

# Antecedents of Job Satisfaction and Organizational Citizenship Behaviors Among Agency-Hired Blue-Collar Contractual Workers in the Philippines

Merilou G. Lomoya  
May B. Pingol  
Mendiola Teng-Calleja  
*Ateneo de Manila University*

The employment of contractual workers in the country has been an ever growing reality as companies continue to achieve flexibilization and cost efficiency. Despite their increasing number, research that focuses on contractual workers' attitudes and behaviors as well as the factors that elicit these remains little. This quantitative study examined job characteristics, rewards and recognition, and training and development as predictors of job satisfaction and organizational citizenship behaviors (OCBs) among 159 agency-hired blue-collar contractual workers within Metro Manila. Although the identified antecedent variables were found to be correlated with both job satisfaction and OCBs, only job characteristics and training and development emerged as strong predictors of job satisfaction while job characteristics as well as job satisfaction predicted OCB.

*Keywords:* contractualization, contractual workers, blue-collar, agency-hired, Philippines

Today is Juan's last day at work. It is neither due to resignation nor involuntary termination of his employment. He is not even close to being a retiree. Today marks the end of his employment contract. If he had a choice, he would have held on to his job. Juan is among those

who comprise the population of employees who work under fixed-term contracts.

Research suggests that the above work arrangement has become prevalent in the Philippines as well as in other parts of the world (Malalis & Lagsa, 2013) as companies seek to minimize costs and attain flexibilization of the workforce (Boyce et al., 2007, as cited in Slattery, Anderson, Selverajan, & Sardesai, 2010). In the Philippines, the employment of contractual workers has been increasing over the years. In a survey conducted by the Department of Labor and Employment (DOLE) in 2004, non-regular workers made up 26% of the 2.4 million employees in participant establishments and 47% of the 628,500 non-regular employees were contractual and project-based workers (as cited in Sibal, 2007). The latest survey from the Bureau of Labor and Employment Statistics (BLES; 2012b) involving 3,769,259 employees in establishments with 20 or more workers showed that in 2012, 30% of the participants were non-regular workers. Majority or 52% of them were employed temporarily.

Contractual workers take different names across countries. They may be referred to as contingent workers, fixed-term employees, or temporary workers. However, in the Philippines, they are commonly known as contractual workers. BLES (2012a) defines contractual workers as those “whose employment have been fixed for a specific project or undertaking, the completion or termination of which has been determined at the time of engagement.” They may be employed through different flexible job hiring arrangements which include outsourcing or subcontracting of work, deployment of agency-hired and third-party-managed workers within the company’s work premises, and direct hiring (Ofreneo, 2013). Their job contracts may be as brief as one week or may last up to three years. Two major studies (Abrera-Mangahas, Hernandez, Ofreneo, Sancho, & Soliman, 1999; Sibal, Amante & Tolentino, 2007, as cited in Ofreneo, 2013) identified four forms of contractualization and from the four, job contracting within company premises is most frequently employed. In such arrangement, a company utilizes the services being offered by third-party manpower agencies. These manpower or staffing agencies then deploy contractual workers under the jurisdiction of the client company (Kalleberg, 2000; Ofreneo, 2013). This creates “detached”

workers as a result of triangular employment relations where a worker is compelled to establish connections with various employers – the staffing agency and the client company (Kalleberg, 2000). This setup raises questions particularly on who the real employer of these contractual workers is and who should be subjected to labor rules and obligations. In general, these staffing agencies “recruit and screen employees, sometimes provide training, and are responsible for hiring and firing, issuing paychecks, withholding payroll taxes, and making required employer contributions to unemployment insurance and Social Security” (Carey & Hazelbaker, 1986, as cited in Kalleberg, 2000, p. 346). However, unions have accused client companies of evading labor obligations through working in close partnership with third-party manpower agencies (Ofreneo, 2013). By employing such arrangement, client companies no longer have to spend on additional charges that come with the regularization of the worker. They are also able to minimize costs in recruiting and hiring as well as training for it is already the staffing agencies that take on these responsibilities on the client companies’ behalf.

According to Van Dyne and Ang (1998), contractual workers get less tangible and intangible benefits from their employers. This was reiterated in Bernhard-Oettel, de Cuyper, Berntson, & Isaksson’s study (2008), which claimed that these employees receive low wages and have limited access to employment benefits. The claims from previous studies reflect the present conditions that contractual workers in the Philippines are faced with. The practice of contractualization has been greatly depreciating the value of Filipino labor and depriving Filipino workers of security of tenure, just wages, and benefits (Gabriela Women’s Party, 2011).

More and more businesses in the Philippines have resorted to contractual work arrangements and the number of contractual workers is ever growing, yet there is still a dearth of studies that focus on contractual workers in the country. Moreover, organizational research has extensively explored the impact of human resource (HR) practices on related attitudes and behaviors at work but most studies featured regular workers only (De Cuyper & De Witte, 2006). The impact of HR practices related to motivation, rewards and recognition, and training and development on contractual workers’

attitudes and behaviors received limited attention from scholars (Slattery, Anderson, Selverajan, & Sardessai, 2010), hence the need to investigate these relationships in the context of contractual workers. To further narrow down the focus of the present study, the researchers concentrated on agency-hired blue-collar contractual workers being an under-researched population in the country.

### **Employee Attitude and Behavior**

Many studies claim that two of the most widely researched aspects of employee attitude and behavior in the recent years are job satisfaction and organizational citizenship behavior (OCB) (Reisel, Probest, Chia, Maloles, & Konig, 2010). This is due to the fact that job satisfaction and OCB have positive impacts on the organization as a whole (Al-Sharafi & Rajiani, 2013). However widely-researched these aspects are, these two still warrant research in the context of contractual workers, most especially in the Philippines.

**Job satisfaction.** As a well-researched topic among employees in general, the definition of job satisfaction has gained variations over time (Reisel et al., 2010). However, many studies still refer back to Locke's definition of job satisfaction: an emotional state brought about by the evaluation or appraisal of one's job experiences (as cited in Reisel et al., 2010). Locke added that in order to understand this work-related attitude, certain aspects of one's job must be considered. This includes work, pay, promotions, recognition, benefits, working conditions, supervision, co-workers, company, and management (as cited in Buitendach & De Witte, 2005). Later studies classified the aforementioned aspects into intrinsic and extrinsic job satisfaction.

A negative relationship between job satisfaction and temporary work arrangement has been established (Kaiser, 2002). Predictors that have been identified vary from unsatisfying job content, lack of job security, low wages, unfavorable working conditions, lack of training and opportunities, and high work stress (Graaf-Zijl, 2012). Therefore, contractual workers are prone to experiencing both intrinsic and extrinsic job dissatisfaction. Although the focus of the present study are contractual workers, it is noteworthy to mention findings from past researches conducted in Western and Middle Eastern countries

comparing the levels of satisfaction between regular and contractual workers. Those studies showed that job satisfaction is lesser among contractual workers compared to regular workers (Graaf-Zijl, 2012; Wilkin, 2013).

**Organizational citizenship behavior (OCB).** Similar to job satisfaction, OCB is another topic in the field of organizational behavior that has received considerable attention from scholars as it is said to play an important role in the organization's effective functioning (Moorman & Harland, 2002; Podsakoff, Mackenzie, Paine, & Bachrach, 2000). Organ (1988) defined OCB as discretionary individual behaviors that are not formally recognized by the reward system of an organization. Employees performing OCBs are considered to be going the extra mile. Because these are not part of their job description, failing to do any OCB does not merit them any sanctions (Van Dyne & Ang, 1998).

In sorting 30 different behaviors at work, Podsakoff et al. (2000) determined seven general themes in OCBs: helping behaviors, sportsmanship, organizational loyalty, organizational compliance, individual initiative, civic virtue, and self-development. Another approach in classifying OCBs was suggested by Williams and Anderson (1991) through identifying the target of the particular OCB. In this approach, OCBs are categorized as OCB-Organization (OCBO), which pertains to behaviors that benefit the organization as a whole, or OCB-Individuals (OCBI), which directly benefit particular individuals within the organization.

Organ and Ryan (1995) argued that OCBs can only be expected from employees who have already established positive and long-term relationships with their organization (as cited in Moorman & Harland, 2002). Following this argument, contractual workers cannot be expected to demonstrate OCBs because their employment is designed to be short-term. However, Moorman and Harland (2002) argued that regardless of the duration of their contracts, as long as these workers perceive that they are being considered not as peripherals but as core members of the organization and that they receive fair treatment from the company, they will still perform OCBs.

**Job satisfaction predicts OCB.** A number of independent studies have established a relationship between satisfaction towards one's job and extra role behaviors (Mehboob & Bhutto, 2012). Job

satisfaction has long been found to be a robust and essential predictor of OCB (Organ & Ryan, 1995; Qamar, 2012). However, the strength of the relationship varied. Contrary to the findings of most studies, some claimed that job satisfaction is a weak predictor of OCB (Mehboob & Bhutto, 2012). Albeit the variation, prior studies still agree on the existence of the positive relationship between job satisfaction and OCB. Werner (1994) explained that only those who are satisfied with their work would most likely exhibit behaviors that will positively impact an organization's functioning.

### **Antecedents of Job Satisfaction and OCB**

Previous studies on employee attitudes and behaviors have provided empirical support on the significant impact of specific human resources (HR) practices on job satisfaction and OCB. Results from extant literature on permanent employees suggest that employees are more likely to exhibit higher levels of job satisfaction and OCB when HR practices target job characteristics (Slattery et al., 2010; Sultan, 2012), rewards and recognition (Jehanzeb, Rasheed, Rasheed, & Aamir, 2012; Naqvi, Malik, & Mahmood, 2013), and training and development (Dysvik & Kuvaas, 2008; Husin, Chelladurai, & Musa, 2012; Rehman, Mansoor, Rafiq, & Rashid, 2011). Besides being found to be related to and predictive of both job satisfaction and OCBs, these three antecedents were chosen among many others because these are aspects in the workplace that the HR management has control of and can be manipulated to get favorable outcomes from employees.

**Job characteristics.** These are defined as attributes of a particular job that have motivational functions on employees and thus, influence both employee attitudes and work outcomes (Chiu & Chen, 2005; Krishnan et al., 2010). Hackman and Oldham's study (1976) is considered as one of the pioneer researches on job characteristics, where the job characteristics model was developed. It identified three psychological states, namely meaningfulness, responsibility, and knowledge of results. Five core job characteristics specifically skill variety, task identity, task significance, feedback, and autonomy (Hackman & Oldham, 1976) are said to contribute to an employee's experience of the aforementioned psychological states.

Majority of the researches (Slattery et al., 2010; Sultan, 2012) posit that all of the five job characteristics are positively related to satisfaction in different types of occupations. On the other hand, findings regarding the relationship of job characteristics and OCBs were found inconsistent (Chiu & Chen, 2005; Krishnan et al., 2010; Podsakoff et al., 2000).

**Rewards and recognition.** Rewards include financial compensation, benefits, and promotions and incentives, which to some extent provide satisfaction to employees (Danish & Usman, 2010). Recognition, on the other hand, describes how the organization evaluates the work of an employee and how much appreciation is gained by the employee in return (Danish & Usman, 2010). Both rewards and recognition lead to higher levels of motivation and research has shown that motivation influences satisfaction and performance (Javed, Rafiq, Ahmed, & Khan, 2012).

Studies on the relationship between rewards and recognition and job satisfaction have yielded inconsistent results in terms of the strength of the relationship (Danish & Usman, 2010). In general, however, a positive and direct relationship has been established in previous studies (Jehanzeb et al., 2012; Naqvi et al., 2013).

Although OCBs are not formally recognized by an organization's reward system, Organ argued that employees still utilize indirect and informal beliefs about future rewards whenever they decide to engage in certain OCBs (as cited in Barbuto & Story, 2011). In addition, when organizations utilize reward strategies such as pay for performance, which normally pay above market rates (Pfeffer, 1998, as cited in Snape & Redman, 2010), employees' feelings of being supported and valued by the organization increases, which may lead them to performing extra roles in the workplace (Snape & Redman, 2010).

**Training and development.** According to Landy (as cited in Schmidt, 2007), training is a set of planned activities made available by the organization to its employees in order to improve job knowledge and skills and to align employees' attitudes and behaviors with the goals of the organization and the requirements of the job. Training is also seen as a systematic development of employees' knowledge, skills, and expertise to enable them to effectively perform the assigned job or task (Patrick, 2000). According to Violino, in making career options,

one of the major factors considered by employees is their satisfaction with the training and development opportunities provided by the organization (as cited in Schmidt, 2007).

Previous studies have found that training and development is a significant source of employee job satisfaction (Mukhtar, Sial, Imran, & Jilam, 2012; Schmidt, 2007). Furthermore, there has been a strong support for positive and direct relationship between training and development and OCBs (Dysvik & Kuvaas, 2008; Husin et al., 2012; Rehman et al., 2011). Accordingly, training opportunities may be taken as a form of organizational investment and therefore may elicit employees' feelings of obligation to reciprocate to the organization (Dysvik & Kuvaas, 2008).

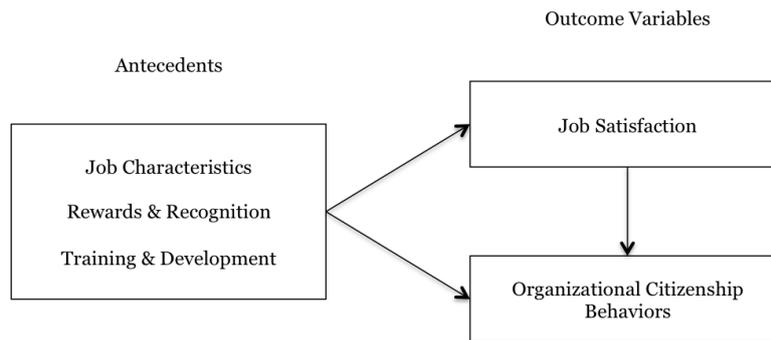
### **Conceptual Framework**

The framework proposed to explain the relationships between the antecedent variables and outcomes is the social exchange theory (SET). According to Slattery et al. (2010), SET is founded on the "principle of reciprocity or exchange of favors which shapes individual behaviors, attitude, and actions in a social interaction" (p. 1544). Central to this theory is the idea that individuals feel obligated to reciprocate and this obligation stems from the rewarding reactions of others. It therefore involves a transaction between two individuals or parties. This transaction is two-way or bidirectional emphasizing that when something has been done or given, something must be returned (Cropanzano & Mitchell, 2005). Moreover, SET underscores the notions that reciprocation is not limited to actions or behaviors but includes cognitive orientations (e.g., attitudes, beliefs, values) (Slattery et al., 2010) and that exchanges do not only come in the form of material goods but also in nonmaterial with symbolic value such as approval or prestige (Cropanzano & Mitchell, 2005).

In organizations, one apparent exchange is between the employers and their workers. When employees are treated well and given rewards, they will feel obligated to return the favor through showing positive attitudes (e.g., job satisfaction) and performing behaviors that are beneficial to the organization (e.g., OCB-organization) and the people within it (e.g., OCB-individual). Because social exchange

is bidirectional, the employer reciprocates as well. However, the present study focused only on the employees' reciprocation towards its organization.

In the context of the present study, when satisfying job characteristics, rewards and recognition, and training and development programs are provided, contractual workers are expected to reciprocate by showing positive attitudes towards their client organization and agency, and exhibiting behaviors that will positively impact their client organization (Moorman & Harland, 2002; Slattery et al., 2010; Van Dyne & Ang, 1998). Through the lens of SET, job characteristics, rewards and recognition, and training and development, therefore, are directly related to job satisfaction and OCBs. Figure 1 summarizes the proposed model of this study.



*Figure 1.* Proposed model for the relationships between the antecedent variables (job characteristics, rewards & recognition, and training & development) and employee attitude (job satisfaction) and behavior (organizational citizenship behaviors-OCB), and the relationship between job satisfaction and OCB.

### Statement of the Problem

The present research aims to investigate the relationships between various antecedent variables and employee attitude and behavior among agency-hired blue-collar contractual workers in the Philippines. This study, therefore, sought to answer the following

research questions:

1. Do job characteristics, rewards and recognition, and training and development predict job satisfaction among agency-hired blue-collar contractual workers in the Philippines?
2. Do job characteristics, rewards and recognition, and training and development predict organizational citizenship behaviors (both OCB-organization and OCB-individual) among agency-hired blue-collar contractual workers in the Philippines?
3. Does job satisfaction predict organizational citizenship behaviors (both OCB-organization and OCB-individual) among agency-hired blue-collar contractual workers in the Philippines?

### **Hypotheses**

On the basis of the findings and arguments from previous studies, the researchers hypothesized the following:

1. Job characteristics, rewards and recognition, and training and development predict job satisfaction among agency-hired blue collar contractual workers in the Philippines.
2. Job characteristics, rewards and recognition, and training and development predict organizational citizenship behaviors (both OCB-organization and OCB-individual) among agency-hired blue-collar contractual workers in the Philippines.
3. Job satisfaction predicts organizational citizenship behaviors (both OCB-organization and OCB-individual) among agency-hired blue-collar contractual workers in the Philippines.

### **METHOD**

A quantitative approach was used to verify whether the pattern of relationships between antecedents (i.e., job characteristics, rewards and recognition, and training and development) and positive work-related attitude and behavior (i.e., job satisfaction and OCB), and between job satisfaction and OCB shown in past studies are also evident in the context of agency-hired blue-collar contractual workers in the Philippines.

## Participants

The participants of the study were recruited using two nonprobability sampling methods, specifically purposive and snowball sampling, to ensure that all participants were agency-hired blue-collar contractual workers deployed to private establishments/companies and government offices around Metro Manila. For the pilot procedure, data from 32 participants were obtained. For the actual procedure, the researchers gathered data from 177 agency-hired contractual employees, who were mostly janitors and construction workers. After data cleaning, only 159 were included in the final dataset. The respondents were composed of 94 male and 61 female workers whose ages ranged from 19-54 years old. Seventy of them were married, a solo parent, or legally separated. Sixty-two were single. Of the 159 participants, about 50% had previously worked as contractuales while 20% of them were first-timers. Many respondents failed to specify their gender, age, marital status, and work experience, hence the discrepancies in the aforementioned figures.

## Measures

The survey questionnaire for the study was developed by adapting and translating seven scales from previous researches. The pilot test revealed that most scales established reliable estimates ranging from 0.70 to 0.88 except for the OCB-organization (OCBO) subscale, which yielded a reliability coefficient of 0.25. Due to this, dataset for the OCBO subscale was no longer used in the data analysis. Demographic questions such as age, gender, contract duration, and nature of work were included. All instruments utilized a 7-point Likert scale, measuring their levels of agreement and knowledge of action (Vagias, 2006).

**Job satisfaction.** This was conceptually defined as an emotional state brought about by the evaluation or appraisal of one's job experiences (Locke, 1976; as cited in Reisel et al., 2010). It was assessed using items from two scales. The first one was a scale utilized by Morris and Venkatesh (2010) in their study. Sample items include "*Sa kabuuan, kontento ako sa aking trabaho*" (Overall, I am satisfied

with my job) and “*Kontento ako sa mga mahahalagang aspekto ng aking trabaho*” (I am satisfied with the important aspects of my job). Three more items were extracted from the Job Satisfaction Survey (JSS) designed by Paul E. Spector (1985). An example item is “*Gusto ko ang aking mga ginagawa sa trabaho*” (I like doing the things I do at work). Together, the items yielded a reliability coefficient of .71.

**Organizational citizenship behavior.** This measured extra-role individual behaviors that are not formally recognized by the reward system of an organization (Organ, 1988). A 14-item scale developed by Williams and Anderson (1991) was employed in quantifying OCBs. The scale used the two dimensions of OCBs: OCB-individual (OCBI) and OCB-organization (OCBO). Seven items, with a reliability coefficient of .75, measured OCBI. Example of items that measured this dimension include “*Tinutulungan ko ang kasamahang lumiban*” (I help others who have been absent) and “*Pinakikinggan ko ang mga problema at hinaing ng mga katrabaho*” (I take time to listen to co-workers’ problems and worries). The remaining items measured OCBO. An example item was “*Ipinapaalam ko nang mas maaga ang pagliban ko sa trabaho*” (I give advance notice when I am unable to come to work). However, the coefficient alpha of OCBO subscale was .25. Therefore, dataset for this subscale was excluded from data analysis. Statements on this subscale were phrased and contextualized so that the client company, and not the staffing agency, was the focus and recipient of OCB.

**Job characteristics.** These were attributes of a particular job that have motivational functions on employees and thus influence both employee attitudes and work outcomes (Chiu & Chen, 2005; Krishnan et al., 2010). In measuring the five core job characteristics, a revised version of Hackman and Oldham’s (1976) Job Diagnostic Survey was adopted. In 1987, the original scale was modified by Idaszak and Drasgow (as cited in Morris & Venkatesh, 2010) by replacing the reverse-coded items with positive items. The scale consisted of 10 items including “*Ang kahusayan sa pagsasagawa ng trabahong ito ay makakaapekto sa maraming tao*” (The job is one where a lot of other people can be affected by how well the work gets done) and “*Ang trabahong ito ay masalimuot at hindi paulit-ulit*” (The job is complex and nonrepetitive). Furthermore, it was found to be reliable with an

alpha of .82.

**Rewards and recognition.** This measured the worker's perception of pay, benefits, promotions and incentives, and how the organization evaluates them and how much appreciation was given to them (Danish & Usman, 2010). In measuring rewards and recognition, a 7-item scale developed by Monis and Sreedhara (2011) was utilized. This scale yielded a reliability coefficient of .81. Example of items that measured this are "*Makakaasa akong makakatanggap ng mas malaking sahod kung gagalingan ko ang aking trabaho*" (If I do good work, I can count on making more money) and "*Sa tingin ko pinapahalagahan ako ng aking ahensiya*" (I feel I am valued in my agency). In the present study, provision of rewards and recognition was considered as a function of the contractual worker's staffing agency. Therefore, statements in the survey questionnaire were phrased and contextualized to elicit attitude towards their respective staffing agencies.

**Training and development.** This measured employees' perception on what the agency provides to systematically develop their knowledge, skills, and expertise to effectively perform the assigned job (Patrick, 2000). Items for this subscale were modeled after two modified scales by Kuvaas and Dysvik (2008; 2009). The combined scales yielded a Cronbach's alpha of .88. Example of items from each scale are "*Sa pamamagitan ng paggugol nito ng oras at pera sa paglago ng empleyado, ipinapakita ng aking ahensiya na namumuhunan ito sa kanyang mga empleyado*" (By investing time and money in employee development, my agency demonstrates that it actually invests in its employees) and "*Kontento ako sa training & development na aking natatanggap*" (I am satisfied with the training and development I have received).

In the present study, provision of training and development was considered as a function of the contractual worker's staffing agency. Therefore, statements in the survey questionnaire were phrased to direct attitudes towards the worker's staffing agency.

## **Procedure**

The researchers coordinated with the HR departments of client

organizations that employ agency-hired blue-collar contractual workers within Metro Manila, supervisors of staffing agencies, and approached qualified individuals during their break to answer the survey. To ensure confidentiality, the survey forms were contained in envelopes and the respondents were instructed to seal them before submitting it to their respective supervisor.

### **Data Analysis**

After data cleaning, the dataset was subjected to descriptive and correlational analysis using SPSS. Simultaneous multiple regression analysis was performed to further explore the relationships among the variables.

## **Results**

Means, standard deviations, and correlations for the variables in the study are presented in Table 1. The results indicate that all of the antecedent and outcome variables received somewhat favorable ratings from the respondent-contractual workers (mean scores range from 4.90 to 5.33). In addition, the results show that the three identified predictor variables are significantly correlated with the outcome variables. Among the three antecedent variables, job characteristics has the highest correlation with job satisfaction,  $r = .48, p < .01$  and organizational citizenship behavior-individual (OCBI)  $r = .40$  at  $p < .01$ . The results also indicate that job satisfaction is significantly correlated with OCBI,  $r = .47, p < .01$ .

### **Predictors of Job Satisfaction**

Simultaneous multiple regression analysis was used to determine the predictors of job satisfaction for blue-collar contractual employees. Table 2 shows the predictors of job satisfaction. The results partially support Hypothesis 1 as only two out of the three identified antecedent variables significantly predicted job satisfaction explaining 29% of the variance in the outcome variable,  $F(3,155) = 21.33, p < 0.05$ . Job characteristics had the biggest contribution in the model ( $\beta = .44$ ).

Table 1. Means, Standard Deviations, and Correlations of Variables

Variables	M	SD	1	2	3	4
1. Job Satisfaction	5.03	0.90				
2. Organizational Citizenship Behavior - Individual	5.33	1.10	.47**			
3. Job Characteristics	5.15	0.97	.48**	.40**		
4. Rewards and Recognition	4.90	1.10	.34**	.23**	.49**	
5. Training and Development	4.90	1.03	.36**	.23**	.26**	.70**

Note. \*\*Correlation is significant at the 0.01 level (2-tailed).

Training and development was also found to be a predictor of job satisfaction ( $\beta = .31$ ). Despite yielding significant correlations with job satisfaction, rewards and recognition was not found to be a predictor of this outcome variable.

### **Predictor of Organizational Citizenship Behavior - Individual (OCBI)**

Table 3 shows the regression analysis for job characteristics, rewards and recognition, and training and development as predictors of OCBI. Taken together, the three variables explain 18% of the variance in OCBI,  $F(3, 155) = 11.63, p < 0.05$ . However, the results reveal that among the three variables, only job characteristics significantly predicts OCBI ( $\beta = .40$ ). Hypothesis 2 therefore was only partially supported.

Furthermore, Table 4 shows the regression analysis for job satisfaction as a predictor of OCBI. Job satisfaction explains 21% of the variance of OCBI,  $F(1,157) = 43.37, p < 0.05$  and it significantly predicts OCBI ( $\beta = .47$ ). Given this result, the third hypothesis of the present study was supported.

## **DISCUSSION**

The objective of the study was to examine the relationships between job characteristics, rewards and recognition, and training and development and employee attitude and behaviors. Results of the present study documented empirical support of predictive relationships between job characteristics and job satisfaction as well as between training and development and job satisfaction. In the case of OCBs, job characteristics and job satisfaction were found to be significant predictors of OCBI.

### **Antecedents of Job Satisfaction**

Job characteristics significantly predicted job satisfaction. This finding is consistent with the results of the studies of Slattery et al. (2010) and Sultan (2012). This pattern therefore holds true not only for

Table 2. Predictors of Job Satisfaction ( $N = 159$ )

Variable	$\beta$	<i>SE</i>	<i>t</i>	<i>p</i>
Job Characteristics	.44	.07	5.61	0.00**
Rewards and Recognition	-.08	.09	-0.79	0.43
Training and Development	.31	.08	3.23	0.02**

Note. \*\*significant at  $p < .01$

Table 3. Predictors of OCBI ( $N = 159$ )

Variable	$\beta$	<i>SE</i>	<i>t</i>	<i>p</i>
Job Characteristics	.40	.10	4.80	0.00**
Rewards and Recognition	-.10	.12	-0.90	0.54
Training and Development	.20	.11	1.94	0.37

Note. \*\*significant at  $p < .01$

Table 4. Job Satisfaction as Predictor of OCBI ( $N=159$ )

Variable	$\beta$	<i>SE</i>	<i>t</i>	<i>p</i>
Job Satisfaction	.47	.09	6.59	0.00**

Note. \*\*significant at  $p < .01$

regular employees but also for contractual workers. It indicates that when blue-collar contractual workers are assigned to jobs that allow them to use a variety of skills, give them control from the beginning until the completion of work, encourage them to decide on how to go about the task, provide them with performance feedback, and most of all, that allow them to see the impact of their work on others, they are most likely to reciprocate by showing more satisfaction with their job (Slattery et al., 2010). Jobs designed with these core characteristics are highly desirable (Hackman & Oldham, 1976), eliciting positive attitudes (e.g., job satisfaction) from the workers.

The results of the present study also demonstrate the predictive influence of training and development on job satisfaction. This finding concurs with the results of past studies (Schmidt, 2007). From the social exchange theory perspective, the provision of training and development opportunities may convey the message that the agencies invest in their employees' growth at the workplace; therefore, contractual workers may reciprocate by being more satisfied with their job. Agency-hired blue-collar contractual workers may perceive this as an effort of their agency to show that they are being valued despite their temporary contract. This illustrates that contractual workers also value training and development opportunities. Moreover, providing employees with training and development opportunities allows them to gain more knowledge and necessary skills with respect to their jobs, minimizing the discrepancies between their capabilities and job tasks and improving the quality of their job-related skills which, in turn, may lead to job satisfaction (Javed et al., 2012).

### **Antecedent of Organizational Citizenship Behaviors - Individual (OCBI)**

Among the three hypothesized antecedent variables, only job characteristics was found to be a significant predictor of OCBI. This finding is consistent with previous studies that examined the relationship of job characteristics on OCB. The result may be understood through Hackman and Oldham's (1976) job characteristic model. The model illustrates that the five core dimensions of job characteristics stimulate three psychological states that influence not

only the attitude of employees but also their work outcomes (e.g., OCB), hence the result. This finding may also be understood through the lens of SET which centers on the principle of reciprocity. In this case, the agency-hired blue-collar contractual workers may have experienced favorable conditions at work which could have resulted to their feelings of obligation to reciprocate positively by exhibiting OCBs directed towards individuals they work with.

The results also revealed that job satisfaction is strongly and positively correlated with OCB, as well as significantly predictive of it, particularly of OCBI. This supports the relationship that job satisfaction and OCB have, which has long been established in previous studies (Mehboob & Bhutto, 2012; Organ & Ryan, 1995; Qamar, 2012). The findings suggest that agency-hired blue-collar contractual workers, albeit their definite tenure, may still go the extra mile when they are satisfied with their job which contributes to the effective functioning of their respective client companies and agencies.

### **Non-significant Influence of Rewards and Recognition**

Intuitively, rewards and recognition would appear to be a clear predictor of both job satisfaction and OCB. Previous studies were able to establish significant direct relationships between rewards and recognition and job satisfaction and OCB. It is also quite common for organizations to employ a highly appealing rewards and recognition system to elicit positive employee attitude (Wilchez-Alzate, 2009). Therefore, one of the more surprising findings of the present research is the non-significant relationship between rewards and recognition and the identified outcomes.

What this particular finding could possibly mean is that rewards and recognition are part of a complex equation. More factors and variables still come into play especially when looking into employee attitudes and behaviors. According to Wilchez-Alzate (2009), although rewards and recognition are generally believed to alter employee outcomes, the perceptions and values of individuals may differ based on the following factors: the efficacy of the tangible reward or social recognition, the appearance of the reward and recognition, and the source and manner it is being delivered. In the case of agency-hired

blue-collar contractual workers for instance, although provided with tangible rewards such as pay and bonuses, the impact of those would still vary as they are highly dependent on their reception.

Another model that may explain the non-significant results of the study is Herzberg's two-factor theory of job satisfaction. According to this model, the needs of employees can be categorized into two: motivators and hygiene factors. Motivators include nature of work, person's sense of achievement and level of responsibility while hygiene factors include salary, company policy, and job security (Roberts, 2005). From his experiments, Herzberg deduced that job satisfaction and job dissatisfaction do not belong in a single continuum. Therefore contrary to the views of the majority, job dissatisfaction is not the opposite of job satisfaction. Herzberg proposes a dual continuum where the opposite of job satisfaction is no job satisfaction and no job dissatisfaction for job dissatisfaction (Roberts, 2005). Herzberg's theory claims that only motivators can elicit true satisfaction and motivation while hygiene factors serve mainly to prevent job dissatisfaction. Therefore, although hygiene factors such as salary and other forms of tangible rewards are given to contractual workers, they may still not get satisfied and motivated. According to La Motta (as cited in Roberts, 2005), there can only be true satisfaction when higher-level needs as well as intrinsic rewards such as enjoyment, self-satisfaction, self-fulfillment, and having a choice or say in their work are met (Yao, Franco, & Hechanova, 2005). In other words, the rewards and recognition received by the participant workers may have only functioned as preventers of job dissatisfaction but not as elicitors of job satisfaction.

### **Limitation of the Study and Implications for Future Research**

The present study has encountered a number of limitations which offer opportunities for future investigations. First, the present study used an OCB scale that differentiated OCB-Individual (OCBI) from OCB-Organization (OCBO), which, unexpectedly, yielded poor reliability coefficient for the OCBO subscale alone. This may be attributed to the uncertainty experienced by the respondents about their real employers – whether their agency or client company.

Although the researchers tried to make it very explicit as to which organization (agency or client) was referred to in each subscale, this inherent confusion may still have affected their responses. Future researchers may improve on constructing the written instructions by better differentiating the agency from the client company.

Second, the present study only focused on agency-hired blue-collar contractual workers based in Metro Manila. Therefore the results of the present study could not be generalized to agency-hired blue-collar contractual workers outside the Metro and to other groups of contractual workers such as the direct hires and white-collar workers that may have different standards of living, working arrangements, and conditions. Future researchers may widen the scope of their study to include the other groups of contractual workers. Subsequent local studies may also look into the differences between permanent employees and contractual workers in relation to the identified variables and outcomes of the present study. Lastly, the research used a self-rating instrument accomplished by respondents at one time. Thus, there is a possibility of common method variance.

### **Implications for Practice**

The results of the present research have implications for practice in the field of human resource management. The first implication highlights the fact that Filipino agency-hired blue-collar contractual workers give utmost importance to the conditions of their work. Although a proper system of rewards and recognition must still be in place, HR practitioners should put more attention to providing satisfactory job characteristics to their agency-hired blue-collar employees for better work attitudes and behaviors.

Achieving these favorable conditions is instrumental in promoting work satisfaction among their employees and in encouraging them to perform extra-role behaviors that may be beneficial not only to the contracting agency but also to the client company. The results of the present study also suggest that Filipino agency-hired blue-collar contractual workers value training and development opportunities as it was also found to be a predictor of job satisfaction. Therefore, HR practitioners in client organizations and staffing agencies should make

sure that their trainings include all workers regardless of the nature of their employment contract.

### **Conclusion**

Contractual workers continue to constitute a large chunk of the Philippines' labor force. Despite their growing number, they still have not received sufficient attention from scholars whose existing studies have mostly investigated the attitudes and behaviors of regular employees. The results of the present study have addressed the gap and verified that existing patterns of relationships between the antecedent variables – job characteristics, rewards and recognition, and training and development – and outcome attitude and behavior shown in previous studies are also evident in the context of agency-hired blue-collar contractual workers in the Philippines.

Given these findings, the challenge for organizations that practice contractualization is to treat their contractual workers fair and square. With the present study, the researchers hope that interest in this particular area of investigation will flourish and the findings would contribute to efforts that promote better employment arrangements and work-life of contractual employees.

### **REFERENCES**

- Al-Sharafi, H., & Rajjani, I. (2013). Promoting organizational citizenship behavior among employees: The role of leadership practices. *International Journal of Business and Management*, 8(6), 47-54.
- Barbuto, J., & Story, J. (2011). Work motivation and organizational citizenship behaviors: A field study. *Journal of Leadership Studies*, 5(1), 23-34.
- Bernhard-Oettel, C., De Cuyper, N., Berntson, E., & Isaksson, K. (2008). Well-being and organizational attitudes in alternative employment: The role of contract and job preferences. *International Journal of Stress Management*, 15(4), 345-363.
- Buitendach, J. H., & De Witte, H. (2005). Job insecurity, extrinsic and

- intrinsic job satisfaction and affective organizational commitment of maintenance workers in a parastatal. *South Africa Journal of Business Management*, 36(2), 27-37.
- Bureau of Labor and Employment Statistics. (2012a). *2011/2012 BLES integrated survey*. Retrieved from <http://www.bles.dole.gov.ph/SURVEY%20RESULTS/2012%20Survey%20Result/2011-2012%20BITS%20mainpage.html>
- Bureau of Labor and Employment Statistics. (2012b). *Total employment and number of non-regular workers in establishments with 20 or more workers by category and major industry group, Philippines: June 2012*. Retrieved from [http://www.bles.dole.gov.ph/SURVEY%20RESULTS/2012%20Survey%20Result/BITS/tables/Part%202-%20Employment/table%209\\_pt.pdf](http://www.bles.dole.gov.ph/SURVEY%20RESULTS/2012%20Survey%20Result/BITS/tables/Part%202-%20Employment/table%209_pt.pdf)
- Chiu, S. F., & Chen, H. L. (2005). Relationship between job characteristics and organizational citizenship behavior: The mediational role of job satisfaction. *Social Behavior and Personality*, 33(6), 523-540.
- Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of Management*, 31, 874-900.
- Danish, R. Q., & Usman, A. (2010). Impact of reward and recognition on job satisfaction and motivation: An empirical study from Pakistan. *International Journal of Business and Management*, 5(2), 159-167.
- De Cuyper, N., & De Witte, H. (2006). Autonomy and workload among temporary workers: Their effects on job satisfaction, organizational commitment, and self-rated performance. *International Journal of Stress Management*, 13, 441-459.
- Dysvik, A., & Kuvaas, B. (2008). The relationship between perceived training opportunities, work motivation and employee outcomes. *International Journal of Training and Development*, 12(3), 138-157.
- Gabriela Women's Party. (2011). *Job contractualization turns this nations into a nation of cheap labor*. Retrieved from: <http://www.gabrielawomensparty.net/news/press-releases/job-contractualization-turns-nation-nation-cheap-labor>
- Graaf-Zijl, M. (2012). Job satisfaction and contingent employment. *De Economist*, 16, 197-218.

- Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. *Organizational Behavior and Human Performance*, 16, 250-276.
- Husin, S., Chelladurai, P., & Musa, G. (2012). HRM practices, organizational citizenship behaviors and perceived service quality in golf courses. *Journal of Sports Management*, 26, 143-158.
- Javed, M., Rafiq, M., Ahmed, M., & Khan, M. (2012). Impact of HR practices on employee job satisfaction in public sector organizations of Pakistan. *Interdisciplinary Journal of Contemporary Research in Business*, 4(1), 348-363.
- Jehanzeb, K., Rasheed, M. F., Rasheed, A., & Aamir, A. (2012). Impact of rewards and motivation on job satisfaction in banking sector of Saudi Arabia. *International Journal of Business and Social Science*, 3(21), 272-278.
- Kalleberg, A. L. (2000). Nonstandard employment relations: Part-time, temporary, and contract work. *Annual Reviews*, 26, 341-365.
- Kaiser, L. (2002). *Job satisfaction: A comparison of standard, non-standard and self-employed patterns across Europe with a special note to the gender/job paradox* (EPAG Working Paper 27). Colchester: University of Essex.
- Krishnan, R., Omar, R., Ismail, I. R., Alias, M. A., Hamid, R. A., Ghani, M. A., & Kanchymalay, K. (2010). Job satisfaction as a potential mediator between motivational job characteristics and organizational citizenship behavior: Evidence from Malaysia. *Journal of Information Technology and Economic Development*, 1(1), 86-110.
- Kuvaas, B. (2008). An exploration of how the employee-organization relationship affects the linkage between perception of developmental human resource practices and employee outcomes. *Journal of Management Studies*, 45(1), 1-25.
- Kuvaas, B., & Dysvik, A. (2009). Perceived investment in employee development, intrinsic motivation and work performance. *Human Resource Management Journal*, 19(3), 217-236.
- Malalis, A. C., & Lagsa, B. (2013, April 27). Contractualization: The workers' curse. *Sun Star Cagayan de Oro*. Retrieved from <http://www.sunstar.com.ph/cagayan-de-oro/local-news/2013/04/27/>

- contractualization-workers-curse-279776
- Mehboob, F., & Bhutto, N. A. (2012). Job satisfaction as a predictor of organizational citizenship behavior a study of faculty members at business institutes. *Interdisciplinary Journal of Contemporary Research in Business* 3(9), 1447-1455.
- Monis, H., & Sreedhara, T. N. (2011). Employee perceptions of reward and recognition policy a comparative study of Indian & foreign MNC BPO firms. *JM International Journal of Management Research*, 1(2), 122-130.
- Moorman, R. H., & Harland, L. K. (2002). Temporary employees as good citizens: Factors influencing their OCB performance. *Journal of Business and Psychology*, 17(2), 171-187.
- Morris, M. G., & Venkatesh, V. (2010). Job characteristics and job satisfaction: Understanding the role of enterprise resource planning system implementation. *MIS Quarterly*, 34(1), 143-161.
- Mukhtar, A., Sial, M. A., Imran, A., & Jilam, S. M. (2012). Impact of HR practices on organizational citizenship behavior and mediating effect of organizational commitment in NGOs in Pakistan. *World Applied Science Journal*, 18(7), 901-908.
- Naqvi, R., Malik, F., & Mahmood, Q. (2013). The impact of promotions, recognition and autonomy and pay incentives on job satisfaction: A case of banking sector employees in Pakistan. *European Journal of Business Management*, 5(5), 187-193.
- Ofreneo, R. E. (2013). Precarious Philippines: Expanding informal sector, "flexibilizing" labor market. *American Behavioral Scientist*, 57(4), 420-443.
- Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington, MA: Lexington Books.
- Organ, D. W., & Ryan, K. (1995). A meta-analytic review of attitudinal and dispositional predictors of organizational citizenship behavior. *Personnel Psychology*, 48, 775-802.
- Patrick, J. (2000). Training. In N. Chmiel (Ed.), *Introduction to work and organizational psychology* (pp. 100-125). Oxford, UK: Blackwell.
- Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future

- research. *Journal of Management*, 26(3), 513-563.
- Qamar, N. (2012). Job satisfaction and organizational commitment as antecedents of organizational citizenship behaviour (OCB). *Interdisciplinary Journal of Contemporary Research in Business* 4(7), 103-122.
- Rehman, O., Mansoor, A., Rafiq, M., & Rashid, M. (2011). Training and development, leadership style, and empowerment practices, as determinants of organization citizenship behavior in corporate sector of developing country Pakistan. *Far East Research Centre*, 4(2), 16-26.
- Reisel, W. D., Probest, T. M., Chia, S., Maloles, C., & Konig, C. (2010). The effects of job insecurity on job satisfaction, organizational citizenship behavior, deviant behavior, and negative emotions of employees. *International Studies of Management and Organization*, 40(1), 74-91.
- Roberts, R. L. (2005). *The relationship between rewards, recognition and motivation at an Insurance Company in the Western Cape* (Doctoral dissertation). University of the Western Cape.
- Schmidt, S. (2007). The relationship between satisfaction and workplace, training and overall job satisfaction. *Human Resource Development Quarterly*, 18(4), 481-491.
- Sibal, J. (2007). *Measuring the informal sector in the Philippines and the trends in Asia*. Manila: 10th National Convention on Statistics (NCS).
- Slattery, J. P., Anderson, J. E., Selverajan, T. T., & Sardesai, R. (2010). Relationship between job characteristics and attitudes: A study of temporary employees. *Journal of Applied Social Psychology*, 40(6), 1539-1565.
- Snape, E., & Redman, T. (2010). HRM practices, organizational citizenship behavior and performance: A multi-level analysis. *Journal of Management Studies*, 47(7), 1119-1247.
- Spector, P. E. (1985). Measurement of human service staff satisfaction: Development of the job satisfaction survey. *American Journal of Community Psychology*, 13(6), 693-713.
- Sultan, S. (2012). Examining the job characteristics: A matter of employees' work motivation and job satisfaction. *Journal of Behavioral Sciences*, 22(2), 13-25.

- Vagias, W. M. (2006). *Likert-type scale response anchors*. Clemson International Institute for Tourism & Research Development, Department of Parks, Recreation and Tourism Management, Clemson University. Retrieved from <http://www.clemson.edu/centers-institutes/tourism/documents/sample-scales.pdf>
- Van Dyne, L., & Ang, S. (1998). Organizational citizenship behavior of contingent workers in Singapore. *The Academy of Management Journal*, 41(6), 692-703.
- Werner, J. M. (1994). Dimensions that make a difference: Examining the impact of in-role and extra-role behaviors on supervisory ratings. *Journal of Applied Psychology*, 79, 98-107.
- Wilchez-Alzate, G. (2009). *The relationship between rewards and recognition, service-oriented organizational citizenship behaviour, and customer satisfaction* (Doctoral dissertation). University of Waterloo, Canada.
- Wilkin, C. L. (2013). I can't get no job satisfaction: Meta-analysis comparing permanent and contingent workers. *Journal of Organizational Behavior*, 34(1), 47-64.
- Williams, L. J., & Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of Management*, 17(3), 601-617.
- Yao, K., Franco, E., & Hechanova, R. (2005). Rewards that matter: What motivates the Filipino employee? In R. Hechanova & E. Franco (Eds.), *The way we work* (pp. 44-62). Quezon City: Ateneo de Manila University Press.