gap when job preferences were taken into consideration as women put premium on employment-life balance and the underlying appeal of the work.

Meanwhile, at the Central Luzon State University (CLSU), contracted employees are about 300 as of June 2020, comprised of staff and part-time instructors. About 45% of it are agriculture-based manpower serving the university in various capacities such as instructors, extension workers, technicians, researchers, farm laborers, and support staff to agri-based projects. The study is particularly worth-noting as many literatures supported that an employee being contented and pleased with his/her job would lead to a successful work backdrop and vice versa (Borooah, 2009).

With CLSU basically drawing its identity as a premier university in agriculture, the pivotal question is “What is the gender-centered landscape of work values and satisfaction of its contracted agriculture-based workers? Are their work values and work satisfaction mutual or at complementing level that transmute to optimum productivity?”.

## Objectives

The study aimed to investigate the gender-centered mutuality of work values and satisfaction of CLSU Contracted Agri-based functionaries to formulate a gender-based framework that could improve their tenure and ensure their productivity at the university. Specifically, to:

1. describe the socio demographic characteristics of Agri-based job order/contract as respondents of the study;
2. assess the gender-centered current employment considerations of the respondents;
3. determine the gender-based perceptions on select employment issues;
4. determine which specific factor/s on work-related values and scale of satisfaction of their current job within the scopes of: a. career development, b. work relationships, and; c. work environment has gender-centered differences.
5. determine the overall and gender-centered complementation of work values and job satisfaction of the respondents.

## Significance of the Study

This study is a gender-pivoted rural development lens that illustrate the dynamics of work values and satisfaction of contracted agri-based workers at CLSU. It is a spring board study to serve several purposes such as: tool for the design of agriculture promotional strategies, agri-based training programs, curriculum enrichment, benchmark for manpower regularization, quality management tool for manpower retention, crafting of human resource enrichment programs among others. It is an information that can aid as preventive measure for turn-over of brilliant manpower, an approach to counter brain drain, ensure optimum productivity, wellness of the workers and bridge gaps on the quadrangle of gender-employment-work values and satisfaction to truly fulfil the basic requirement for reinvigorating the agriculture profession.

### Scope and Delimitations

Conducted in June 2020 at the height of the Covid-19 pandemic, the study involved 114 out for the total of 135 agri- based contract employees with standing contract up to the year-end of 2020 at the CLSU as respondents. It focused on obtaining their personal outlook for their work values and satisfaction. It was administered with full assurance to the confidentiality of individual responses which encouraged them to honestly respond according to their personal valuation and standard using the given scale. The actual survey turnout was 84% thus the result was deemed as representation of the entirety of the population. It does not cover non-agri-based contract staff or the employees from other classification.

## II. METHODOLOGY

**Research Design and Framework of Analysis:** The study is a descriptive quantitative research that employed a multi-dimensional survey format for its data gathering and analyzed through sex disaggregation.

**Respondents and Sampling:** There are 135 agri-based job order employees employed at CLSU during the pandemic period that hit the country as early as January 2020, 114 served as respondents, nearly exhausting the population. The 2 essential criteria for the selection of respondents which they should both possess are: 1. Job-order/ Contractual staff, and; 2. Employed at agriculture-based project/ offices. The sampling yielded a confidence level of 96% and 4% margin of error.

**Data gathering procedure and instrument:**

The socio-demographic characteristics of the respondents surveyed were age, sex, civil status, educational status, eligibility and employment information such as number of years employed as JO employee at CLSU and the nature of job, classified as: academic, technical/research, administrative or clerical, creative/ consultancy and as support staff/ laborer.

Current employment considerations referred to nine pre-identified parameters initially solicited from several job contract employees through informal rapid survey yielding considerations such as: the compensation and benefit-related factors, opportunities to use skills and abilities, meaningfulness of their job, comfortable and safe work environment, relationship with co-workers, relationship with supervisor and leaders, mastery of your current job, proximity to residence, and dire need to provide for the family. These job considerations were requested for ranking based on its importance to the respondents with 1 as the most important and 9 as the least important. The 10th item was left blank for the respondents to add any reason that may not be included in the pre-identified particulars.

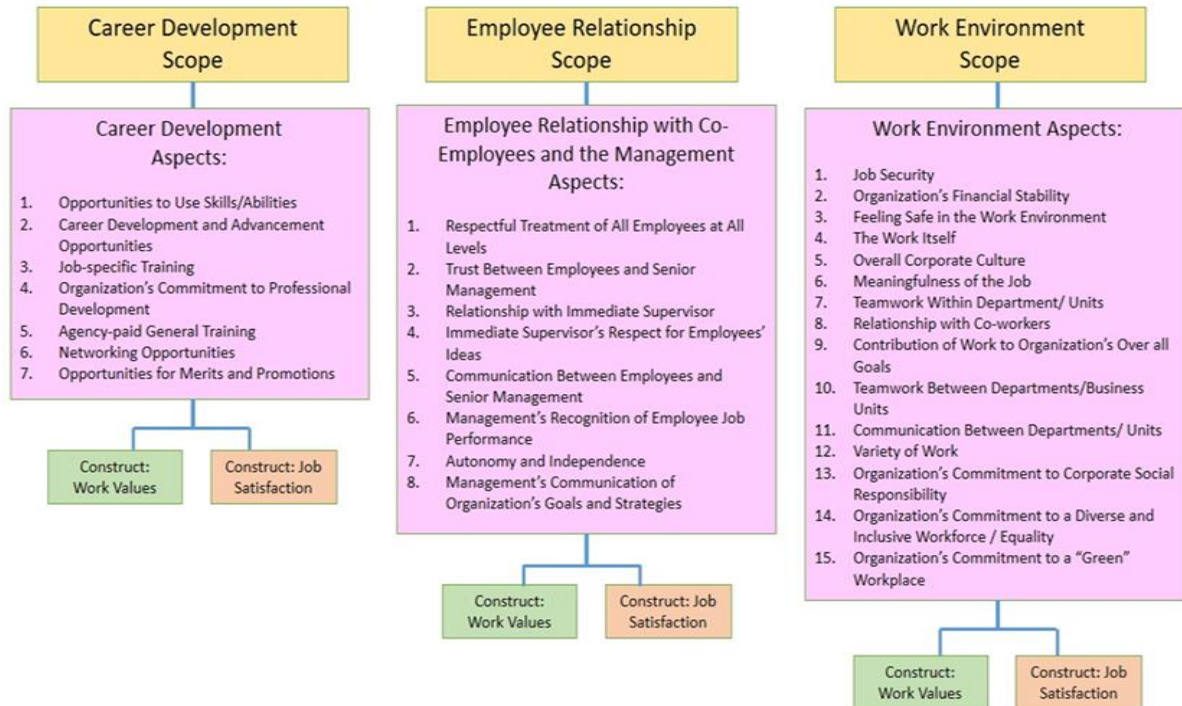
On investigation of Work-related Perceptions, common work issues were likewise generated through initial rapid survey and identification which then requested for rating through this study using 5-point Likert Scale from 1 as Strongly disagree to 5 as Strongly Agree.

An online survey for respondents with access to the internet, and printed questionnaire for those who have no access to online method were employed. To obtain utmost reliability of responses, the instrument was prepared using Filipino and English language of equal and same content that aptly caters to their ease of use and preference. The survey instrument was adapted from EMPLOYEE JOB SATISFACTION AND ENGAGEMENT, Revitalizing a Changing Workforce (2016)<sup>1</sup> with the diagram of factors comprised of 3 major scopes, namely: Career Development, Employee Relationship and Work Environment (Figure 1), along with other information pooled and designed by the researcher to unravel the information of interest. The scopes and its parameters were requested for rating using 5-point Likert scale for Work Values from 1 as Extremely Not Important to 5 as Very Important. The Satisfaction construct also

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<sup>1</sup> Instrument Content adapted from (EMPLOYEE JOB SATISFACTION AND ENGAGEMENT, Revitalizing a Changing Workforce, 2016)

utilized a 5-point Likert scale from 1 as Extremely Unsatisfied to 5 as Very Satisfied.



*Figure 1. Factors investigated for the analysis of work values and job satisfaction*

**Data analysis and Interpretation:** The data was analyzed using descriptive statistics such as frequencies and percentages for nominal data, mean, weighted mean, median and mode for numerical data. Ranking for employment consideration was employed on the basis of weighted mean. A lower mean value equates higher rank or simply the topmost consideration. Statistical Package for Social Sciences (SPSS) was used as tool for analysis. Specific assessment included Pearson Product Moment Correlation and t-test which subjected the numerical value/ counterpart of the 5-point Likert Scale to ascertain mutuality or difference. The absence of differences on parallel parameters of Work Values and Satisfaction indicated mutuality of the said constructs while differences denoted by the degree of significance implied contrast which the graphs visualized whether satisfaction exceeded or fall short against work values. Also, acquired means for Work Values were compared between sexes as well as the assessment of the Level of Work Satisfaction. As such, the study yielded comparisons of the following: Work Values versus Level of

Satisfaction for all respondents; Work Values versus Level of Satisfaction between Sexes; Work Values differentiated through gender; Level of Satisfaction differentiated through gender. The analysis was both presented on broad strokes and specific vantage points.

### III.RESULTS AND DISCUSSION

#### 1. Socio-Demographic Characteristics

The Agri-based Job Order (JO) employees at the Central Luzon State University is comprised of greater number of male employee than females having a ratio of 2:1 and largely comprised of laborers. The realm of technical work ranging from research, training extension and project management is female-dominated while the bulk of the male JOs are employed in farm work.

The females' lowest education attained is College undergraduate and the highest is Graduate studies while the male respondents' educational attainment spreads across from Elementary undergraduate to Graduate studies and Vocational courses.

The majority earned their job by chance (51.8%), specifically responding on the

opportunity or window of job opening while 48.2% earned the job by choice, specifically on the circumstance of earned degree, willingness and pursuit of respondent's interest.

Sex-wise, most males earned their job "by chance" (53.3%) while most female respondents earned it "by choice" (57%) while on possession of eligibilities, the females recorded higher percentage at 69.2% against only 16% for male.

The longest employment recorded is 23 years while eligibility possession dates back 20 years ago. The nature of job handled classified according to eligibility possession showed that 79% of the respondents employed in the technical jobs possess eligibilities. Interestingly, about 8% of the respondents hired as farmers/laborers also possess eligibilities, specifically, NCII and SMAW. The test of correlation showed strong negative relationship confirming the wider application of the Qualification Standard among agri-based JO in CLSU particularly in the technical field.

## 2. Respondents' Current Employment Considerations

The top 3 considerations (Figure 1) for their current job according to the respondents (based on the mean value with lower value denoting higher regard) are: *Compensation and Benefit-related Factors*, *Opportunities to Use skills and Abilities* and *Meaningfulness of the job*.

The study revealed men put higher premium on the aspects such as compensation and related benefits factors, comfortable and safe work environment, dire need to provide for the family, proximity to the residence and mastery of current job, mostly on the plane of tangible or physical reward. The women put premium on opportunities to use skills and abilities, meaningfulness of the job, relationship with co-workers, relationship with supervisors and leaders inclined in the plane of intrapersonal and interpersonal relationship (Figure 2).

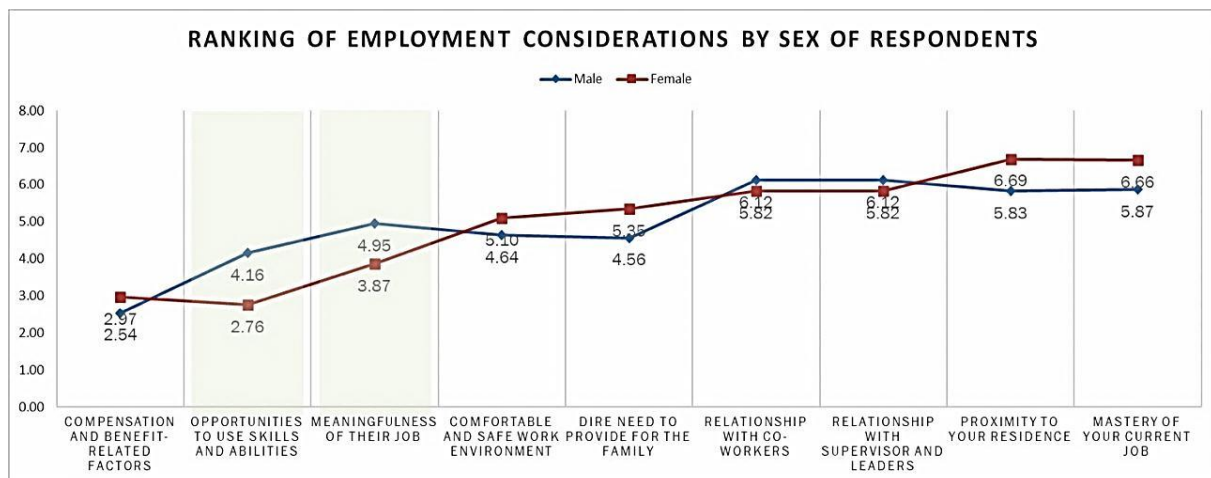


Figure 2. Respondents' job considerations by sex

Apparent gender difference was noted on two considerations; *Opportunities to Use Skills and Abilities* [ $t=2.87$ ,  $df=110$ ,  $p=.005$ ] and *Meaningfulness of their Job* [ $t=2.58$ ,  $df=110$ ,  $.011$ ] with women's significant importance for it that substantiates prior evidences that women accord greater importance on work-life balance and the deep-rooted desirability of the work (Redmond & McGuinness, 2019). This gender-demarcated consideration on the said

parameters was also suggestive of an innate scuffle to break free from social stereotypes.

## 3. Perception on Select Work Issues

From the 11 identified issues, 2 statements were stated in impartial context; "Fair opportunities in employment exist regardless of gender" and "The employment and job opportunities in the Philippines are gender-neutral", all the rest are stated with partiality to gender.

For the gender-biased statements: 1, 3-10, the responses were on the spectrum of disagree but males tended to disagree less than the females for most of the issues, except for the statement that “A particular gender has its advantage and disadvantage in terms of employment” which the lone statement that the female respondents tended to disagree less (Figure 3).



Figure 3. Mean rating on the perceptions on Employment Issues by sex of respondents

Test of correlations of these statements with the sex of respondents returned strong negative correlations confirming the presence of gender-based perceptual landscape specifically on statements as shown on Table 1.

Table 1. Correlation of select employment issues and the sex

SELECT EMPLOYMENT ISSUES	Pearson’s R Correlation (N=114)	
	r	Sig. (2-tailed)
1. A particular gender has something to do with employability.	-0.164	0.081
2. Fair opportunities in employment exist regardless of gender.	-0.023	0.805
3. My gender is an advantage to my work assignment.	-.398**	0
4. Talents and skills are gender-based.	-.260**	0.005
5. Gender dictates the success rate in career.	-.268**	0.004
6. Gender dictates merits and promotions.	-.300**	0.001
7. Gender dictates rates and benefits.	-0.144	0.125
8. A particular gender has its advantage and disadvantage in terms of employment.	0.157	0.096
9. Gender are widely used and consciously used to exploit opportunities and on the job benefits.	-0.164	0.081
10. Access to employment privileges is gender-based.	-0.023	0.805
11. The employment and job opportunities in the Philippines area gender-neutral.	-.398**	0

It is interesting to note that four from the perceptions significantly correlated with sex were stated on biased voice with only the statement “The employment and job opportunities in the Philippines are gender-neutral” as the lone impartial declaration.

On the broader and gender context, the result of the study reflects the persistent existence of sexual stereotyping and bias in people’s perceptions (Rhee & Sigler, 2015).

4. Work Values

4.1 Values on Career Development between Sexes

Gender-wise, the value for Career Development Scope is different among sexes on the aspects of: 1. opportunities to use skills and abilities ( $t=2.46, df=112, p=.015$ ), and 2. networking opportunities ( $t=2.08, df=112, p=.02$ ) illustrating men’s higher accord for the said aspects.

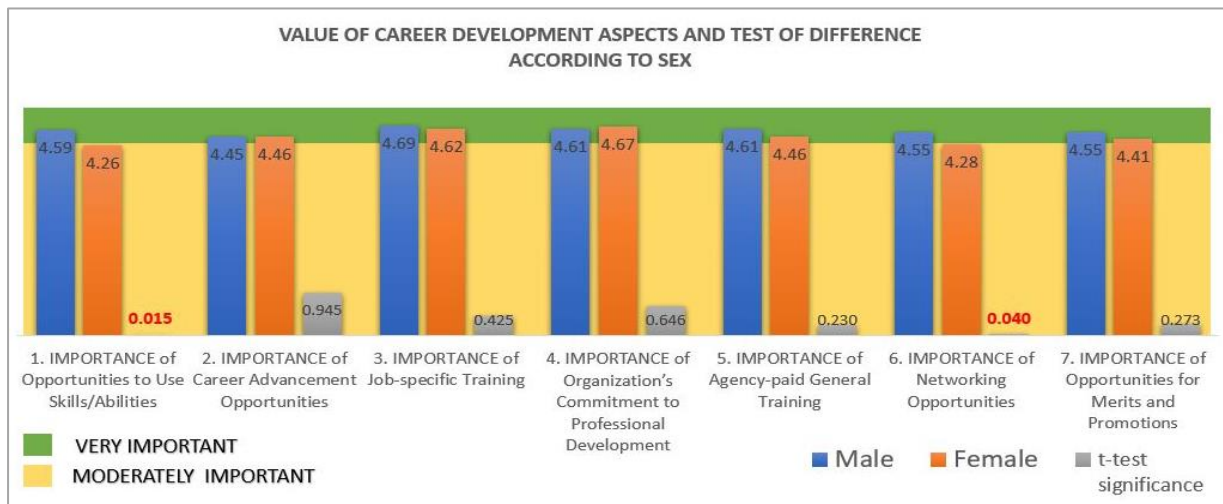


Figure 4. Comparison of Values on Career Development Aspects between Sexes

#### 4.2 Values on Work Relationships Aspects between Sexes

No significant difference has been noted in the comparison of values for Work Relationships

Aspects between sexes therefore both constructs are said to be complementary or mutual.

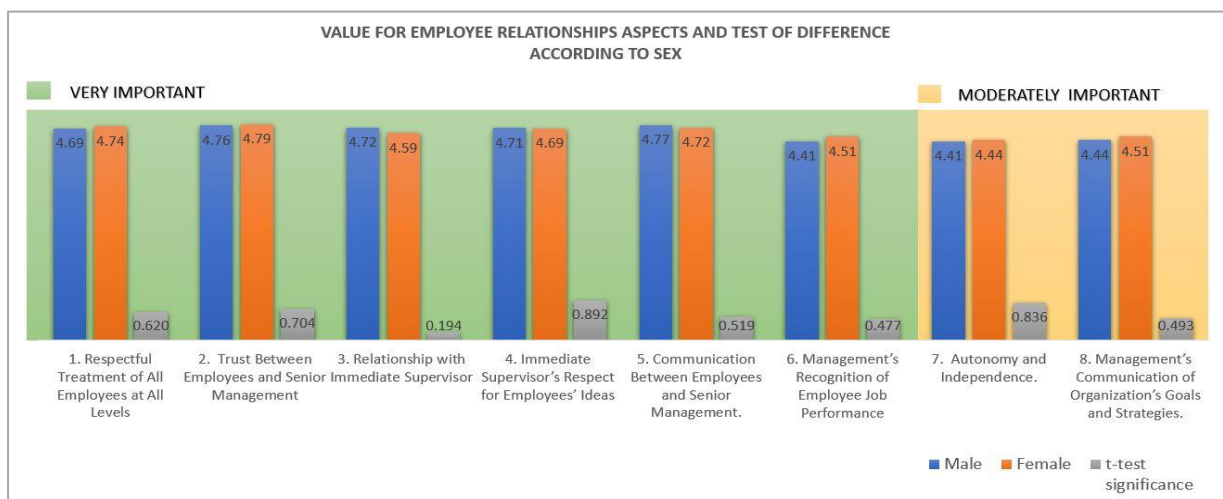


Figure 5. Comparison of Values on Work Relationships Aspects between Sexes

#### 4.3 Values on Work Environment Aspects between Sexes

The sex disaggregated t-test for work values on work environment aspects showed significant gender- demarcation on the premises of: 1. The

Work Itself ( $t=2.43, df=112, p=.016$ ), and; 2. Overall Corporate Culture ( $t=2.10, df=112, p=.038$ ) with the women according higher value for it (Figure 6).

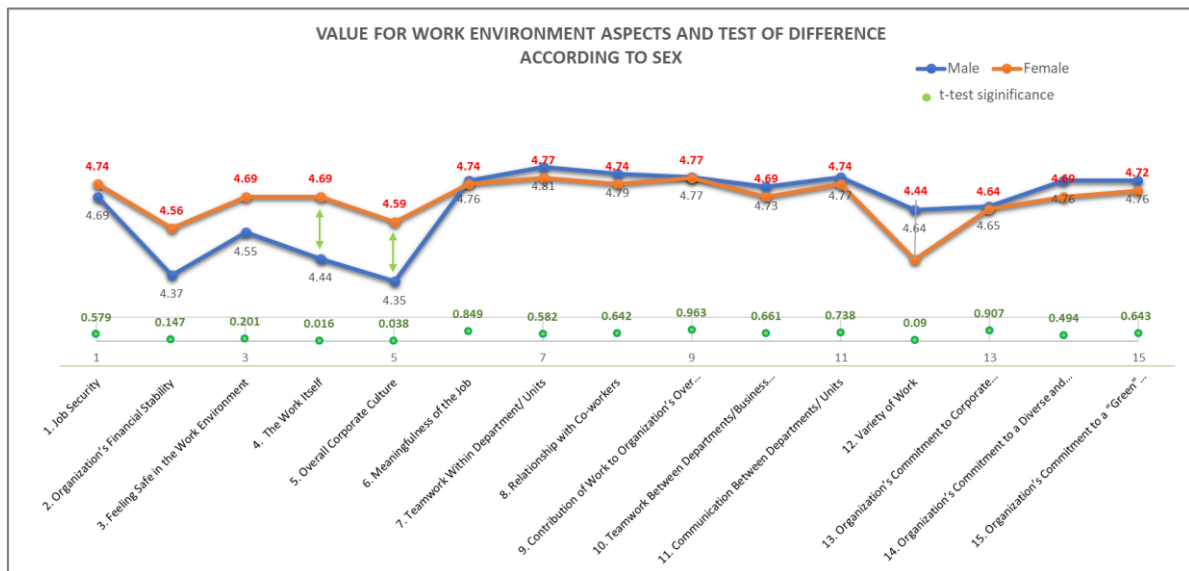


Figure 6. Comparison of Values on Work Environment Aspects between Sexes

## 5. Work Satisfaction

### 5.1 Level of Satisfaction on Career Development Aspects between Sexes

The level of satisfaction for the career development scope has no gender significance at all.

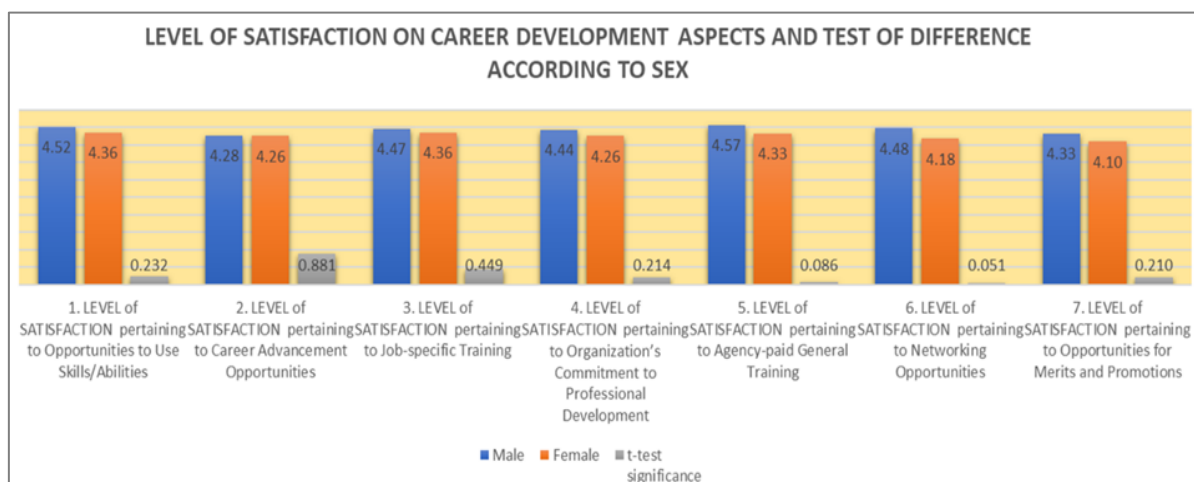


Figure 7. Comparison of Level of Satisfaction on Career Development Aspects between Sexes

### 5.2 Level of Satisfaction on Work Relationships Aspects According to Sex

The level of satisfaction for the work relationship scope was noted to be gendered on the premises of: 1. respectful treatment of all

employees at all level ( $t=3.00$ ,  $df=112$ ,  $p=.003$ ) and; 2. communication between employees and senior management ( $t=2.47$ ,  $df=112$ ,  $p=.013$ ) with the men expressed higher level of satisfaction for both aspects than the women (Figure 6).



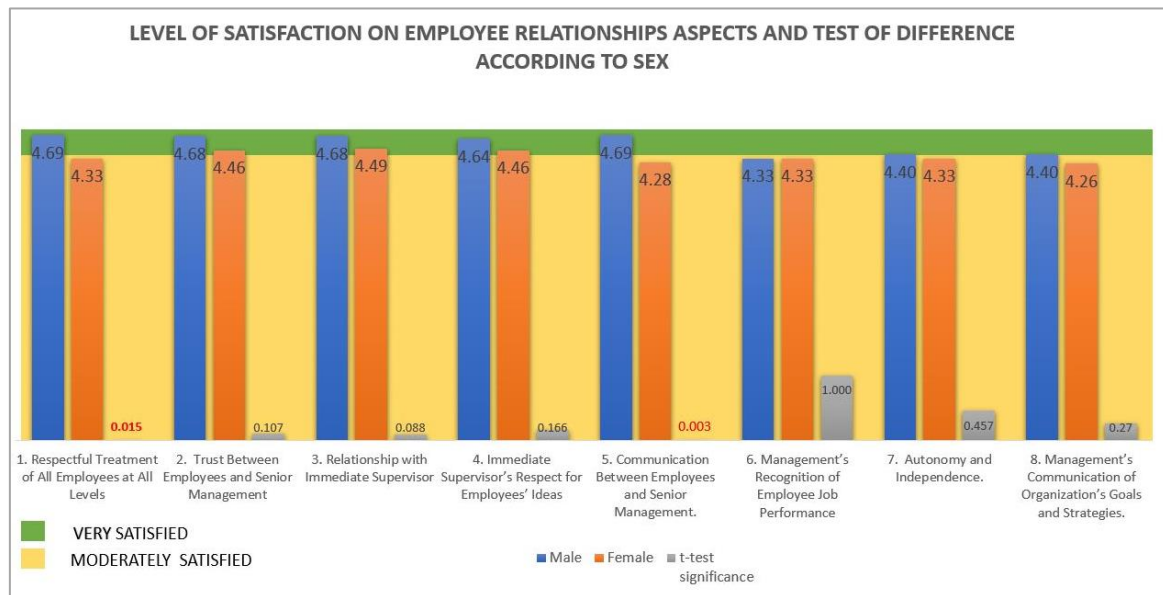


Figure 8. Comparison of Level of Satisfaction on Employee Relationship Aspects between Sexes

### 5.3 Level of Satisfaction on Work Environment Aspects between Sexes

The comparison of level of satisfaction for work environment aspects between sexes

(Figure 9) was noted to be gendered only on the premise of *meaningfulness of the job* ( $t=2.70$ ,  $df=112$ ,  $p=.040$ ) with the women, expressed lower level of satisfaction.

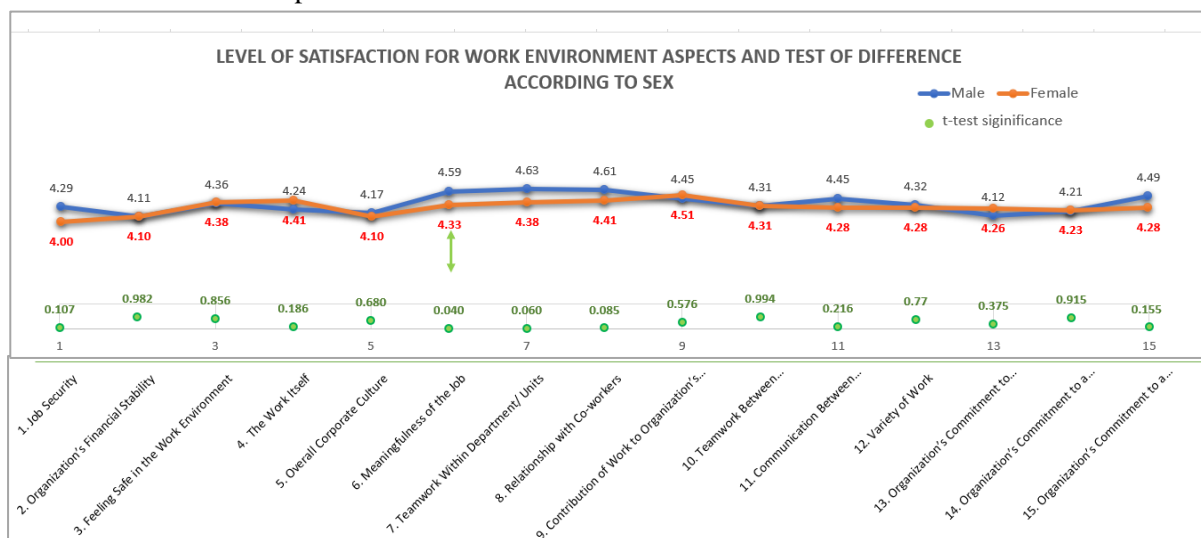


Figure 9. Comparison of Level of Satisfaction on Work Environment Aspects between Sexes

## 6. Assessment of Complementation of Work Values with Satisfaction

### 6.1 Work Values versus Satisfaction on Career Development Scope for All Respondents

For the valuation of mutuality of Work Values against Career Development Aspects for all respondents, it was noted that, 3 aspects, namely: *opportunities to use skill*, *agency-paid training and networking opportunities* are on mutual spectrum.

Meanwhile, disparities were discovered on the premises of: *career advancement opportunities* ( $t=2.51$ ,  $df=113$ ,  $p=.013$ ), *job-specific training* ( $t=3.24$ ,  $df=113$ ,  $p=.002$ ), *organization's commitment to professional development* ( $t=3.23$ ,  $df=113$ ,  $p=.002$ ) and *opportunities for merits and promotions* ( $t=2.74$ ,  $df=113$ ,  $p=.007$ ) with satisfaction being significantly below the values/ importance accorded for it (Figure 10).

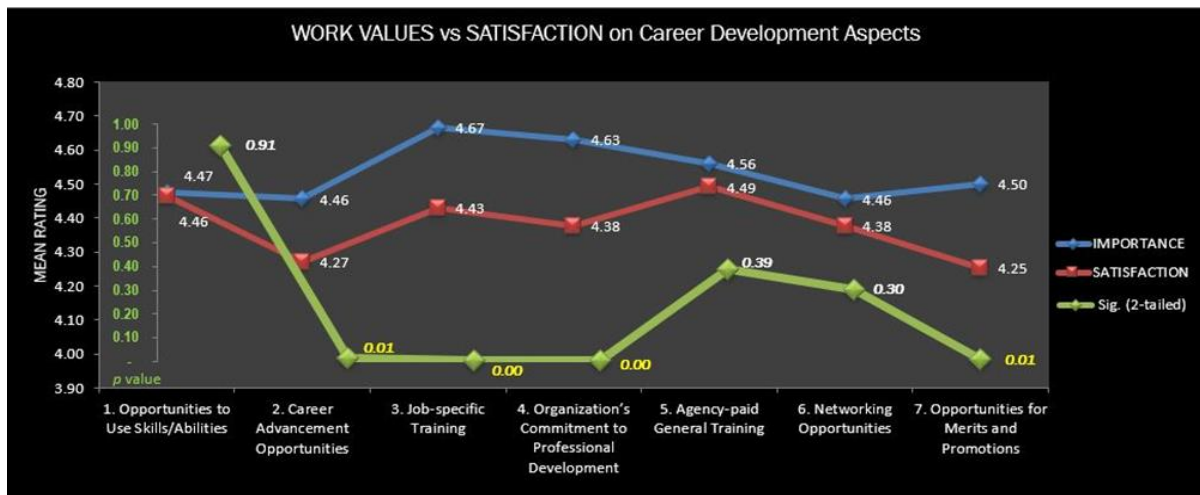


Figure 10. Work Values versus Satisfaction on Career Development Aspects for All Respondents

### 6.2 Work Values versus Satisfaction based on aggregates of Means of Career Development Aspects According to Sex

The aggregated means of Career Development parameters on values versus satisfaction revealed that has no difference for the male, therefore mutual or complementing. Meanwhile, female respondents' work values versus satisfaction was noted to be significantly gapped with their satisfaction level below their accorded work values (Figure 11). The results coincide with the result of the study of (Zou, 2015) which argues that gender difference is a function of the heterogeneity in work orientations between men and women.

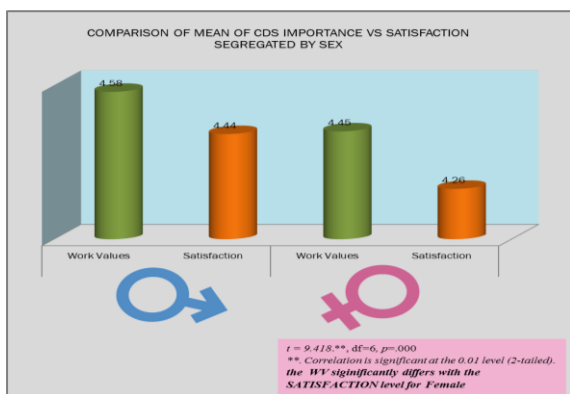


Figure 11. Comparison of mean of Career Development's Values versus Level of Satisfaction disaggregated by sex

Work values on Career Development had its means of aggregate factors compared between male and female but no gap was noted.

However, the disparity came out on the Satisfaction construct (Figure 12) with the male recording higher satisfaction opposing several literatures that females have higher degree of job satisfaction than male, for one is the study entitled, Explaining the Gender Gap in Job Satisfaction (Redmond & McGuinness, 2019) using recent data for 28 European Union countries, in general, women report greater job satisfaction than men.

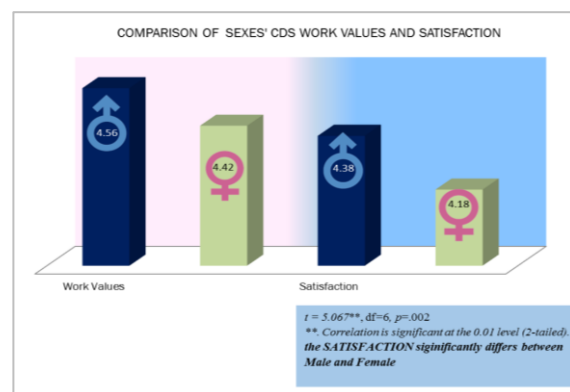


Figure 12. Comparison of mean of Career Development's Values and Level of Satisfaction between Sexes

### 6.3 Work Values and Satisfaction on Work Relationships for All Respondents

The parameters, namely: relationship with immediate supervisor, immediate supervisor's respect for the employee's ideas, management recognition of employee performance, autonomy and independence and management communication of goals and strategies had the

satisfaction complementary to the values (Figure 13).

Differences were noted for the factors: *respectful treatment of employees at all level* ( $t=1.99, df=113, p=.048$ ), *trust between*

*employees and the management* ( $t=2.62, df=113, p=.010$ ) and *communication between employees and senior management* ( $t=2.69, df=113, p=.008$ ).

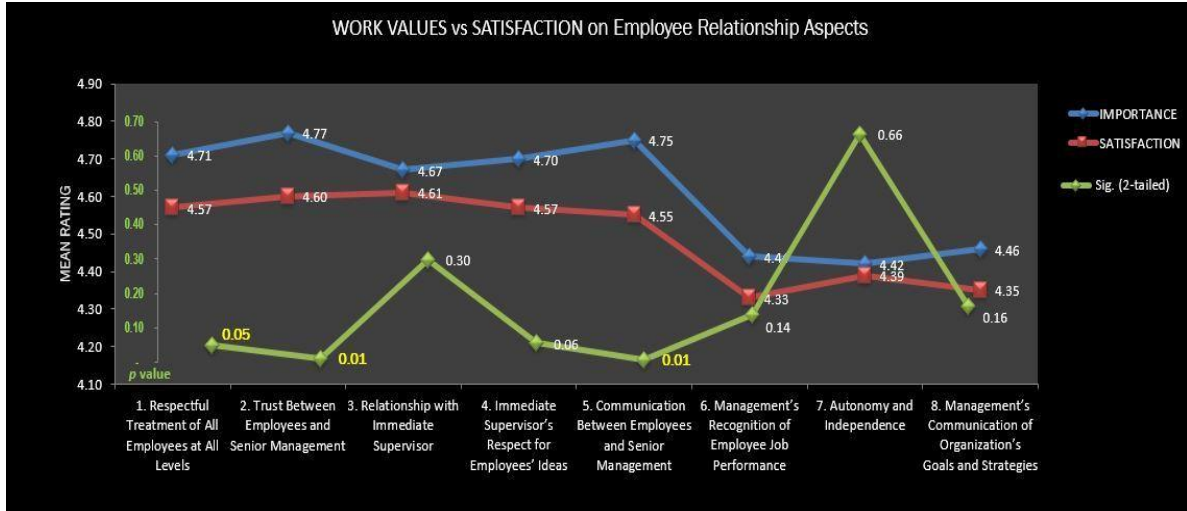


Figure 13. Work Values versus Satisfaction on Employee Relationships Aspects for All Respondents

6.4 Work Values and Satisfaction based on aggregates of Means of Work Relationship Aspects According to Sex

The mean of aggregates of all work relationship parameters on work values versus satisfaction then factored by gender yielded disparity on both sexes (Figure 14), therefore the said constructs being not mutual or uncomplimentary with the level of their satisfaction below their accorded degree of importance for the said scope.

Compared between genders, the satisfaction level for the employee relationships scope (Figure 15) was noted to be gender-differentiated with the male having higher satisfaction over female. This finding disaffirms the findings in the study of (Yahchouchi, 2009) which claims that that there are no differences in the antecedents of employee satisfaction between genders.

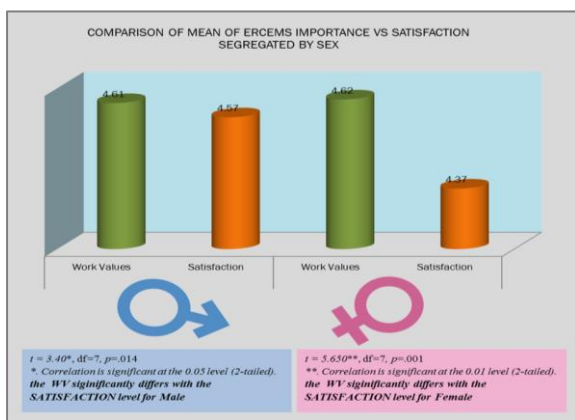


Figure 14. Comparison of mean of Career Development's Values versus Level of Satisfaction between Sexes

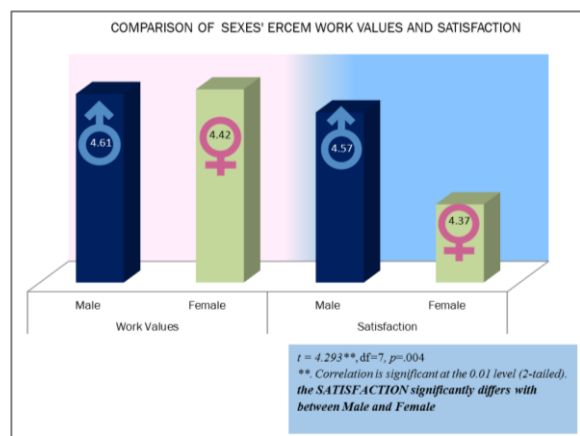


Figure 15. Comparison of mean of Employee Relationships Values and Level of Satisfaction between Sexes

6.5 Mutuality of Work Values and Satisfaction on Work Environment for All Respondents  
The Work Environment Scope had the entire range of factors significantly gapped on the

respondents Work Values versus their level of satisfaction, entirely not complementary (Figure 16).

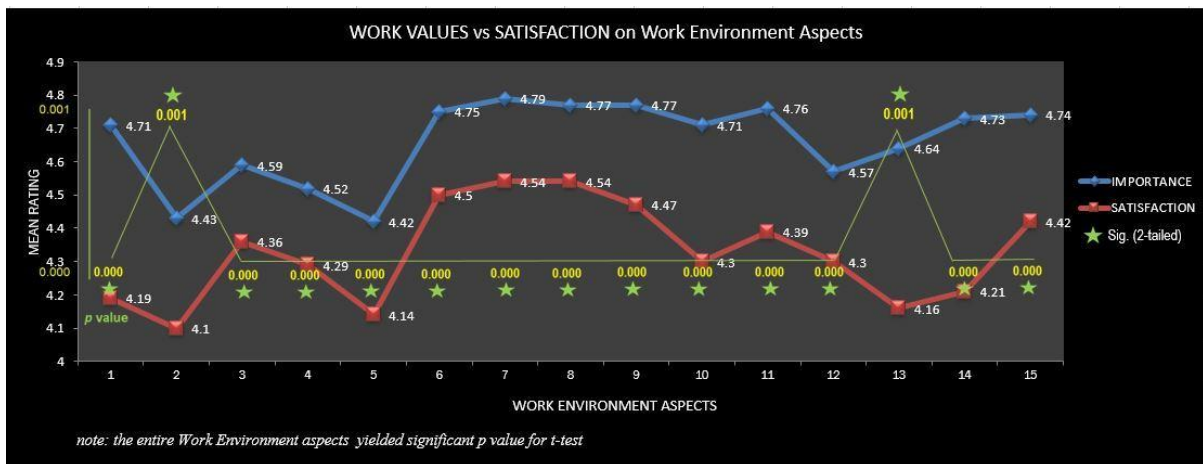


Figure 16. Work Values versus Satisfaction on Employee Relationships Aspects for all Respondents

6.6 Work Values versus Satisfaction based on aggregates of Means of Work Environment Aspects According to Sex

genders and the level of satisfaction being not gendered at all (Figure 18).

The mean of aggregates of all work environment parameters on work values versus satisfaction then factored by gender yielded gap for both sexes with their level of satisfaction fall short against their work values (Figure 17) indicating absence of mutuality.

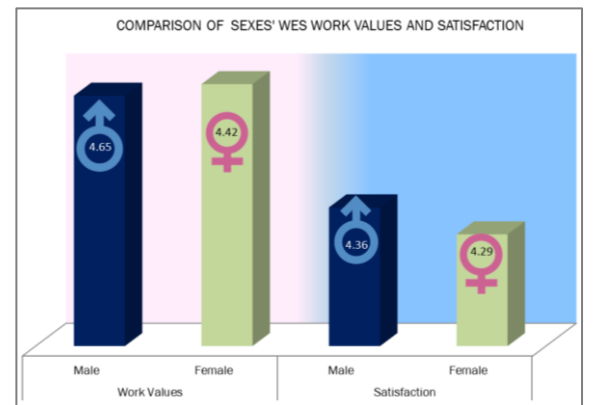


Figure 18. Comparison of mean of Work Environment Values and Level of Satisfaction between Sexes

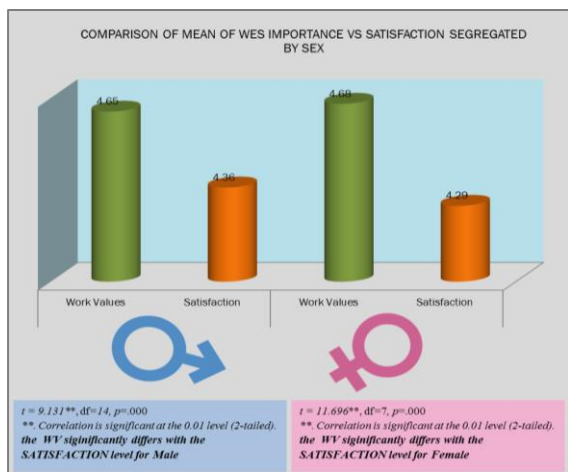


Figure 17. Comparison of mean of Work Environment Values versus Level of Satisfaction between Sexes

Factored by gender, work values for the work environment showed no difference among

IV. CONCLUSION

The Agri-based Job Order employees at CLSU is comprised of greater number of male employee than females having a ratio of 2:1 and largely comprised of laborers. The realm of technical work ranging from research, training extension and project management is female-dominated while the bulk of the male employees employed in the farm work. The longest employment recorded is 23 years while eligibility possession dates back 20 years ago.

The mean results for individual parameters, work values and satisfaction, the ratings ranges on the spectrum of very to moderately important and very to moderately satisfying, fairly indicates that the work conditions at CLSU is a reinforcing factor for the continued patronage of the agri-based job despite the absence of security of tenure. While the generated mean satisfaction was slightly lower than the expressed values for work environment for both genders, the scope is in satisfying range thus the study does not resonate with the findings of discontent on poor work environment as found in the said study (Fariduddin, 2005). Though, it does not discount that in another circumstance or period, the result of similar assessment may change more likely to confirm the evidence of positive relationship between working environment and employee job satisfaction (Raziq & Maulabakhsh, 2015).

Generally, judging by the number of parameters that yielded gap/ differences versus without significant differences, indicates the work values and satisfaction of the subject are tilted towards the domain of mutuality. The study being able to particularly pinpoint degree of values and level of satisfaction for each factor/s within each scope provided clarity and can reliably aid in crafting appropriate intervention or program to address the gap and bridge the divide towards greater institutional productivity.

On gender perspective, the results vividly delineated which work value parameters are inclined to be gender-centered paving to a crafted gender-based employment framework for agri-based job order employees that reconciles the findings with the existing external and internal factors at play in the university. As such, suited stimulus for greater job satisfaction towards optimum productivity and a sustainable organizational growth can be devised.

Conclusively, the study has both achieved its objectives and conceived several areas for further in-depth study, such as causal relationship of work values and job satisfaction,

triangulation of work values, job expectations and job satisfaction among others.

## V. RECOMMENDATIONS

Based on the findings derived from the study, the author proposed for a gender-based employment framework entitled: STIR UP on Agri-based Employment: A Framework for building a gender-inclusive University Agri-drive.

### The Proposed Gender-based Employment Framework

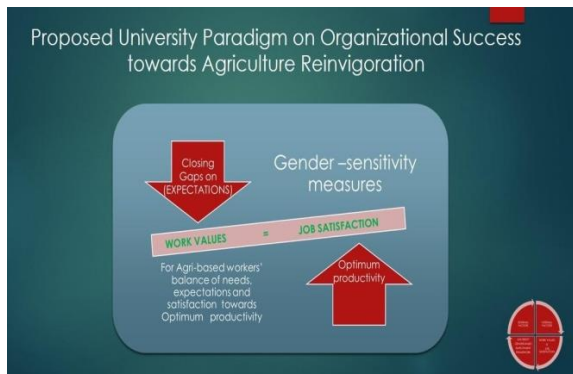
STIR UP Agri-based employment is an acronym for: Sustainable, Thematic, Inclusive and Responsive University Paradigm on Agri-based Employment. The framework reconciled the findings of the study with the existing external and internal factors at play in the university for the agri-based job order employees to achieve a suited stimulus for greater job satisfaction towards optimum productivity and organizational growth (Figure 19).



*Figure 19. Factors at play in the proposed gender-based employment framework*

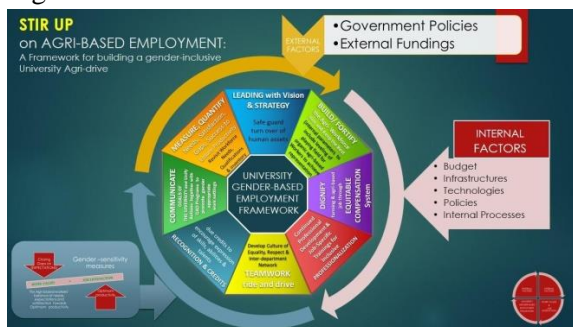
The external factors are the provisions of the government policies governing the employment and the external funding that enable such employment thus recommended to be explored as to determine which policies can be maximized toward utmost organizational efficacy and manpower benefits. Meanwhile, the internal factors refer to the dynamics of the university such as budget, infrastructures, technologies, policies and internal processes from which the author recognizes the aspects that are non-negotiable and negotiable which can be harmonized through the proposed framework. The equation derived from the

findings of the study is best illustrated as the closing the gap between work values and satisfaction and instituting gender-sensitivity measures to raise productivity level (Figure 20).



**Figure 20. Paradigm on raising organizational success through closing the gap between work values and job satisfaction**

As these 3 components are considered and in its center is the proposed framework as shown on Figure 21.



**Figure 21. The CLSU STIR UP gender-based employment framework**

The component of the CLSU STIR UP highlight the keywords derived from the outcome of the study relating from the gender-perspective on the results of entire thesis entitled GENDER- BASED PERCEPTUAL LANDSCAPE, WORK VALUES AND SATISFACTION OF AGRI-BASED JOB CONTRACT EMPLOYEES AT THE CENTRAL LUZON STATE UNIVERSITY prepared by the author of which this work values and satisfaction study forms part. The other components excluded in the result presentation but shown in this proposed framework are: employment perceptions, consideration, desired leadership styles, work

values and satisfaction (as the main focus of this paper) which were assembled to comprise the proposed framework with the eight key areas as follows:

LEAD with Vision and Strategy – is the offshoot of the identified leadership style preference.

BUILD / FORTIFY for REPRESENTATION the Agri-based workforce by hiring the best and keeping them through leveling of the playing field for organic agri-based workers to achieve representation.

DIGNIFY the employment through Equitable compensation system and ensure adherence to The Civil Service Commission (CSC), the Commission on Audit (COA), and the Department of Budget and Management (DBM) Joint Circular No.1, s. 2017 provision that COS and JO workers shall be paid a salary or wage equivalent to the daily salary or wage of comparable positions in the government and a premium of up to 20% of the salary or wage charged against the Maintenance and Other Operating Expenses of the agency’s approved budget and existing qualified COS and JO workers shall be considered for appointment to the vacant positions of government agencies subject to existing civil service laws, rules, and regulations and CSC-approved Merit Selection Plans

PROFESSIONALIZE through continued Professional Development and Job-Specific Trainings for Inclusive development.

TEAMWORK ride and drive towards organizational success by developing the culture of equality, respect and inter-department network.

RECOGNITION and CREDITS to encourage expression of skills, abilities and talents to inspire contribution for organizational success especially from bright minds.

COMMUNICATE the goals of the university and unify actions together with GAD programs to promote gender appropriate work settings and lastly to;

MEASURE and QUANTIFY the needs, satisfaction, gaps, successes to ensure

productivity and uphold the cycle based on the framework towards organizational growth.

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